



MINISTRY OF BUSINESS DEVELOPMENT

MEDIUM TERM PLAN: 2018-2021

Table of Contents.

List of Acronyms	2
Tables and Figures	3
Executive Summary	4
Chapter One	5
Chapter Two	24
Chapter Three	34
Chapter Four	45
Chapter Five	53
Chapter Six	55

List of Acronyms

AAP	Annual Action Plans
GDP	Gross Domestic Product
GHSUSD	Ghana Cedi to US Dollar
GOG	Government of Ghana
GRI	Global Reporting Initiative
GSGDA	Ghana Shared Growth and Development Agenda
HE	His Excellency
IGF	Internal Generated Funds
MDAs.	Ministries Departments and Agencies
MMDA's	Metropolitan Municipal and District Assemblies
MoBD	Ministry of Business Development
MOTI	Ministry of Trade and Industry
MSME's	Micro, Small and Medium Enterprises
MTDPC	Medium Term Development Planning Committee
NDPC	National Development Planning Commission
NEIP	National Entrepreneurship and Innovation Plan
PBB	Programmes Based Budgeting
PNDC	Provisional National Defense Council
PoA	Programme of Action
POCC	Potential, Opportunities, Challenges and Constrains
PPBME	Policy Planning Budgeting Monitoring and Evaluation
PPP	Public Private Partnership
SDG's	Sustainability Development Goals
SME's	Small and Medium Enterprises
UN	United Nations
YEF	Youth Enterprise Fund

Tables and Figures

Table 1: Programmes Performance Review.	7
Table 2: Ministry of Business Development Medium Term Budget under GOG Funding	11
Table 3: Sources of Financial Resources for Ministry of Business Development.	12
Figure 1: Bar Chart of Expenditure Releases from GOG	13
Figure 2: Organogram of MoBD	15
Figure 3: Bar Chart; Staff Distribution by Rank	18
Figure 4: Bar Chart, Staff Distribution by Gender	18
Table 4: List of Vehicle	19
Table 5: Capacity Index Table.	20
Table 6: Thematic Areas of GSGDA and Issues Found	22
Table 7: Development Dimension and adopted Issues.	24
Table 8: Thematic Areas of GSDGA II 2014-2017 and Adopted Issues of Agenda for Jobs 2018-2021	28
Figure 5: Internal Consistency Analysis Matrix.	30
Table 9: Adopted Sustainable and Prioritized Issues	33
Figure 6: Development Goals of Ministry of Business Development.	34
Table 10: Adopted Issues Mapped to SDG's.	35
Table 11: Projected Development Requirements.	39
Table 12; Adopted development issues, Development Dimension goals, Policy objectives and strategies from Agenda for Jobs.	42
Table 13: Potential, Opportunities, Challenges and Constrains (POCC) Framework	44
Table 14: Programmes Prioritization Matrix.	45
Table 15: Programme of Action (PoA) Matrix	50
Table 16; Financing Framework	52
Table 17; Annual Action Plan	54
Table 18: Programmes/Projects Implementation, Monitoring and Evaluation Matrix.	56
Table 19: Data Collection Matrix	57
Figure 7: Quarterly/Annual Progress Reporting Format	58
Table 20; Dissemination and Communication Matrix	59
Table 19: Evaluation Criteria	59
Table 20: Evaluation Framework	60

EXECUTIVE SUMMARY

The Ministry of Business Development was set up by His Excellency President Nana Akufo Addo, as part of the special initiatives to fast track the development of Ghana's entrepreneurial culture and provide additional avenues to provide self-employment opportunities for Ghanaian youth and support to MSME's. The Ministry started operations in second quarter of 2017. In pursuit of its mandate, the Ministry led by Honourable Dr. Ibrahim Mohammed Awal developed two key programmes; Administration and Management and National Entrepreneurship Innovation Plan (NEIP), to achieve its medium term goals. The NEIP acts as an agency to implement the sub-programmes and modules. It currently has three key sub-programmes; Entrepreneurship Training and Development, Business Incubation and Green Business. A chunk of the Ministry's budget is currently dedicated towards the implementation of the sub-programmes, to train youth and existing MSME's, Incubate startup businesses, enable green businesses by establishing greenhouse domes throughout Ghana, Create Jobs and increase competitiveness of MSME's.

The Ministry's budget is fully funded from the consolidated funded under the Programme Base Budgeting (PBB) funding strategy. However, in view of the limited financial resources from Government to fully support the various programmes of the Ministry, especially providing avenues for funding youth startup businesses, the Ministry shall adopt additional financial engineering techniques to attract funding for the various programmes investments to help realize its goals and significantly contribute towards the achievement of the medium objectives of the Agenda for Jobs 2018-2021. The Ministry is also in the process of developing the National Entrepreneurship Policy document to guide the nation to accelerate the development of entrepreneurship and facilitate the growth of locally owned Ghanaian businesses to create wealth for the Ghanaian and complement the overall growth of the Ghanaian economy.

The Ministry's Management and Administration programme needs to be sufficiently resourced to facilitate the implementation of the sub-programmes under the NEIP. However, budgetary constraints are adversely impacting its delivery and in view of this, most of the targets and key objectives for 2018 are lagging behind. Moreover, a full complement of the required staff strength are not currently available to contribute towards the implementation of its programmes, projects and activities. The Ministry requires a PPBME officials to manage its Monitoring and Evaluation function, to help it track its progress and ensure key milestones of all programmes and projects are being achieved.

The Honourable Minister provided leadership in charting the development path for the Ministry, through the determination of the medium-term goal, functions, values and key programmes and modules under sub-programmes to help realize the goals of the Ministry. A highlight of some of the goals include; the creation of 12,000 youth jobs, entrepreneurship training of 19,600 youth, capacity development of 600 existing MSME's, raising of USD152 Million for YEF and NEIP Industrialisation, Green House Dome for vegetable production to create 1,000 jobs. A total financial commitment is required to facilitate the achievement of the above goals and help contribute to government effort towards reducing unemployment by less than 10% and deepening youth entrepreneurial spirits by the end of the medium term period in 2021.

Chapter One

1.1 Profile of Ministry of Business Development

Vision	The vision of the ministry is to make Ghana the most entrepreneurial and business-friendly country in Africa.
Mission	To create a sustainable and most business-friendly, entrepreneurial, innovative and business enabling environment, that fosters private sector-led investment for job creation and livelihoods.
National Policy Objectives	<p>The relevant national policy objectives for the Ministry of Business Development includes;</p> <ul style="list-style-type: none">▪ To create an entrepreneurial culture in Ghana targeting especially start-ups and youth businesses.▪ To improve the operational efficiency and competitiveness of micro and small businesses for job creation.▪ To provide business development services and enhance access to finance for start-ups and small businesses.
Core Values	<p><i>Integrity</i> Our staff attitude and objectivity is bounded by the call to serve the Republic of Ghana to achieve the goal of the Agenda for Jobs’; Creating Prosperity and equal opportunity for all.</p> <p><i>Transparency</i> The processes of the Ministry will be apparent in the eyes of every Ghanaian and stakeholders, to give confidence to our Policies, Programmes, Operations and activities.</p> <p><i>Responsiveness</i> We are proactive and client centered in all our engagements, to providing opportunities and solutions to the national entrepreneurial drive.</p> <p><i>Value Creation</i> Our efforts are focused on wealth creation for the Ghanaian.</p>

MEDIUM TERM PLAN; 2018-2021

- Functions** The functions of MoBD has been captured in its mission statement and government policy to include;
- Promoting the development of entrepreneurial culture in Ghana.
 - Facilitating the improvement in the ease of doing business in Ghana.
 - Promoting the development and capacity of the MSME's sector for job creation.
 - Increasing the entrepreneurial capacity of the Ghanaian youth.
 - Nurture and promoting the growth of medium to large size indigenous Ghanaian businesses.
 - To enhance the image of Ghana as the most business-friendly country in Africa.
- Leadership** The Ministry is headed by Honourable Dr. Ibrahim Mohammed Awal as the Minister and supported by Mr. Joseph Tackie as the Bureaucratic Head of the Ministry (Ag. Chief Director).

1.2 Analysis of Ministry Of Business Development Current Performance

The Period of this performance review covers June 30, 2017 to May 31, 2018. The current performance of the Ministry respect of its programmes and sub-programmes and development dimensions towards its medium-term goals and targets are provided in the following table (Table 1). It also reviews the Ministry income and expenditure, during the review period. Table 2 and 3 shows variance of annual expenditure against revenues.

MEDIUM TERM PLAN; 2018-2021

Table 1: Programmes Performance Review.

Period	Development Dimension						
	Policy Objectives						
				Indicators			Remarks
	Programmes	Sub-Programmes	Broad Objectives	Baseline (2017)	MTDP Target	Achievements	
2017	Management and Administration	General Administration and Finance	To provide requisite logistics, develop human resource policies and provide other support services to ensure optimal performance of staff		<ol style="list-style-type: none"> 1. Complete Strategic Plan 2. Provision of logistics for NEIP Sub Programmes 	On-going Implementation	Logistics provided.
		Establishment of the Budgetary and Financial Control Function to ensure the efficient Financial Management of the Ministry	Ensure availability of funds, and accountancy matters of the Ministry		<ol style="list-style-type: none"> 1. Prepare the full budgetary estimates of the ministry for the financial year to capture all expenses and incomes of the ministry and safeguard its assets. 		Additional Human Resources on Policy Planning, Budgeting & Monitoring (PPBM), Finance and Research, Statistics and Information Management personnel are required.
		Entrepreneurial Development and Training	To provide an integrated, national support for early-stage	525 Entrepreneurs Trained	21,000 Entrepreneurs to be trained by 2021	On-going Implementation	

MEDIUM TERM PLAN; 2018-2021

			<p>(start-ups) and small businesses,</p> <p>To enable new businesses to emerge and give them the space to grow, to receive financing and business development services, to secure orders during the critical formative years and to create jobs.</p> <p>To provide funding for innovative Youth Start Up MSME'S, to reduce access to financing challenges.</p>		<p>1,500 businesses to be given financial support to improve their business by 2021</p> <p>Raise a total of USD100 Million, for the MSME's financing, under the NEIP programmes, by the end 2021</p>	<p>On-going Implementation</p> <p>On-going Implementation</p>	<p>Financial support for business depends timely release of budgetary allocation.</p> <p>Funding Partners should be engage to raise USD100 Million.</p>
		Establishment of Regional Incubation Hubs	<p>To establish Regional Incubation Hubs for training of MSME's on how to manage their businesses</p>	<p>Started Collaborating with existing Incubator Hubs in Kumasi, Accra and Takoradi.</p>	<p>To establish 10 Incubator Hubs with a minimum of 30 start-ups, in each region, to start 30 fresh businesses with professional guidance as a strategy of creating</p>	<p>On-going Implementation</p>	<p>The Ministry started collaborating with some of the existing hubs.</p>

MEDIUM TERM PLAN; 2018-2021

			<p>To implement Business a Development Programme for youth</p> <p>Capacity development of businesses.</p>		<p>300 job stations by 2021.</p> <p>To create 1,000 ancillary jobs from the business incubator programme by 2021</p>		<p>Delay in release of budget of funding.</p> <p>The ministry should work to establish their own incubator hubs to avoid duplication of resources.</p>
	Green Business Initiatives	Establishment of Green House Domes Estates across the Country	To scale up job creation for the unemployed youth in farming, processing and export of vegetables.		To establish 500 green house domes across the country to create a minimum of 1,000 jobs, the end of the programme.		75 Domes created at Dawhenya, Greater Accra as at 2017.

MEDIUM TERM PLAN; 2018-2021

Table 2 : Ministry of Business Development Medium Budget under GOG Funding

PERSONNEL EMOLUMENTS (Wage and Salaries)							
Year	Requested as Planned (A)	Approved as per Ceiling (B)	Released (C)	Deviations		Annual Expenditure (D)	Variance (C-D)
				A-B	B-C		
2018	350,000.00						
2019	350,000.00						
2020	350,000.00						
2021	435,129.00						
Capital Expenditure							
Year							
2017		104,786,513.00	0		(104,786,513.00)	(104,786,513.00)	(104,786,513.00)
2018	500,000.00						
2019	500,000.00						
2020	500,000.00						
2021							
Goods and Services							
2017		49,415,080.00	5,831,201.00		(43,583,879.00)	(43,583,879.00)	(43,583,879.00)
2018	51,410,000.00						
2019	51,410,000.00						
2020	51,410,000.00						
2021							

MEDIUM TERM PLAN; 2018-2021

Table 3: Sources of Financial Resources for Ministry of Business Development

Sources	2018			2019			2020			2021	
	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received
GOG	52,260,000.00	5,831,201.00	(46,428,799.00)	52,260,000.00			52,260,000.00			52,260,000.00	
IGF											
Development Partners											
Others (Specify)											
Total	52,260,000.00	5,831,201.00	(46,428,799.00)	52,260,000.00	-	-	52,260,000.00	-	-	52,260,000.00	-

MEDIUM TERM PLAN; 2018-2021

Medium-Term Expenditure Trends

The Ministry was allocated a total budget of GH¢155,201,593.00 in 2017 financial year. Within the year 2017 under review, this was made up of GH¢1,000,000.00 for Office Operations, GH¢50,414,080.00 for Goods and Services and GH¢104,786,513.00 for Capex under GoG.

The Ministry has experienced a lot of delays in the release of funds from the Ministry of Finance, and as at November 2017, GH¢2,757,540.00 was expended on Goods and Services while GH¢21,950,000.00 was expended on Capex from the GoG source. The total expenditure for 2017 stood at GH¢25,707,540.00.

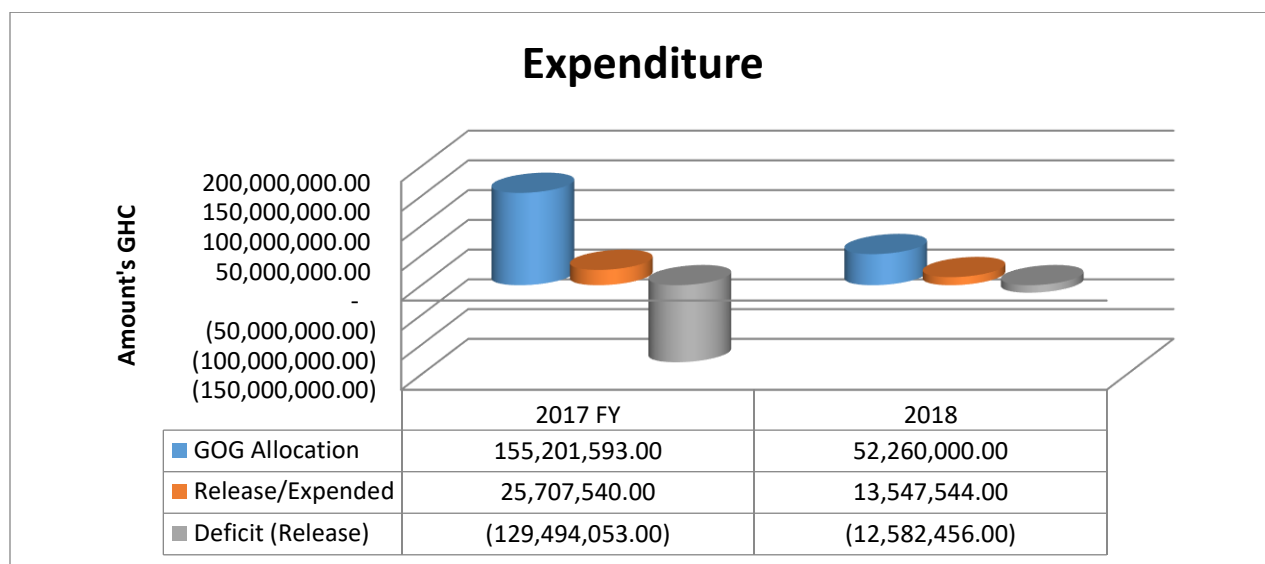


Figure 1: Bar Chart of Expenditure Releases

As at May 31st, 2018, the Ministry received GHC13,547,544.00, representing 52% of the expected total budgetary allocations of the expected GHC26,130,000.00 for both First and Second Quarter Releases.

1.3 Analysis of the Programmes and Projects Performance in 2017

Programme 1: Management and Administration (Headquarters)

The offices of the Ministry of Business Development, located at NO. 12 Haile Selassie Street at the former MOTI Annex, has been successfully refurbished and furniture and fittings replaced. Telephone connections have been restored with functional internet connections functional. Additionally, a website has been developed and commissioned.

Programme 2: National Entrepreneurship and Innovation Plan

The National Entrepreneurship and Innovation Plan was launched by His Excellency the President in July 2017.

MEDIUM TERM PLAN; 2018-2021

A Private Sector Implementation Partner was successfully engaged through a competitive bidding process which was advertised in the national media. In all thirteen consultancy firms went through the expression of interest process.

Four NEIP Zonal offices have been established in Tamale, Kumasi, Takoradi and Accra.

Cabinet has also approved the development of a comprehensive National Entrepreneurship Policy by the Ministry. This ministry has started pre-procurement procedures for engagement of consultant for the development of the National Entrepreneurship Policy.

Sub Programme 2.1: Entrepreneurship Training and Development

A national Business Support and National Business Plan Competition have been launched and as at the end of the deadline, over 6,000 business proposals had been received. Trainings conducted in the selected zones nationwide.

Sub Programme 2.2: Regional Incubation Hubs

The first High-tech Incubation Hub under the NEIP, has been established at CEIB campus in Accra. Ten High-tech Regional Incubation Hubs have been earmarked for each region. First batch of incubated firms are nearing completion of their training programme at various partner incubation centres.

Sub Programme 2.3: Green Business Management

The biggest **Green House Estate** Project in West Africa is currently ongoing at Dawhenya irrigation site in the Greater Accra Region with 75 domes established as at end of October 2017. It is expected that 1000 Units of Green Houses will be established in all regions by 2021.

1.4 Analysis of Current Sector Development Situation at Ministry of Business Development.

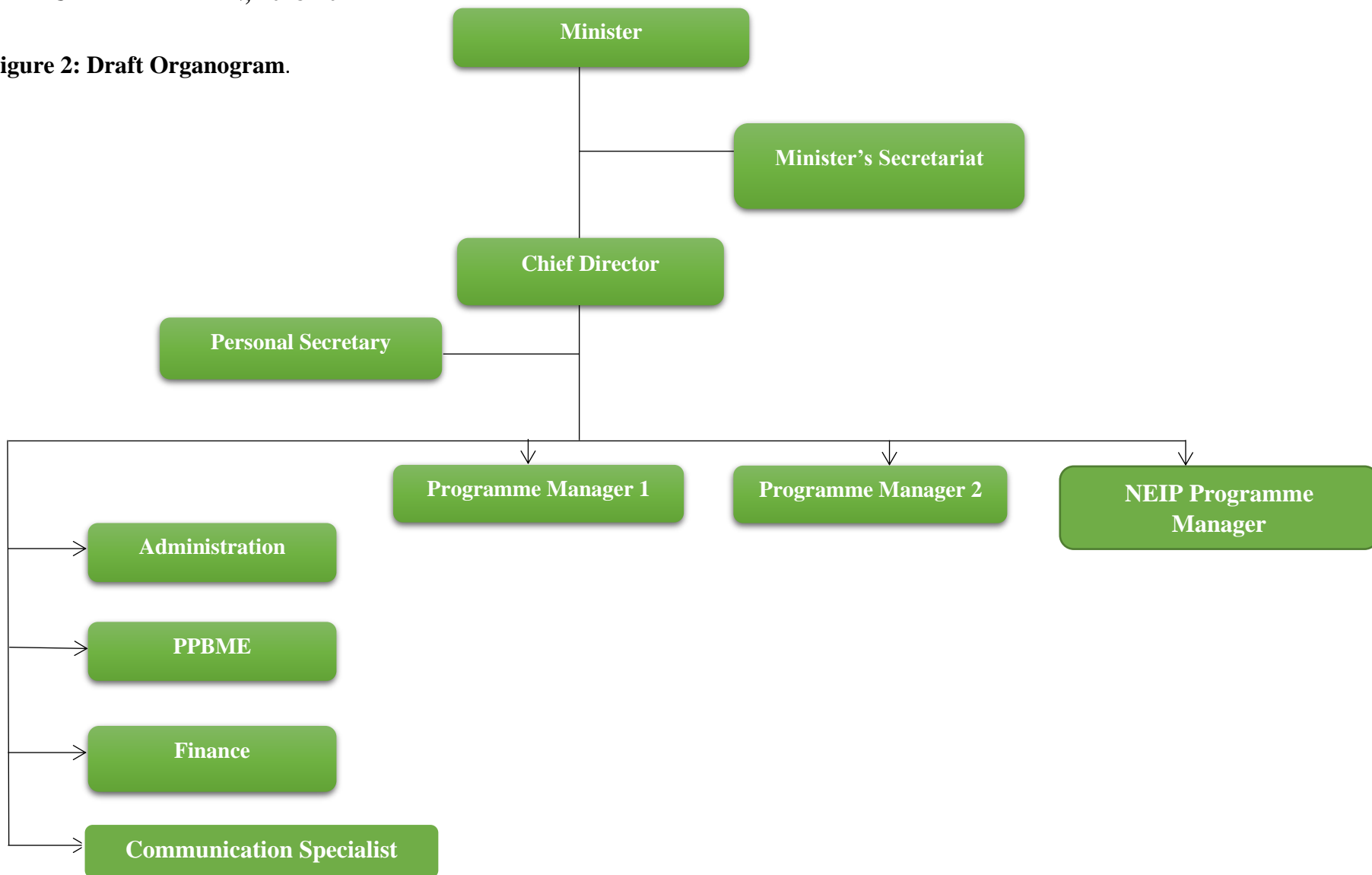
The Ministry of Business Development is continuing with the implementation of its two main programmes. That is the Management and Administration and National Entrepreneurship and Innovation Plan (NEIP).

The 2018 strategy involves scaling up of all main programmes and accompanying sub programmes, in line with the annual targets for each programme.

Institutional Capacity

The management and Administration Programme through its complementary functions indicated above, currently provides policy support to NEIP for it to successfully implement its sub programmes and projects, toward the achievement of the Ministry broad national goals and objectives.

Figure 2: Draft Organogram.



1.5 Brief Description of Proposed structure

Going forward, the draft organization structure of the Ministry provides for the following:

The Minister is to be supported by a secretariat. Chief Director shall be assisted by a Personal Secretary; The Ministry's Programmes shall be managed by two Programmes Managers who are respectively responsible for the Northern and Southern Zones implementation of its programmes as well as a Communications Specialist; to provide a communication strategy for all programmes, modules and other public relations for the Ministry.

The other specialist units such as Policy, Planning, Budgeting, Monitoring and Evaluation (PPBME), Administration Human Resource, Finance, Internal Audit, as well as the National Entrepreneurship and Innovation Plan (NEIP) will provide professional services to the Programme Managers.

The NEIP represent second generic programme of the Ministry and has the overall responsibility of implementing and scaling the various sub-programmes. It is expected to work through the Programme Managers to facilitate the effective implementation of the sub-programmes and modules in a spatial frame (Northern and Southern Zones). The Communications Specialist will provide public relations services to the ministry's two main programmes.

The client service will be working directly under the main Administration function to provide a dovetail framework in the administrative and human resource function.

However, PPMBE, Finance, Internal Audit, Research, Statistics and Public Relations and Client Services roles have not been filled.

This draft organizational structure, in apparent terms is a Matrix framework and shall be a subject of annual review in line with the annual action plans of the Ministry.

1.6 Human Resource Capacity

The *Human Resources sub programme* is to maintain systems and procedures for Planning and Controlling of human resources. It also provides guidance in determining training needs of all categories of staff.

Staff Strength

The Ministry has total staff strength of eleven (11) employees including a Deputy Director of Administration and one executive staff from the Office of the Head of Civil Service who are now at post in the Ministry, since July, 2017.

MEDIUM TERM PLAN; 2018-2021

The minimum and upper academic qualifications of staff on functional roles at the Ministry are from Senior School Certificate Examination (SSCE) to Masters Degrees. The Ministry currently has about 20% of the requisite staff to effectively deliver on their roles.

Capacity Building

In 2017, 4 staff completed capacity building programme in various courses, to improve their competences on their respective roles for the Ministry, staff Job Schedules were also completed to guide each staff on their detail job descriptions.

Staffing Deficit

The Ministry currently does not have the following staff for its general administration:

- Treasury Officer
- Policy, Planning, Budgeting, Monitoring and Evaluation (PPBME)
- Internal Auditor
- Research Statistics and Public Relations
- Records Officers

The Ministry expects to engage the above professionals to provide leadership and direction to its programmes and projects to ensure timely evaluation and analysis of these programmes and policies against their budgets. The ideal candidates are expected to have professional experience and graduate level competences in their respective professions and training, particularly in the public sector. Moreover, the PPBME will be providing requisite guidance for the implementation, monitoring and review of the Ministry's programmes, in line with its strategy and policies.

Recommendation.

- 1. The Ministry requires the complement of its functional heads in Finance, PPBME, Internal Audit*
- 2. The Human Resources and Client Services should be consummated into a single unit; Administration and Human Resources.*

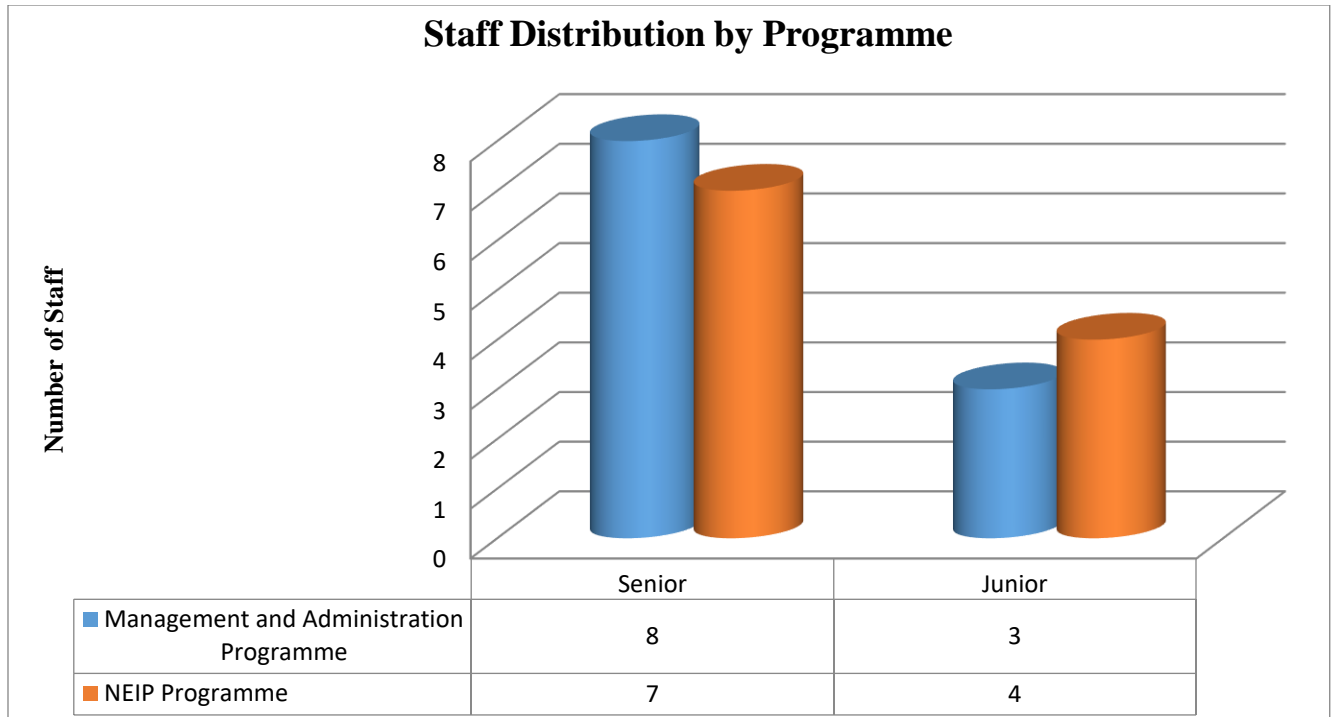


Figure 3: Bar Chart of Staff Distribution by Rank

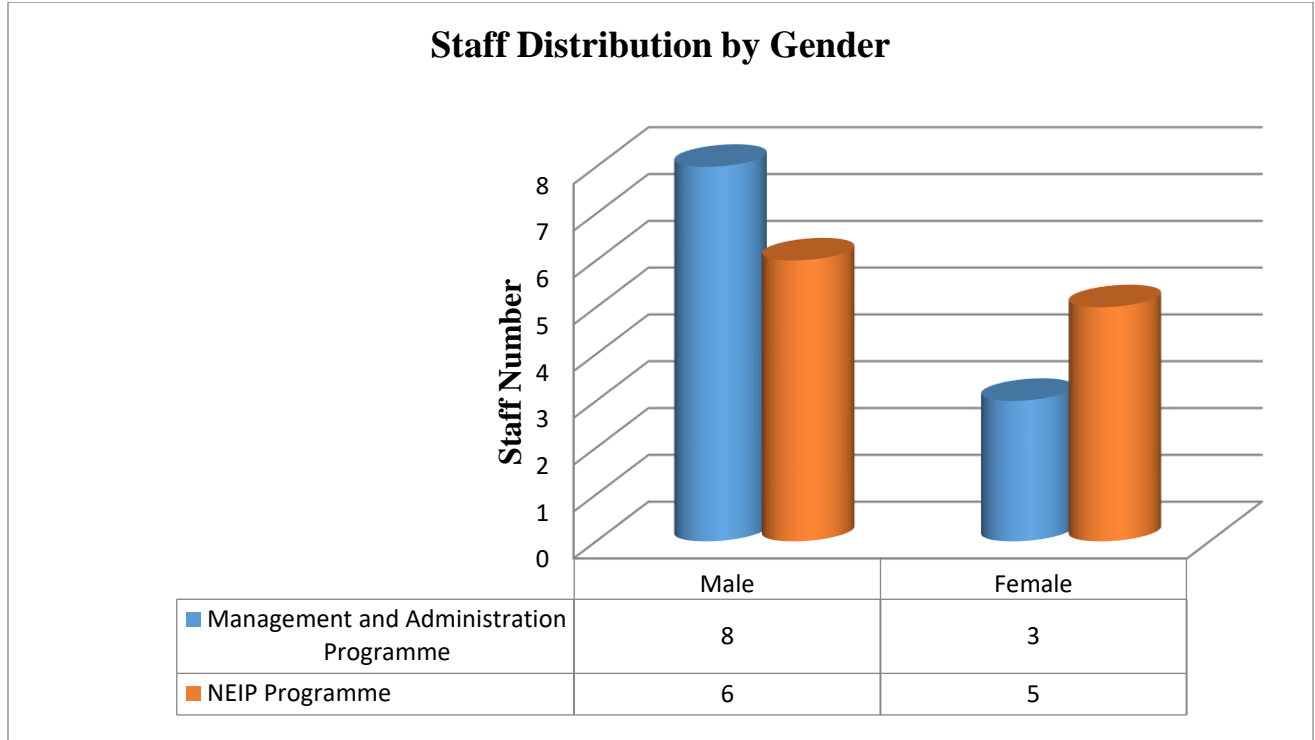


Figure 3: Bar Chart of Staff Distribution by Gender

1.7 Infrastructure, Facilities and Logistics

Estates

The Ministry is currently housed at Number 12 Haile Selassie Street at the former MOTI Annex, North Ridge Accra. The current office space is inadequate for its existing staff and for the planned staffing needs. However, a number of office equipment, computers and furniture were procured in 2017, for the effective general administrative functions of the Ministry.

However, additional office accommodation is required for the planned recruitment of other technical staff, which will be seconded to the other sub-programmes under the General Administration and Finance programme.

The NEIP programme is headquartered at Shiashi, Accra. It has also opened regional offices to provide access to its programmes and modules, by the youth and MSME's promoters, in the regions.

Logistics

The main Ministry Management and Administration has five (5) official vehicles allocated as follows:

Toyota Land Cruiser V8	Minister
Toyota Land Cruiser V8	Chief Director
Toyota Prado	Advisor to the Minister
Nissan Navara	Pool Car
Nissan Saloon Car	Pool Car

Table 4: List of Vehicle

Computers, Office Equipment and Furniture are commensurate with the current staffing and operations of the General Administration and Finance Programme.

The NEIP programme has two (2) official vehicles. However, it has not procured new computers for their operations and programmes, but currently uses left over computers of Hydrological Services Department, whose office it currently occupies at Shiashi, Accra.

Recommendations

1. Vehicles

The Ministry requires a pool of vehicles to facilitate the operations and implementations of its programmes both for the Management and Administration and NEIP Programmes.

2. Computers and Office Equipment.

A set of computers and office equipment for the effective operation of the NEIP and its sub-programmes are urgently required to reduce the risk of data integrity and optimum performance of the NEIP agency sub-programmes.

1.8 Capacity and Management of Staff

Results from capacity review indicated that the Ministry has a Capacity Index of 7.46. However, the area that requires attention is the Timely Availability and Release of Budgetary Allocation from Finance Ministry for effective execution and implementation of the Ministry's programmes, since the entire budget of the Ministry is currently funded by Government of Ghana. The table 5 below provides a detail scores from the management capacity evaluation of the

No	Indicator	Score 1	Score 2	Score 3	Score 4	Score 5	Score 6	Score 7	Score 8	Score 9	Score 10	Average Indicator
1	Qualification of Personnel	8.7	7.6	9.5	8	7.8	8.7	8	9	6	9	8.23
2	Staff Complement	6.5	6.8	7.5	6	8.1	7.4	6	7	8	7	7.03
3	M&E Skills & Knowledge	7.3	9.5	8.3	7	7.5	7.8	8	9	10	8	8.24
4	Availability of Funds	3.4	4.3	4	3	3	4.7	3	4	10	2.6	4.2
5	Utilization of Funds	8.7	9.7	8	9	10	10	9	8	8	9	8.94
6	Timely Access to Funds	4.3	3.5	4	4	4	3.7	3	3	5	4	3.85
7	Leadership	8.7	7.5	9	9	9	8	9	9	8	8	8.52
8	Management	7.6	7.6	8	8.8	8	6.9	8	9	9	8	8.09
9	Workload	8.3	9.4	8	8	8	8.9	9	8	8	9	8.46
10	Motivation/ Incentives	7.8	6.7	9	8	8.5	7.6	8	9	8	7	7.96
11	Equipment and Facilities	7.4	7.9	8	7.9	9	9.6	9	8	9.5	9	8.53
	Total Score	78.7	80.5	83.3	78.7	82.9	83.3	80	83	89.5	80.6	82.05

Table 5: Capacity Index Table.

1.9 Climate Change, Environment and Green Economy.

The Ministry has adopted a number of sectors to pioneer Climate Smart, Renewable Technologies and Green Economy ventures, in the larger Green Business space.

The challenges posed by the climate change phenomenon to human survival are significant. The current high temperatures across the globe have direct impact on human productivity and resilience of ecology and environmental systems, including agriculture output.

The Green *Business Initiatives* represents the first of this sub-programme, *to* draw unemployed youth to green business ventures. The establishment of 75 Green House Domes at Dawhenya in the Accra Plains is to provide opportunities for youth to undertake year round agriculture in vegetable production, without the inhibiting effects of climate change (high temperatures), especially in the dry season, and ensure year round production.

This is expected to provide job opportunities in this sector and increase household incomes for these young people.

The medium term objectives is to provide 1,000 job opportunities through this green economy programme, via the establishment of domes that are spatially spread across Ghana, to create jobs for the Ghanaian youth

Additional investment in these greenhouse domes is being projected under the medium term plan for implementation.

1.10 A Summary of Key Development Gaps

The table below provides the development gaps in the GSDGA under the various thematic areas. The performance review of the GSDGA implementation period; 2014-2017 identified the following gaps that require further review to determine their wholesale or partial adoption, as the Ministry attempts to implement its sector component of the Agenda for Jobs 2018-2021. Thematic areas were:

- Ensuring and Sustaining Macroeconomic Stability
- Enhancing Competitiveness of Ghana's Private Sector.
- Accelerated Agricultural Modernization and Sustainable Natural Resource Management.
- Oil and Gas Development.
- Infrastructure and Human Settlements
- Human Development, Productivity and Employment.
- Transparent, Responsive and Accountable Governance.

Thematic Areas	Issues Found from Performance Review.
<i>Ensuring and Sustaining Macroeconomic Stability</i>	<ol style="list-style-type: none"> 1. <i>Low policy support to entrepreneurial development of youth is the key cause of youth unemployment.</i> 2. <i>Low capacity of MSME's to manage business growth; a direct cause of Ghana low GDP and other macroeconomic fundamentals.</i>
<i>Enhancing Competitiveness of Ghana's Private Sector</i>	<ol style="list-style-type: none"> 1. <i>Lack of Technology incubators, Financing Challenges and Management.</i> 2. <i>Market Access and Ease of Doing Business for Startups and MSME's.</i>
<i>Accelerated Agricultural Modernization and Sustainable Natural Resource Management</i>	<ol style="list-style-type: none"> 1. <i>Lack of Clear Sector Policy for agriculture investment</i> 2. <i>Weak local Value Chain Support.</i> 3. <i>Lack/Weak local policy for MSME's sustainable Natural Resource Exploitation.</i>
<i>Oil and Gas Development</i>	<ol style="list-style-type: none"> 1. <i>Capital Intensive industry restricting local businesses (MSME'S) participation.</i> 2. <i>Technology and Skills Gap undermining access to local content contracts by MSME's</i>
<i>Infrastructure and Human Settlements</i>	<ol style="list-style-type: none"> 1. <i>Weak Transport Infrastructure to support local e-commerce business initiatives.</i> 2. <i>Lack of spatial planning for towns and encouraging Haphazard residential development, undermining local infrastructure investments</i>
<i>Human Development, Productivity and Employment</i>	<ol style="list-style-type: none"> 1. <i>Low technical and business management skills in local MSME's.</i> 2. <i>Limited decent job opportunities for the youth</i>
<i>Transparent, Responsive and Accountable Governance.</i>	<ol style="list-style-type: none"> 1. <i>Unclear resource allocation and policy support undermining MSME's with potential and capacity to grow.</i> 2. <i>Misuse of instruments by state agencies and or officers to the detriments of targeted beneficiaries (specific MSME's sectors).</i>

Table 6: Thematic Areas of GSGDA and Issues Found

1.11 List of Key Development Challenges for Youth Entrepreneurship.

<i>No Delineation of sectors</i>	No delineation of Sectors with potential capacity to create and absorb significant number of youth jobs to reduce youth unemployment.
<i>No Policy Document</i>	No policy blue print on youth entrepreneurship and MSME's development as a spring board to developing Ghanaian multinational enterprises.
<i>Weak Infrastructure</i>	Weak infrastructure to provide platform for unlocking the creativity of Ghanaian youth in entrepreneurial projects.
<i>Financing Challenge</i>	Lack of 'Patient Capital' and high Cost of Credit inhibiting the growth of existing MSME's and youth businesses to invest in Capital Expenditure and Working Capital to enhance their competitiveness.
<i>Skills Gap</i>	Skills gap among significant number of Ghanaian youth limiting their opportunities to for decent and high paying jobs and self-employment.
<i>Low interest to protect markets for Ghanaian startups</i>	Low commitment of public institutions and leadership to protect the Ghanaian market (commercial and employment) to secure the opportunities prevalent in the country for the Ghanaian youth and MSME's.

Chapter 2

2.1 Development Issues

In line with the constitutional requirement under article 35 (7) of the 1992 constitution, the Ministry has completed a review of the thematic areas from GSDGA II and transitioned it to the Agenda for Jobs; 2018-2021, to outline the necessity for continuation of programmes under GSDGA II.

The development dimensions in the GSDGA II from 2014 to 2017 included the following:

- Social Development
- Economic Development
- Environment, Infrastructure and Human Settlement.
- Ghana’s role in International Affairs.
- Governance, Corruption and Accountability.

Adopted GSDGA II Development Dimensions.

For the purpose of continuation of the development dimensions from GSDGA II, as require by the constitution of the Republic of Ghana, the Ministry of Business Development has adopted the following dimensions and transitioned into the Agenda for Jobs 2018-2021;

- Social Development
- Economic Development
- Environment, Infrastructure and Human Settlement.
- Ghana’s role in International Affairs.

These are clearly mapped in table 7 in the following page; i.e., development dimensions and adopted issues.

Table 7: Development Dimension and adopted Issues.

Development Dimensions 2018-2021	Adopted Issues [continuing from GSGDA; 2014-2017]
<i>Social Development</i>	<i>NEIP Sub-programmes on Youth Entrepreneurship to provide self-employment, increase job opportunities for Ghanaian youth and reduce unemployment.</i>
<i>Economic Development</i>	<ol style="list-style-type: none"> <i>1. Capacity Development and Facilitating access to financing for existing MSME’s.</i> <i>2. Ease of Doing Business for the youth businesses, startups and existing MSME’s in Ghana to facilitate their competitiveness and growth.</i>
<i>Environment, Infrastructure and Human Settlement</i>	<i>Green Business Initiative, to reduce adverse environmental footprints from conventional farming practices under the Climate Change Compact and SDG 13.</i>
<i>Governance, Corruption and Accountability</i>	<i>Monitor and evaluate the implementation of all programmes (Management and Administration and NEIP Sub programmes) projects to ensure its implementation are Transparent, Objective (Selection and Spatial Distribution) and Timely Reporting.</i>

MEDIUM TERM PLAN; 2018-2021

GSGDA II Thematic Areas (2014-2017)	Issues Found (Performance Review and Profile)	Agenda for Jobs; 2018-2021	Issues Adopted for Implementation
Ensuring and Sustaining Macroeconomic Stability	<ol style="list-style-type: none"> 1. <i>Low policy support to entrepreneurial development of youth; key cause of youth unemployment.</i> 2. <i>Low capacity of MSME's to manage business growth, direct cause of Ghana low GDP and other macroeconomic fundamentals.</i> 	Economic Development	<ol style="list-style-type: none"> 1. <i>Clear Policy with definite outcomes for youth entrepreneurship is key to addressing youth unemployment.</i> 2. <i>Enhance development of a thriving Private Sector.</i>
Enhancing Competitiveness of Ghana's Private Sector	<i>Technology, Finance and Management and Market Access and Effective Trade Facilitation</i>	Ghana's role in International Affairs	<i>Increase Capacity of local MSME's to access export markets.</i>
Accelerated Agricultural Modernization and Sustainable Natural Resource Management	<ol style="list-style-type: none"> 1. <i>Lack of Clear Sector Policy for agriculture investment.</i> 2. <i>Weak local Value Chain Support for Agricultural and agribusiness sectors</i> 3. <i>Lack/Weak local policy for MSME's sustainable Natural Resource Exploitation.</i> 	Economic Development	<ol style="list-style-type: none"> 1. <i>Low adoption of Commercial Farming for lack of mechanized equipment and financial investment.</i> 2. <i>Declining Contribution of Agriculture to GDP, for the past 5 years.</i> 3. <i>Low participation of Youth in Agriculture for reason risk and long gestation on Return on Investment.</i>
Oil and Gas Development	<ol style="list-style-type: none"> 1. <i>Capital Intensive industry restricting local businesses.</i> 	Economic Development	<i>Initial Capital investment is limiting local businesses from participating in upstream oil and gas projects</i>

MEDIUM TERM PLAN; 2018-2021

	<p>2. <i>Technology and Skills Gap undermining access to local content contracts by MSME's</i></p>		
<p>Infrastructure and Human Settlements</p>	<p>1. <i>Weak Transport Infrastructure to support local e-commerce business initiatives.</i></p> <p>2. <i>Lack of spatial planning for towns and encouraging Haphazard residential development, undermining local infrastructure investments</i></p>	<p><i>Environment, Infrastructure and Human Settlements</i></p>	<p>1. <i>Green Business Initiatives for vegetable farming.</i></p> <p>2. <i>Waste to Energy projects using renewable technologies.</i></p>

MEDIUM TERM PLAN; 2018-2021

<p>Human Development, Productivity and Employment</p>	<ol style="list-style-type: none"> 1. <i>Low technical and business management skills in local MSME's.</i> 2. <i>Low wages below minimum wage for tax and Social Security contributions and employment data capture.</i> 3. <i>MSME's difficulty in accessing in public sector services and support to improve performance</i> 	<p>Social Development</p>	<ol style="list-style-type: none"> 1. <i>Unemployment is a National security challenge to be addressed.</i> 2. <i>Challenges of MSME's in accessing the Public Sector support to improve capacity to compete, grow and pay fair and decent wages.</i>
--	---	----------------------------------	---

MEDIUM TERM PLAN; 2018-2021

<p>Transparent, Responsive and Accountable Governance.</p>	<ol style="list-style-type: none"> 1. <i>Unclear resource allocation and policy support undermining MSME's with potential and capacity to grow.</i> 2. <i>Misuse of instruments by state agencies and or officers to the detriments of targeted beneficiaries (specific MSME's sectors).</i> 	<p>Governance, Corruption and Public Accountability</p>	<ol style="list-style-type: none"> 1. <i>Transparency in providing Financial and Technical support to Ghanaian MSME's irrespective of location and ethnic orientation.</i> 2. <i>Accountability in Managing and Allocating Financial Resources to ensure Value for Money.</i>
---	--	--	---

Table 8: Thematic Areas of GSDGA II 2014-2017 and Adopted Issues of Agenda for Jobs 2018-2021

2.2 Sustainability Analysis.

The Ministry is undertaking a detail review of its adopted programmes and issues for their strategic fit with the broad national medium term objectives. The analysis herein flows from the results of the Internal Consistency Matrix cross tabulation exercise.

In pursuit of this, the Ministry adopted five corresponding strategic issues indicated in table 6, for implementation to achieve the medium term objectives of the programmes.

The Entrepreneurship Development and Training and Start up Business Incubation Programme has been found to be consistent with the MSME's Capacity Development and Facilitating Access to Financing as well as Facilitating Ease of Doing Business.

However, there is no consistency or strong positive relationship between the MSME's Capacity Development and Facilitating Access to financing with the Green House Domes projects for vegetable production. Nevertheless, the Dome Project is very relevant and has positive relationship with the Climate Change and Sustainability initiatives and therefore consistent with the Value for Money objectives underpinning PPBME and Audit Reporting on Monitoring and Evaluation and accountability for resources of the programme.

Moreover, the PPBME and Audit Reporting frameworks have been found to be internally consistent with all the adopted issues with the exception of the Ease of Doing Business. The ease of doing business in this perspective does not involve significant resource investments, to warrant additional PPBME focus to align it with the value for money objectives.

Finally, the Ease of Doing Business has a positive relationship with the Entrepreneurship Development and Training and Business Incubation Programmes, MSME's Capacity Development and Facilitating Access to Financing and the Ministry of Business Development broad Policy Objective of MSME's efficiency and Competitiveness.

MEDIUM TERM PLAN; 2018-2021

No	Adopted Strategies	1	2	3	4	5
	Adopted Strategies	Entrepreneurship Training under Start Ups Incubation Programme	Management Training and Facilitating Access to Financing for MSME's	Green House Domes for Vegetable Production	PPBME Unit Monitoring and Programme and Internal Controls	Ease of Doing Business for Youth and MSME's
1	Entrepreneurship Training under Start Ups Incubation Programme	X	0	1	X	X
2	Management Training and Facilitating Access to Financing for MSME's	0	X	0	X	X
3	Green House Domes for Vegetable Production	1	0	X	X	X ⁻
4	PPBME Unit Monitoring and Programme and Internal Controls	X	X	X	X	X ⁻
5	Ease of Doing Business for Youth and MSME's	X	X	X ⁻	X ⁻	X

Figure 5: Internal Consistency Analysis Matrix.

Prioritized Programmes and Projects.

From the internal consistency analyses, the sub programmes and modules are currently prioritized as follows:

1. PPBME Unit Monitoring and Programme and Internal Controls.
2. Management Training and Facilitating Access to Financing for MSME's.

MEDIUM TERM PLAN; 2018-2021

3. Entrepreneurship Training under Start Ups Incubation Programme.
4. Ease of Doing Business for Youth and MSME's.
5. Green House Domes for Vegetable Production.

2.3 Programmes Impact Analysis

The impact of the investment in the NEIP programmes are expected to ensure that there is a **Significant Linkage** of the programmes objectives with poverty alleviation and improving the living standard of the general Ghanaian society. The operations of the Ministry through its sub-programmes has the potential to reduce the security for the state or the resulting negative effects of unemployed young population and increase national productive capacity. This is on the premise that a significant number of youth will be engage in entrepreneurship ventures, to channel their energies and talent into production ventures through entrepreneurship capacity development. Moreover, the programmes are expected to increase women access to business financing and build their capacity to participate in many sectors of the economy which are currently male dominated. NEIP in this perspective is designing a separate programme to meeting the gender requirements with a new Young Women Entrepreneurship Programme.

The **Multiplier Effect** of government investment in NEIP programmes shall contribute to income growth via self-employment in entrepreneurial ventures, and job creation. The programmes will also provide avenues for portfolio investors, strategic partnerships and joint ventures, in the MSME's space, as government began to scale up efforts to building their capacity (technical and financial) to improve their standards and efficiency to effectively compete in all market segments. The collary effect of this investment shall flow to expanding the Gross Domestic Product of Ghana, by the end of the planned horizon; 2018-2021.

Currently NEIP sub-programme modules, includes the following;

- National Early Stage Business Competition
- Business Incubation Programme (for startup businesses and existing MSME's)
- Subsidised Workspace For Young Entrepreneurs
- NEIP Industrialisation Plan
- Youth Enterprise Fund (YEF)
- Green Business Initiative

The module above have been designed to meet the expectations and development gaps for the disadvantaged groups in our national Population **Demography**; and these thus calls for inclusion of:

1. **Gender** in our entrepreneurship culture, with the provision of a reserve quota to increase access and participation of young women in the entrepreneurship training and financial support programmes.

MEDIUM TERM PLAN; 2018-2021

2. Entrepreneurial capacity development and facilitating access to funding to businesses run by **People with Disability**.
3. Other minority and disadvantaged groups such as **Zongo Communities Entrepreneurship Initiatives** are the new sub- programmes in their development stage.

The nation-wide set up of these programmes are aimed at achieving the needed **National Development Balance** to reduce the risk of conflicts and ethno-centric cries, and broad disparities in Ghana's national development, and with the goal managing national security risk flowing from disadvantaged groups and youth unemployment.

The adoption and mainstreaming of **Renewable Technologies** in these programmes are to ensure that the obligations of the country in the Climate Change Compact are being adhered to. The Ministry shall under its agribusiness and agriculture modules focus on climate smart agriculture initiatives from project developers for scaling up to increase the national uptake of renewable technologies. The second phase of our green business initiatives shall be on waste and sanitation projects, with overall objectives of facilitating and transformation of waste and sanitation Expenditure into Revenues and Incomes for our MMDA's under local Public Private Partnerships. These programmes are expected to improve Ghana's climate change mitigation and adaptation measures, in the medium to long term, and ensure the sustainability of our ecology and humanity.

The impact of the Ministry's programmes and modules also calls for rationalization of specific government policies and statutory instruments, to facilitate the ease of doing business for the youth businesses and MSME's. The Ministry shall be engaging and or collaborating with relevant state agencies and MDA's towards adoption of friendly and ease of doing business initiatives, in their service provision, procurement, etc. for which the list below may not be exhaustive.

- **Tax incentives**, reliefs and waivers,
- **Enforcing local content regulations** in the oil and gas, mining, telecoms etc for our MSME's.
- **Preferential Scoring** in public procurement,
- **Water-down on pre-qualification thresholds** for special procurement projects (especially on financial capacity).
- Imported **Products substitution** with local products and brands that meet requirements (market protection for our MSME's).
- **Provide Window for Whistle Blowing** on discrimination and unfair practices against local business in procurement by both public and private entities.

The above actions shall require **institutional reforms** in most sectors including key policy changes and modus operandi. The table 9 below provides a framework about adopted issues to help sustain the initiatives and modules.

Table 9: Adopted Sustainable and Prioritized Issues

Development Dimension	Focus Areas Of MTDP 2018-2021	Adopted Prioritized Issues	Sustainable
-----------------------	-------------------------------	----------------------------	-------------

MEDIUM TERM PLAN; 2018-2021

<i>Social Development</i>	1. Job creation and reducing unemployment	Entrepreneurship Training under Start Ups Incubation Programme.
<i>Economic Development</i>	<ol style="list-style-type: none"> 1. MSME's Capacity Development and Facilitating Access to Financing. 2. Ease of Doing Business for youth businesses, startups and MSME's. 	<ul style="list-style-type: none"> ▪ Management Training ▪ Facilitating Access to Financing for MSME's. ▪ Startup Incubation. ▪ Lobbying for regulatory and policy amendments to facilitate Ease of Doing Business for MSME's
<i>Environment, Infrastructure and Humanity</i>	<ol style="list-style-type: none"> 1. Agric Industrialization and Modernization. 2. Improving livelihoods. 3. Planting for Food and Jobs 	Green House Domes for Vegetable Production
<i>Governance, Corruption and Public Accountability</i>	<ol style="list-style-type: none"> 1. Monitoring and Evaluation. 2. Performance Management 	<ul style="list-style-type: none"> ▪ Budgeting and Variance Analysis. ▪ Audit and Internal Controls

CHAPTER 3

3.1 DEVELOPMENT GOALS

The development goals herein below are the guiding poles of the Ministry of Business Development strategy to facilitate and fast tract the development and capacity of Ghana’s private sector to help in the broad national medium term strategy to deepen entrepreneurial culture of our youth and create decent jobs.

Job Creation	The Ministry is focus on the Creation of 12,000 jobs for the youth through NEIP sub-programmes, to contribute towards reduction in youth unemployment in Ghana to less than 10% by 2021.
Entrepreneurship Training	To train 19,600 youth entrepreneurs in entrepreneurship skills and business management through the National Business Plan competition and training, in partnership with the business incubation center operations, enterprise development and business advisory firms, in all the regions of Ghana.
Capacity Development and Financial Support.	To provide technical and financial support to 600 existing MSME’s and facilitate their retooling and working capital, to improve their competitiveness and efficiency.
Facilitating Access to Finance.	Establishment of Youth Enterprise Fund and other funding structures to support the financing of Youth Businesses and MSE’s acceleration under incubation programme including the NEIP Industrialization programme, by raising more than \$150 Million from the international financial market.
Green Business Initiative	The aim is to equip the youth with skills and resources to adopt renewable technologies and help limit the impact of production activities of MSME’s on the environment with emphases on smart agriculture and waste and sanitation projects, to build green brands for competitive market advantage.
National Entrepreneurial Policy	The development of standard entrepreneurial blue print to guide entrepreneurial development of Ghanaian youth and MSME’s, with regard to training and capacity development, ease of doing business, market access and financing, with a long term objective of building Ghanaian owned multinationals. The policy shall be the government reference document for promotion of startups, youth businesses and MSMEs.

Figure 6: Development Goals of Ministry of Business Development.

The Ministry of Business Development Projected Development requirements are to facilitate the bench marking of our medium objectives with the Global Sustainability Goals (SDG’s) and other recognized international development standards.

MEDIUM TERM PLAN; 2018-2021

All the adopted issues for implementation have been fully evaluated using the Compound Matrix and Sustainability Test, to determine whether they are in line with Ghana's commitments under the SDG'S. Most of the adopted issues met more than one goal of the Sustainability Development Goals. For the purposes of clear alignment, the following adopted issues and their corresponding SDG's are indicated in the following table.

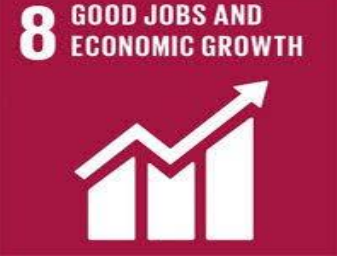


Adopted Issues	SDG's and other International Compliance and Obligations.
<i>NEIP Sub-programmes on Youth Entrepreneurship to provide self-employment, increase job opportunities for Ghanaian youth.</i>	 <p>SDG 8</p>
<i>Capacity Development and Facilitating access to financing for existing MSME's.</i>	 <p>SDG 8 and 9.</p>
<i>Green Business Initiative, to reduce adverse environmental footprints from conventional farming practices and natural resource usage</i>	 <p>SDG's 12, 13 and 15.</p>
<i>Monitor and evaluate the implementation of all programmes (Management and Administration and NEIP Sub programmes) projects to ensure its implementation are Transparent, Objective (Selection and Spatial Distribution) and Timely Reporting</i>	Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (G3) and the 10 th Principle of UN Global Compact.

Table 10: Adopted Issues Mapped to SDG's.

3.2 Projected Development Requirements For 2018-2021.

The realization of the objectives in respect of each Adopted issue can only be realized with identification of the requirements to ensure the achievement of the objectives. The Ministry has highlighted the key requirements to each main objective by mapping it to the sub-programmes and modules. Table 11 indicates the requirements needed to facilitate the achievement of the objectives.

Adopted Issues	Objectives	Requirements
<p><i>NEIP Sub-programmes on Youth Entrepreneurship to provide self-employment, increase job opportunities for Ghanaian youth and reduce unemployment</i></p>	<ul style="list-style-type: none"> To provide an integrated, national support for early-stage (start-ups) and small businesses, To enable new businesses to emerge and give them the space to grow, to receive financing and business development services, to secure orders during the critical formative years and to create jobs. 	<p>INCUBATION PROGRAMME</p> <ul style="list-style-type: none"> <i>Subsidized workspace</i> for Young Entrepreneurs. <i>Mentors</i> (Seasoned Entrepreneurs and Business Leaders). <i>Establish Strong Performance Evaluation regime</i> benchmarked with global standards to compete in other markets <i>Engage professional partners</i> (accountants, lawyers, quantity surveyors, business advisors, etc) to provide <i>In-plant services</i> under one stop-shop. <i>Exit strategy</i> from the incubation or Auto-Pilot Mode. <i>Venture Capital Fund</i> to provide Equity investment to fast track those in capital intensive industries. <i>Dedicated Secretariat to facilitate ease of doing business</i> with government, multinationals under local content policy window and international markets. <i>Strong contracts and bonding of incubators</i> to focus and participation in all trainings, seminars etc.

MEDIUM TERM PLAN; 2018-2021

<p><i>Capacity Development and Facilitating access to financing for existing MSME's.</i></p>	<p>To increase the capacity of existing MSME's to grow their businesses, effectively compete in other markets and provide employment to the youth</p>	<ul style="list-style-type: none"> • Engage Business Advisors in each region and assign MSME's to business advisors. • Subsidize business advisory service for MSME's to access. • Develop Selection Tool to select potential MSME's in each region for grooming to bigger companies. • Liaise and leverage with other Multilateral Financial Institutions SME's financial instruments to exploit concessional funding for local MSME's. • Provide credit enhancements to facilitate financing either in the form of; <ol style="list-style-type: none"> 1. Guarantees for debt to improve working capital. 2. Leverage or counterpart funding for asset leases. 3. etc.
<p><i>Green Business Initiative, to reduce adverse environmental footprints from conventional farming practices under the Climate Change Compact and SDG 13.</i></p>	<p>To improve adoption of renewable technologies in agriculture, environment and sanitation, as a mechanism of creating jobs and achieving sustainability.</p>	<p>GREEN BUSINESS</p> <ul style="list-style-type: none"> • Land acquisition in All Regions closer to water sources to establish a minimum of 100 domes. • Facility Managers to manage domes and help achieve Value for Money from the infrasture investment. • Collaboration with Ministry of Agriculture to train users or operators. • Selection and Training of operators/users in all regions.

		<ul style="list-style-type: none"> • Timely Release of Finance from GOG for; <ol style="list-style-type: none"> 1. Procurement and installation of domes. 2. Procurement Inputs 3. Training of users. • Value Chain Integration with domestic hospitality industry for marketing of vegetables.
<p><i>Monitor and evaluate the implementation of all programmes (Management and Administration and NEIP Sub programmes) projects to ensure its implementation are Transparent, Objective (Selection and Spatial Distribution) and Timely Reporting.</i></p>	<p>To improve Good Governance and Leadership on all Programmes to achieve the Ministry's Policy Goal</p>	<p>ENTREPRENEURSHIP POLICY</p> <ul style="list-style-type: none"> • Engagement of Consultant. • Inter-Ministerial and nationwide consultation to enlist broad sector ideas for a comprehensive document. <p>ESTABLISHMENT OF PPBME, FINANCE AND AUDIT UNITS.</p> <ul style="list-style-type: none"> • Finance and PPBME Head/Unit essential to ensure financial controls, and provide monitoring and evaluation of the programmes. • Project Coordinators for NEIP sub programmes, to ensure; <ol style="list-style-type: none"> 1. Leadership and accountability of programmes and resources. 2. Monitoring and Evaluation towards programme objectives/milestones.

Table 11: Projected Development Requirements.

3.3 Adopted development issues, Development Dimension goals, Policy objectives and strategies from Agenda for Jobs.

Adopted Objectives	Adopted Strategies	Development Programmes	Sub-Programmes
<p>To provide requisite logistics, develop human resource policies and provide other support services to ensure optimal performance of staff.</p>	<ol style="list-style-type: none"> 1. Follow the new Public Financial Act 921 and Financial Administration Regulation to the latter in Management of Financial activities. 2. Provide the requisite logistics and facilities for the proper execution of the general administration and supervision function of the ministry. 3. Engage the right qualified staff, capacity development and incentivized them to deliver on their roles. 4. Periodic Performance review using the Budgeting and Monitoring and Evaluation Tools on the Ministry's Policies, Programmes and Projects 	<p>Management and Administration</p>	<ol style="list-style-type: none"> i. General Administration and Finance ii. Human Resources. iii. Policy, Planning, Budgeting, Monitoring and Evaluation. iv. Development of National Entrepreneurship Development Policy Document.

MEDIUM TERM PLAN; 2018-2021

<ul style="list-style-type: none"> • To provide an integrated, national support for early-stage (start-ups) and small businesses. • To enable new businesses to emerge and give them the space to grow, to receive financing and business development services, to secure orders during the critical formative years and to create jobs. 	<ol style="list-style-type: none"> i. Development of National Entrepreneurship Strategy/Policy to guide the roll-out of entrepreneurship programmes for youth and existing MSME’s. ii. High Level Launch of Policy by H.E. the President of Republic of Ghana, to give national appeal and ownership by Ghanaians as a whole. iii. Raise private or multilateral funding of \$100 Million to support financing challenges for early stage startups and MSME’s, through the Youth Enterprise Fund. iv. Set up an Industrial Sub-Contracting Exchange to link large industries, with small businesses and start-ups as a supply chain for goods and services. 	<p>National Entrepreneurship and Innovation Plan</p>	<ol style="list-style-type: none"> a) Entrepreneurship Development and Training to develop the entrepreneurial culture and capacity of Ghanaians (Youth and MSME’s) b) Regional Incubation Hubs to present a market place for young businesses to test their ideas, products and services to potential partners, investors, colleagues and mentors. c) Greening Business Management to equip the youth with skills and resources to transform vegetable production in Ghana while at the same time setting them up after the training to be entrepreneurs on their own
--	---	---	--

MEDIUM TERM PLAN; 2018-2021

	<ul style="list-style-type: none"> v. Facilitate a ready market for the products and services of early-stage businesses through the reservation of 30% of the proposed 70% local content government contracts, under ease of doing business initiatives. vi. Incentivizing, and partnering private sector investors to set up business Incubator Hubs and Industrial Parks for youth-owned businesses nationally. 		
--	---	--	--

Table 12; Adopted development issues, Development Dimension goals, Policy objectives and strategies from Agenda for Jobs.

Application of potentials (strength), Opportunities, constraints (weakness) and challenges (threats) (POCC or SWOT) analysis

Issue to be Addressed	Potential	Opportunities,	Constraints	Challenge
<i>NEIP Sub-programmes on Youth Entrepreneurship to provide self-employment, increase job opportunities for Ghanaian youth and reduce unemployment.</i>	Create self-paying and ancillary jobs for Ghanaian youth	Collaboration Existing for incubating projects to scale up nationwide	Logistics to effectively manage programme, Skills shortage among youth and Resource partners to fully evaluate all potential applicants.	Delay in release of GOG Budgetary Allocations
<i>Capacity Development and Facilitating access to financing for existing MSME's</i>	Increase capacity of MSME's to scale up capacity to meet local demand	Collaborate with Multilateral Financial Institutions to facilitate access to low cost financing.	Research require on appropriate financial instruments for MSME's borrowing	Delay in release of budgetary allocation by GOG.
<i>Green Business Initiative, to reduce adverse environmental footprints from conventional farming practices under the Climate Change Compact and SDG 13.</i>	Create self- paying jobs and improve environmental sustainability	Leverage Climate Change Facility Funds to develop and finance green projects. Improve supply of vegetables in the local market	Land Tenure issues at project locations. Delays from Ethno-politico issues in siting projects in regions.	Delay in releasing budgetary allocation. Delay by Development Partners to release funds

MEDIUM TERM PLAN; 2018-2021

<p><i>Monitor and evaluate the implementation of all programmes (Management and Administration and NEIP Sub programmes) projects to ensure its implementation are Transparent, Objective (Selection and Spatial Distribution) and Timely Reporting.</i></p>	<p>Achieve Programme goals within budget and time frame</p>	<p>Instill responsibility and accountability behaviors in programme staff and improve overall governance framework</p>	<p>Inadequate logistics may affect Monitoring and Evaluation functions.</p>	<p>Delay in Release budgetary allocations.</p>
<p>Conclusion. There is Potential to achieve the job creation agenda under the NEIP youth entrepreneurship and MSME’s capacity development programmes. This is expected to create Opportunities for growth in youth businesses and local MSME’s capacity to compete in other markets and create lasting jobs in the Ghanaian economy. However, Constrains in skills shortage among the youth and existing local entrepreneurs, logistics and further Challenges emanating from financing to procure logistics for M & E as well as engage professional partners and organizations to support the entrepreneurial capacity development, may hamper the attainment of the ministry’s goals.</p>				

Table 13: Potential, Opportunities, Challenges and Constrains (POCC) Framework

Chapter 4:

Development Programmes and Sub-Programmes of the Ministry of Business Development

4.1 PROGRAMMES PRIORITIZATION.

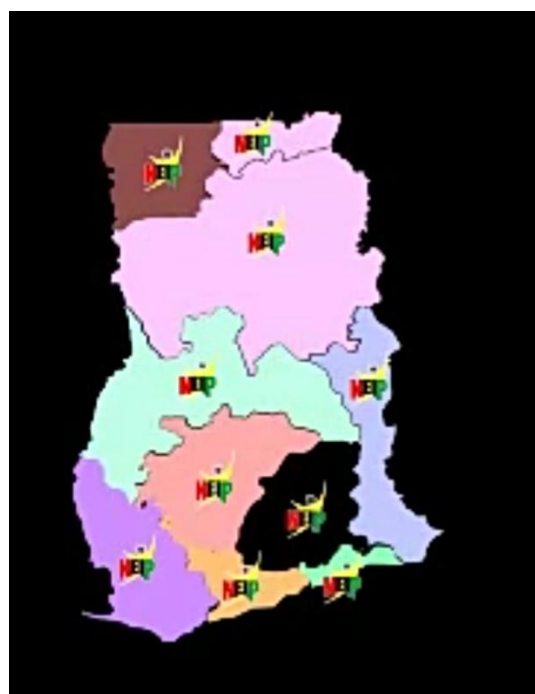
Based on the results from the matrix on programmes prioritization, the following are the order of priority for the implementation of the adopted programmes.

1. Entrepreneurship Development and Training.
2. Regional Incubation Hubs
3. Greening Business Management

Programmes Prioritization Matrix

Programmes	Criteria				Total Score	Rank
	Social Impact	Economic Impact	Environment	Spatial		
Entrepreneurship Development and Training	3	3	1	3	10	1st
Regional Incubation Hubs	3	3	1	3	10	1st
Greening Business Management	1	2	3	3	9	2nd

Table 14: Programmes Prioritization Matrix.



MEDIUM TERM PLAN; 2018-2021

Currently, the programme Implementation for the Entrepreneurship Development and Training has already covered the three Northern Regions; Northern Region, Upper East and Upper West Regions as well as Greater Accra. In all, about 7,000 applicants have been trained as at May 31st 2018. The ministry hopes to complete nationwide implementation of this sub-programme by July 31st 2018.

Regional Incubation Hubs

The NEIP programme secretariat has completed the engagement of business incubation hubs operators nation-wide. Some of these hubs are being promoted and supported by existing institutions such as the Universities and enterprise development firms to train students and individuals on the entrepreneurship. Business Plan preparation Training has also been completed. Final Pitching for funding is now in progress at all the hub centres. The final reports are expected from hub operators by the June 21, 2018.

MEDIUM TERM PLAN; 2018-2021

NEIP BUSINESS SUPPORT PROGRAMME: PHASE II WITH THE INCUBATION HUBS

NO.	ASHANTI	BRONG AHAFO	CENTRAL	GT. ACCRA	EASTERN	NORTHERN	UPPER EAST	UPPER WEST	VOLTA	WESTERN
1	Kumasi Hive	CIERD (VVU)	UCC Business INCUBATOR	British Council	KTU Incubator	EQWIP HUBS	DANSYN GH HUB	UDS (SP.COM)	HO NODE	I-CODE
2	HapaSpace		AIR HUB	MDF West Africa (IBA)	Student Project Dot Com.	Hope In Academy	UDS INCUBATOR	SAVANNA INCUBATION HUB	SP.COM	SMITH TIPS
3	Kumasi Incubator	GRASS ROOT HUB		Impact Hub		DANSYN GH HUB			HO TECHNICAL UNIVERSITY	OIL CITY HUB
4	Smith Tips	SUN CITY HUB	ACE INNOVATIVE HUB	AIA		UDS INCUBATOR				
5	NBU (SOS) HUB			TANOE SME HUB		YINKSON CONSULT				
6	British Council			Reach for Change						
7	CIS			African Entrep. Hub						
8	ACE INNOVATIVE			Accra Digital Centre						
9				InnoHub						
10	Garden City Hub			Workshed Africa						
11				Tentmaker Ghana						
12				Kofi Annan ICT						
13				PEN Hub						
14				Enablis Ghana						
15				EQWIP Hubs						
16				Zongo Incubator						
17				GROWSHORT (Agric Incubator)						
18				Founders Institute						
19				Bambu Creative Hub						
20				YALI Leadership Centre						

MEDIUM TERM PLAN; 2018-2021

21				MeI Consulting						
22				I-SPACE						
23				MELTWATER						
24				CEPD HUB						
25				ASHESI LAB						
26				CEPD						

SUMMARY NUMBER OF INCUBATION HUBS:

1. GREATER ACCRA	25
2. ASHANTI REGION	9
3. BRONG AHAFO	3
4. CENTRAL REGION	3
5. EASTERN REGION	2
6. NORTHERN REGION	5
7. UPPER EAST	2
8. UPPER WEST	2
9. VOLTA REGION	3
10. WESTERN REGION	2
TOTAL HUBS	56

Monitoring and Evaluation of the project will be jointly executed by the Ministry (NEIP) with the hub operators, to evaluate the performance of the participants within the performance training period, to determine the initial success, challenges.

MEDIUM TERM PLAN; 2018-2021

Green Business Initiatives.

The ministry expects to complete the setup of 215 Domes for vegetable production nationwide in its 2018 annual plan. The delay in the disbursement of the budgetary allocation is the limiting factor in the implementation of the programme for this current year. The current 75 domes at Dawhenya were completed in 2017, in the Greater Accra Region.

4.2 Programme of Action (Poa).

The programme of Action for the medium term are highlighted in the following table, which provides detail outcome indicators for each project activity of the sub-programmes, in the form of Work Breakdown Structure (WBS). This key action plan is the basis for the annual action plan, indicated in the following subsection and also moreover, provides the bench marks for the annual performance and or monitoring and evaluation function.

The PoA matrix gives details of the funding source for each activity or sub-programme, the lead and collaborating implementing institution. Table 12 in the following page represents a matrix of the Programme of Action.

MEDIUM TERM PLAN; 2018-2021

Thematic Area														
Adopted Goals of Ministry of Development														
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Project Activities	Outcomes/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating Institution
To ensure the timely availability of various resources require by the Ministry for its effective performance, before the commencement of each programme or financial year,	Follow the new Public Financial Act 921 and Financial Administration Regulation to the latter in Management of Financial activities.	Management and Administration	General Administration and Finance	1. Provision of logistics and estate management,	Organization of monthly meetings/Number meetings held	12	12	12	12	GOG			MoBD	Ministry of Finance
				2. Supervision and Performance Evaluation,										
Provide management of the Treasury Function and financial controls to ensure monthly preparation of the ministry's financial performance.	Provide the requisite logistics and facilities for the proper execution of the general administration and supervision function of the ministry.			3. Staff Motivation and Discipline.	Monthly Financial Reports on Financial Performance									
				4. Financial Management.		10 days in the ensuing month	10 days in the ensuing month	10 days in the ensuing month	10 days in the ensuing month	GOG			MoBD	Ministry of Finance
				5. Financial Controls.										

MEDIUM TERM PLAN; 2018-2021

To acquire and retain the Optimum number of human resources each year, require to preside and man the programmes and operations of the Ministry.	Engage the right qualified staff, capacity development and incentivized them to deliver on their roles.		Human Resources	<ol style="list-style-type: none"> 1. Recruitment, Promotion and Management of Personnel records. 2. Performance management through staff performance evaluation. 3. Training needs assessment and organization of trainings. 4. Job descriptions, staff schedules and motivation. 5. Periodic review of ministry's organogram, staff roles and motivation and welfare. 	Annual Job Schedule Review	2	2	2	2	GOG		MoBD	Civil Service Head Office
Ensure the capacity building of all 22 member staff through training every.	Periodic Evaluation of staff capacity, Establishment of Training Plans and Preparation of Job Schedules.				Number of staff capacity built in various courses	10	15	15	15	GOG		MoBD	Civil Service Head Office
Provide sector-wide oversight over the Formulation, Planning, Monitoring and Evaluation of policies for the achievement of its goals	Preparation of Annual Plans, Budgets for all Programmes in line with medium term goals.		Policy, Planning, Budgeting, Monitoring and Evaluation	National Entrepreneurship Development Policy. Programmes Budgeting. Planning of projects and activities. Monitoring and Evaluation (M & E) of Programmes	Percentage Implementation of organogram	40%	60%	80%	100%	GOG		MoBD	Civil Service Head Office
	Periodic Performance review using the Budgeting and Monitoring and Evaluation Tools on the Ministry's				Percentage Implementation of Strategic Plan	40	60	80	100	GOG		MoBD	NDPC

MEDIUM TERM PLAN; 2018-2021

	Policies, Programmes and Projects													
										GOG			MoBD	
										GOG			MoBD	
To provide entrepreneurship training to 8,000 people to enable them in business plan competition for incubation	Annual Business Plan competition to develop startups for incubation	National Entrepreneurship and Innovation Plan	Entrepreneurship Development and Training	Subsidised workspace for Young Entrepreneurs. Training on Business Plan Preparation. 3. Entrepreneurship Training of existing MSME's. 4 Multiple job creation initiatives for the youth. NEIP Business Advisory services for existing MSME's.	Number of Business proposals received	5000	5500	6000	8000	GOG			MoBD	Incubation Firms, Business Advisors, Entrepreneurial Mentors etc.
To facilitate the establishment of 1,500 new businesses by the end of 2021 and accelerating the growth of existing MSME's.	Further training of MSME's and capacity to development					Number of businesses/start-ups established	500	800	1000	1500	GOG			MoBD
Ensure the establishment of 20 incubator hubs nationwide by 2021 and build the capacity of startups under the incubation programme to create 500 youth jobs each year	Collaborate with existing business incubator hub operators to provide space		Regional Incubation Hubs	1. Provision of Subsidized Workspace for Young Entrepreneurs. 2. Free Business Information Seminars & Business Advisory services. 3. Networking Opportunities. 4. Impact Outsourcing. 5. NEIP Data of businesses under	Number of Incubation Hubs established	5	10	15	20	GOG			MoBD	Incubation Firms, Business Advisors, Entrepreneurial Mentors etc.
	Provision of Startup funding for the emerged businesses under the incubation programme.						Number of businesses creating jobs through tax incentives	500	1000	1500	2000	GOG		

MEDIUM TERM PLAN; 2018-2021

				incubation programme.										
To establish 350 domes and train youth on vegetable production, to create additional 7,000 jobs by the end of the 2021.	Procure Engage an Engineering, Procurement and Construction and Financing firm, to ensure scale up to achieve results..		Greening Business Management	1. Procurement of Lands. 2. Procurement of Domes, 3. Training of users/operators. 4. Procurement and supply of inputs to the youth	Number of Green Houses established in Ghana.	300	300	300	350	GOG			MoBD	MOFA
	Training of youth on vegetable production in Domes.				Number of youth trained & jobs created in greenhouse technology	6,000	6,000	6,000	7,000	GOG			MoBD	MOFA

Table 15: Programme of Action (PoA) Matrix

4.4 Financing Framework.

The Ministry of Business Development medium term financing framework is provided in the following table. The Ministry expects to receive a full component of its total expenditure of GHC23.15 Million for the Management and Administration of the Ministry from government of Ghana (GOG), while GHC683.5 Million shall be raise from other sources and development partners to complement Government financing of the NEIP programmes and modules. This is made up of \$90 Million of complementary financing for YEF and \$52 Million NEIP Industrialization Project.

GOG and or Development partners is/are expected make USD10.00 Million available as seed capital for the YEF to provide the needed credit enhancement for the other financial partners to meet the targeted USD100.00 capitalization. Table 13 in the following page gives an estimate of the expected financing strategy over the projected period.

Note: Exchange rate (GHSUSD=4.5)

MEDIUM TERM PLAN; 2018-2021

Programmes	Total Cost (2018-2021)	Expected Revenue					Gap	Summary of Resource Mobilizati on Strategy	Alternative Course of Action
		GOG	IGF	Developme nt Partners	Others	Total Revenues			
Management and Administration	Insert budget amount	23,150,132.00				23,150,132.00	23,150,132.00		
National Entrepreneurship and Innovation Plan	Insert budget amount	185,889,868.00		44,500,000.00	639,000,000.00	869,389,868.00	869,389,868.00		Raise \$90 Million complement ary financing for YEF, & \$52 Million for NEIP Industrializat ion.
Total	Insert budget amount 0	209,040,000.00	-	44,500,000.00	639,000,000.00	892,540,000.00	892,540,000.00	0	0

Table 16: Financing Framework

Chapter 5 Annual Action Plan

Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies		
					1ST	2nd	3rd	4th	GoG	IG F	Do nor	Lead	Collab orating	
Management and Administration										5,787,533.00			MoBD	
General Administration and Finance	Provide Administrative support to other programmes. Facilitate acquisition of logistics. Organize meetings of stakeholders. Preparation of Procurement plans and tender documents.	MoBD office		Number of Staff Meetings Held	3	6	9	12	5,302,533.00				MoBD	
Human Resources	Organize and arrange training and liaise with sector training institutions. Preparation of Job Schedules. Arranging of Training programmes. etc	MoBD office		Number of staff capacity development trainings	2	5	8	10	485,000.00				MoBD	
Policy, Planning, Budgeting, Monitoring and Evaluation	Review Sector Strategic Plans, sector budgets, Develop an M & E Plan and Performance Reports, Monitor projects and operations.	MoBD office		Development and implementation of Strategic Plan	10%	20%	30%	40%					MoBD	NDPC
NEIP										46,472,467.00	-	-	MoBD	
Entrepreneurship Development and Training	Select facilitators for the programme. Train Facilitators. Select Judges for Business Plan. Undertake training of Trainers.	Regions & Training Centres		Number of businesses/start-ups established and Funded	1250	2500	3750	5000	2,372,467.00				MoBD	Business Advisory Services Providers
Regional Incubation Hubs	Provide advisory services. Provide manuals and guidelines. Create Industrial enclaves. Equip work spaces computers and equipment. Internet connections.	Incubation Centres		Number of Incubation Hubs established	1	2	4	5	44,100,000.00				MoBD	Business Incubation Centre Operators

MEDIUM TERM PLAN; 2018-2021

Greening Business Management	Training of Youth. Procurement of domes. Acquisition of land spaces. Procurement of vehicles. Procurement of vehicles.	Dawhenya		Number of Green Houses established in Ghana.	75	150	225	300						MoB D	MOFA
------------------------------	--	----------	--	--	----	-----	-----	-----	--	--	--	--	--	----------	------

Table 17: Annual Action Plan

Chapter 6

6.1 Implementation, Monitoring and Evaluation Matrix

Development Dimensions										
Goals Adopted (2018-2021)	Indicator Definition	Indicator Type	Baseline (2017)	Targets				Disaggregation	Monitoring Frequency	Responsible Unit
Indicators				2018	2019	2020	2021			
Organisation of Management Meetings	Number of Meetings Help Held	Quantitative	8	12	12	12	12	Monthly	Chief Director	Human Resources.
Monthly Financial Reports	Submission of Monthly Report	Qualitative	10 days in the ensuing month	10 days in the ensuing month	10 days in the ensuing month	10 days in the ensuing month	10 days in the ensuing month	Monthly	PPBME	Finance Unit
Preparation of Annual Budget estimates	Annual Budget Estimates prepared	Quantitative	n/a	30th October	30th October	30th October	30th October	Quarterly	Ministry of Finance	PPBME
National Business Plan Competition launched	Number of Business proposals received	Quantitative	n/a	5000	5500	6000	8000	Semi-Annually	Programme Manager	NEIP Unit
Business ideas to be funded identified and selected	Number of businesses/start-ups established	Quantitative	n/a	500	800	1000	1,500	Semi-Annually	Programme Manager	NEIP Unit

MEDIUM TERM PLAN; 2018-2021

Establish High-tech Business Incubation Hubs	Number of Incubation Hubs established	Quantitative	n/a	5	10	15	20	Semi-Annually	Programme Manager	NEIP Unit
Create Database of businesses formed	Number of businesses creating jobs through tax incentives	Quantitative	n/a	500	1000	1500	2000	Quarterly	Programme Manager	NEIP Unit
Youth Skills Training and job creation	Number of Green Houses established in Ghana.	Quantitative	75	300	300	300	350	Quarterly	Programme Manager	NEIP Unit
	Number of youth trained & jobs created in greenhouse technology	Quantitative	150	6,000	6,000	6,000	7,000	Quarterly	Programme Manager	NEIP Unit

Table 18: Programmes/Projects Implementation, Monitoring and Evaluation Matrix.

:

6.2 Strategy for Data Collection, Collation, Analyses

Indicator	Data Collection Period	Data Collection Method	Data Disaggregation	Results
Organisation of Management Meetings	One Month After Year End	Records of Attendees/Minutes of Meetings	Sex Ratio, Junior and Senior Staff	Quorum achieved?
Monthly Financial Reports	Monthly Reports	Financial Performance Indicators	Surplus/Deficit, Net Worth, Assets and Liabilities	Growth or Change from Previous month
Preparation of Annual Budget estimates	Monthly/Quarterly M & E Reports	Variance Analyses	Positive or Negative Variances,	Percentage of Completion or Achievement
National Business Plan Competition	Annually	Records of Entries/Submissions	Regional Submission, Gender, Sectors	Proportion Selected from entries
Business ideas to be funded identified and selected	Annually	Total Amount Disbursed/Number of Startups funded	Disbursement by Regions/Gender	Proportion of funded business against Qualified Businesses
Establish High-tech Business Incubation Hubs	Half Yearly	Number Incubators	Location of Hubs	Annual growth /Spatial Expansion of Hubs
Create Database of businesses formed	Half Yearly	Number of Startups & Accelerated Businesses Migrated to Database	Ownership by Gender/Location	Annual growth
Youth Skills Training and job creation	Annually	by Sub-Programme/Module	Sex, Sectors, Spatial spread	Annual growth

Table 19: Data Collection Matrix

6.3 Quarterly/Annual Progress Reporting Format.

The framework below is to be adopted for the preparation of quarterly and annual Progress Report to determine the extent the Ministry is progressing towards its programmes, goals and objectives.

MDA	Ministry of Business Development
Reporting Period	First Quarter (1/1/2018-31/3/2018)
Introduction	
i	Summary of Achievements and Challenges with implementation of the MoBD MTP
ii	Purpose of the M & E report for the period.
iii	Processes and Difficulties encountered
M & E Activities Report	
i	Programmes/Project Statuses for the quarter/year
ii	Update on Funding sources and disbursements
iii	Update on Indicators and Targets
iv	Update on Critical on Entrepreneurship and Job Creation Issues
v	Evaluation conducted, Findings and Recommendations
vi	Results of Internal Participatory M & E
Conclusion	
i	Key Issues addressed and those to be addressed.
ii	Recommendations

Figure 7: Quarterly/Annual Progress Reporting Format

6.4 Dissemination and Communication Strategy

For the purposes of disseminating and communicating programmes activities to the relevant stakeholders, the reporting tool in the form of responsibility matrix shall be adopted to document the communication engagement with the respective stakeholders, in the programme’s activities.

MEDIUM TERM PLAN; 2018-2021

Activity	Purpose	Audience	Methodology/Tool	Time Frame	Responsibility
Budget Review Meeting	Review the Monitoring and Evaluation of Sub programmes Performance Reports	Unit Heads from Finance, Chief Director, Programmes Managers, Administrator, PPBME, RSIM	Power Point Presentations & Follow up questions	Monthly	PPBME
Stakeholder Consultation	Enlist their ideas and inputs into the development of Entrepreneurship Policy	MP's Business Advisory Services Firms, AGI, Youth Groups, Incubation Centre Operators etc.	Moderated Discussion	July 1st 2018- Sept' 30th 2018	Consultant & NEIP.

Table 20: Dissemination and Communication framework

6.5 Evaluation Arrangement with an Evaluation framework or matrix

Evaluation Criteria	Evaluation Questions		Data Needed	Data Source	Data Collection Methods
	Main Questions	Sub-Questions			
Relevance					
Efficiency					
Effectiveness					
Impact					
Sustainability					
Others					

Table 21: Evaluation Criteria

6.6 Participatory Monitoring and Evaluation Arrangement.

The MoBD has adopted a participatory Monitoring and Evaluation as a mechanism to periodically review its performance, against the Plans, Goals and Budgets to determine remedial measures required to be made in the Annual Action Plans (AAP's). The following table shows the Framework to be adopted for the evaluation.

Justification/Need for Evaluation	MoBD needs to understand whether the Ministry is positively progressing towards Plans, Goals and Budgets.
Methodology	<i>Citizen Report Card /Participatory Expenditure Tracking System</i> or combination of both, on Programmes and Sub-Programmes or projects for each module.
Stakeholders	Involvement of the following stakeholders in Design, Data Collection and Analysis and Reporting; <ul style="list-style-type: none"> • Programme Managers and Sub-Programme Coordinators. • Unit Head in charge of Policy, Planning, Budgeting, Monitoring and Evaluation (PPBME) • Finance and Internal Audit Heads • Chief Director • Minister
Lead Facilitator	PPBME Officer
Performance Questions	Key Performance Questions to be based on adopted Evaluation Criteria (as in table 6.5 above).
Resources and Time Available	Specify the resources require to undertake Data Collection and Analysis and review of M & E results (report) for discussion
Terms of Reference for Lead Facilitator/Consultant	Programmes/Sub-programmes goals and Objectives, Relevant Laws; <ol style="list-style-type: none"> 1. Public Financial Management Act 2016, 921. 2. National Development Planning (System) Act, 1994 (Act 480) 3. National Development Planning Regulations, 2016 (L.I. 2232) 4. Statistical Service Law, 1985 (PNDC Law 135) 5. Civil Service Act 1993 (PNDC Law 327). Budgets estimates and objectives. Scope to define by the ministry MTDPC.

Table 22: Evaluation Framework