



PUBLIC CALL FOR MEMORANDA

Contributing to Ghana's Human Capital Development Strategy [HCDS: 2026 – 2057]

1.0. Background

The National Development Planning Commission (NDPC) invites individuals and institutions to submit structured technical memoranda to inform the development of Ghana's Human Capital Development Strategy (HCDS).

Ghana stands at a pivotal moment in its development trajectory. The country's future prosperity depends fundamentally on the strength, productivity, adaptability, and inclusiveness of its human capital. While progress has been made in education access, health services, and skills development, significant challenges persist, including skills mismatches, youth unemployment and underemployment, labour market informality, regional disparities, and institutional fragmentation.

The Human Capital Development Strategy seeks to provide a coherent national framework to align education, health, labour, digital innovation, and economic policy toward sustainable productivity growth and inclusive development. To ensure that the Strategy reflects the depth of domestic expertise and innovation, NDPC is issuing this Call for Memoranda.

We invite bold, practical, evidence-based ideas.

2.0. Who Should Submit?

This call is open to:

- Academics and research institutions
- Think tanks and policy analysts
- Professional bodies and sector associations
- Industry leaders and private sector practitioners
- Civil society organizations
- Development practitioners
- Youth-led organizations
- Individual experts and innovators
- General Public

3.0. Thematic Areas of Interest

Submissions should address one or more of the following priority areas:

1. Skills and Labour Market Alignment

- What are Ghana's most critical current and emerging skills gaps?
- How can education and training systems better align with labour market demand?

- What reforms are needed to strengthen school-to-work transition pathways?
- How can Technical and Vocational Education and Training (TVET) be repositioned to meet industry needs?
- What role should industry partnerships and employer-led training models play in shaping curricula?

2. Employment, Productivity, and Inclusion

- How can Ghana reduce youth unemployment and underemployment, particularly among graduates?
- What strategies can enhance labour productivity across sectors?
- How can women, persons with disabilities, and vulnerable groups be better integrated into productive employment?
- What policies can support transition from informal to formal employment?
- How can entrepreneurship and SME development drive job creation?

3. Financing Human Capital

- What sustainable financing models can support lifelong learning and continuous skills development?
- How can public and private investment in human capital be optimized?
- What innovative funding mechanisms can be explored?

4. Institutional Coordination and Governance

- How can mandates across Ministries, Departments and Agencies be better aligned to support human capital development?
- What reforms can reduce duplication and improve accountability?
- How can sub-national actors be better integrated into human capital development?

5. Digital Transformation and Future Skills

- How can Ghana leverage digitalization, automation, and emerging technologies to strengthen human capital development?
- What digital and technological skills will be most in demand over the next decade?
- How can digital infrastructure and access to technology support learning and productivity?
- How can public services be modernized to improve efficiency and access?

6. Preventing Brain Drain and Strengthening Retention

- What policy measures can improve retention of skilled professionals?
- How can Ghana make local labour markets more competitive and attractive for skilled workers?
- What incentives can encourage skilled diaspora professionals to contribute to national development?
- How can diaspora networks support knowledge transfer, innovation, and investment?

7. Data and Labour Market Intelligence

- How can Ghana improve real-time human capital and labour market data systems?

- What institutional arrangements are needed for stronger data integration?
- What mechanisms can strengthen labour market forecasting and skills anticipation systems?

8. Early Childhood education and development

- How can ECD services be made more inclusive for children with disabilities and special needs?
- How can access to quality early childhood care and education, including kindergarten, be expanded and improved?
- What systems can be developed to ensure early detection and intervention for developmental delays and disabilities?
- What strategies can improve coordination and integration of ECD services across health, education, and social protection sectors?
- How can child protection, safety, and safeguarding systems be strengthened?
- How can monitoring, evaluation, and data systems for ECD be strengthened?
- What financing and investment strategies are needed to scale up ECD programmes?
- How can community engagement and awareness on the importance of ECD be increased?
- How can gender equality in early childhood access and outcomes be ensured?
- What are the effects of urbanization and informal settlements on early childhood development, and how can they be mitigated?

9. Health and Nutrition

- How can Ghana strengthen primary healthcare systems to achieve universal health coverage (UHC)?
- What strategies can improve maternal, new-born, and child health outcomes across all regions?
- How can Ghana effectively address malnutrition, including stunting, wasting, micronutrient deficiencies, and obesity?
- What policy and programmatic approaches can enhance food security and nutrition-sensitive agriculture?
- How can adolescent health and nutrition, including reproductive health services, be improved?
- What measures are needed to prevent and control communicable and non-communicable diseases (NCDs)?
- What reforms are required to ensure sustainable and equitable health financing, including the NHIS?
- What role can digital health systems and data management play in improving health service delivery?
- How can improvements in water, sanitation, and hygiene (WASH) contribute to better health and nutrition outcomes?
- What are the implications of climate change for health and nutrition, and how can they be addressed?

- How can private sector participation and public-private partnerships improve health service delivery?
- What strategies can enhance community-based health systems such as CHPS?

4.0.Submission Requirements

The Memoranda should:

- Be a one technical memorandum addressing one or more of the thematic areas outlined in this call.
- Have a 1-Page Executive Summary highlighting the core issue, key evidence, and principal recommendations.
- Not be more than 10 pages, excluding annexes and references.
- Have annexes, where necessary, to present supporting data, case material, or supplementary analysis.
- Clearly define the problem being addressed.
- Present evidence-based analysis.
- Provide actionable policy recommendations.
- Outline implementation considerations and indicative cost implications (where possible).
- Identify potential risks and mitigation strategies.

Please note that submissions must be written in clear, professional language and supported by credible evidence.

5.0.Evaluation Criteria

All submissions will be reviewed based on:

- Strategic relevance to Ghana’s development priorities
- Analytical depth and evidence strength
- Feasibility and fiscal realism
- Innovation and originality
- Clarity of implementation pathway

Kindly note that the selected proposals will inform the strategic pillars and reform options of the Human Capital Development Strategy.

6.0.Important Dates

- **Call Opens:** [11th May, 2026]
- **Submission Deadline:** [20th June, 2026]
- **Notification of Selected Contributors:** [30th June, 2026]
- Late submissions may not be considered.

7.0.File Naming Convention

Please name your file using the format HCDS Memorandum_ [Institution or Individual Name] _ [Short Title].

8.0. Maximum File Size

The submitted file should not exceed 10 MB.

9.0. Submission Process

Memoranda should be submitted electronically in Word/PDF format to:

The Director General

National Development Planning Commission (NDPC)

No. 13 Switchback Road. P.O. Box CT 633, Cantonments - Accra, Ghana

Email: info@ndpc.gov.gh

Subject Line: *HCDS Memorandum Submission – [Institution/Individual Name]*

For inquiries, please contact:

[Stephen Ampem-Darko on Email stephen.ampemdarko@ndpc.gov.gh; Peter Porekuu on Email peter.porekuu@ndpc.gov.gh]

10.0. Targeted Outreach and Publicity

To complement this public call, NDPC may undertake targeted outreach to relevant stakeholder groups to encourage high-quality submissions and broad national participation. Targeted outreach may include engagement with universities and research institutions, think tanks, professional bodies, Technical and Vocational Education and Training (TVET) institutions, private sector associations, civil society organizations, youth-led groups, development partners, relevant public institutions, and diaspora professional networks.

11.0. Why Your Contribution Matters

The Human Capital Development Strategy will shape Ghana's policy direction over the coming years. It will guide investment decisions, institutional reforms, and labour market transformation efforts. This is an opportunity to influence national policy and contribute to a strategy that directly impacts employment, productivity, and social mobility across the country.

NDPC encourages thoughtful, bold, and practical submissions that can help position Ghana to harness its demographic dividend and compete effectively in a rapidly changing global economy.

Your ideas can help shape Ghana's future.