



REPUBLIC OF GHANA

MINISTRY OF EMPLOYMENT
AND LABOUR RELATIONS

NATIONAL GREEN JOBS STRATEGY 2021-2025

Supporting Green Enterprises
for Decent Job Creation



MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS



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ACKNOWLEDGEMENT

The Ministry of Employment and Labour Relations is grateful to the International Labour Organisation (ILO) for the collaboration and support towards the development of this National Green Jobs Strategy.

We are also thankful for the commitment and the spirit of tripartism shown by the Ghana Employers' Association (GEA) and the Trade Unions Congress (TUC).

We acknowledge that this milestone could not have been achieved without the contribution of sister Ministries, Departments and Agencies (MDAs) as well as Municipal, Metropolitan and District Assemblies (MMDAs) that took part in the stakeholder consultations and the validation workshop.

We would continue to count on your support, collaboration, partnership, enthusiasm and commitment for the implementation of this novelty.

FOREWORD

The Government of Ghana is committed to contributing to the achievement of the Paris Agreement on Climate Change targets. Government has demonstrated its commitment to this objective by ratifying the agreement in 2016 and implementing the Nationally Determined Contributions (NDCs). These are a set of Climate change mitigation and adaptation programmes designed to reduce the emission of Carbon-dioxide (CO₂) and other Greenhouse Gas into the atmosphere. In addition, Ghana is a signatory and Co-chair to the United Nations Sustainable Development Goals (SDGs) which obliges countries to adopt development approaches or pathways that are environmentally friendly and socially inclusive.

The implementation of environmental sustainable policies and Climate change mitigation or response measures are known to have some effects on the labour market, in terms of job losses, job gains, modification of skills and income streams. According to the International Labour Organisation (ILO), an estimated 18 million net jobs are expected to be created if the necessary policies and measures are put in place to support a just transition from the brown to green economy. This requires Government to pay attention to the impact of Climate change measures on workers and their families through the enforcement of decent work standards.

The green economy holds a huge potential for job creation and livelihood empowerment, if the right mix of economic and labour policies are implemented. Currently, a number of green interventions are being implemented across the economic sectors without any framework to coordinate and ascertain their impact on decent job creation. There are also critical challenges facing the emerging green economy that need to be addressed in a coherent manner in order to accelerate growth and increase the creation of decent green jobs.

The National Green Jobs Strategy has been developed with the intention to create platforms, develop capacities and institute measures that would Organise and harmonise on-going green interventions through effective coordination. The strategy adopts a multi-sectoral approach to ensure effective delivery of goods and services by specialised state and non-state actors through the implementation of measures that support the growth and expansion of the green economy in Ghana. This is expected to be done by strengthening institutional capacities, development of green skills and occupations, promotion of green enterprises and mobilisation of funding to support economic activities in the green sectors in order to harness the job creation potentials.

It is my fervent hope that stakeholders in the public and private sectors would continue to show enthusiasm, commitment and support in the operationalisation of the objectives of this strategy. We should do this through strong inter-sectoral collaborations, creation of synergies, partnerships and cooperation towards the development of green enterprises and the promotion of a just transition to an environmentally friendly economy and socially inclusive way of life.

A handwritten signature in black ink, appearing to read 'Ignatius Baffour Awuah', written in a cursive style.

HON. IGNATIUS BAFFOUR AWUAH (MP)
MINISTER OF EMPLOYMENT AND LABOUR RELATIONS

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List of Acronyms and Abbreviation

1D1F	One District One Factory
ASSI	Association of Small Scale Industries
BDS	Business Development Services
CBT	Competency Based Training
COTVET	Council for Technical and Vocational Education and Training
CPESDP	Coordinated Programme of Economic and Social Development Policies
CSIR	Council for Scientific and Industrial Research
CSOs	Civil Society Organisations
DACF	District Assemblies Common Fund
DOC	Department of Cooperatives
DPs	Development Partners
EPA	Environmental Protection Agency
FBOs	Faith Based Organisations
FC	Forestry Commission
GGJoP	Ghana Green Jobs Programme
GHG	Green House Gas
GIPC	Ghana Investment Promotion Center
GLMIS	Ghana Labour Market Information System
GOG	Government of Ghana
GRA	Ghana Revenue Authority
GRATIS	Ghana Regional Appropriate Technology Industrial Service
GSA	Ghana Standards Authority
GSGDA	Ghana Shared Growth Development Agenda
IGF	Internally Generated Fund
ILO	International Labour Organisation
LED	Local Economic Development
LGSS	Local Government Services Secretariat
M&E	Monitoring and Evaluation
MASLOC	Micro and Small Loans Centre
MDAs	Ministries, Departments and Agencies
MELR	Ministry of Employment and Labour Relations
MESTI	Ministry of Environment, Science, Technology and Innovation
MGCSP	Ministry of Gender, Children and Social Protection
MMDAs	Metropolitan Municipal and District Assemblies

MOBD	Ministry of Business Development
MOE	Ministry of Education
MoEn	Ministry of Energy
MOF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MoTAC	Ministry of Tourism, Arts and Culture
MOTI	Ministry of Trade and Industry
MoU	Memoranda of Understanding
MSWR	Ministry of Sanitation and Water Resources
MTNDPF	Medium-Term National Development Policy Framework
MWH	Ministry of Works and Housing
NBSSI	National Board for Small Scale Industries
NDCs	Nationally Determined Contributions
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organisations
NYA	National Youth Authority
PEF	Private Enterprise Federation
PS	Private Sector
PWDs	Persons with Disabilities
SMEs	Small and Medium Enterprises
ToT	Trainer of Trainers
TVET	Technical and Vocational Education Training
UNFCCC	United Nations Framework Conventions on Climate Change
YEA	Youth Employment Agency

1. EXECUTIVE SUMMARY

Climate change is a serious concern with implications for global economic growth and development. Climate change includes both the global warming driven by human emissions of greenhouse gases, and the resulting large-scale shifts in weather patterns with dire consequences for sustainable development and human survival.

In view of consequences, there are several policy recommendations both at the global and regional levels for nations to adopt environmentally friendly pathways to development. The Paris Agreement on climate change obliges party countries to implement measures that contribute to reduction of emission of carbon, methane and other dangerous gases into the atmosphere. This is aimed at achieving an average global temperature of 1.5-2.0 Degree Celsius over the long-term.

As a party to the agreement, Ghana implemented the National Determined Contributions (NDCs) which is the national framework that outlines programmes and projects for the mitigation and adaptation of Climate change measures. These measures have been found to impact on the labour market because they seek to change methods of production that result in emission of greenhouse gases. As a result, workers would have to adopt new technologies, innovations and means of production that require different set of employable skills.

In order to ensure that the transition from the current brown economy to a green or circular economy is “just” and socially inclusive, the Ministry of Employment and Labour Relations (MELR) in collaboration with stakeholders developed this National Green Jobs Strategy. It is aimed at ensuring that the transition in Ghana do not negatively impact on the livelihoods of workers and the labour force is adequately prepared to take advantage of the enormous decent job creation potentials of the green or circular economy.

As a strategy, the framework focuses on enterprise development as the channel for the maximisation of decent green job creation potentials in the green and circular economy. The key assumption is that if measures are put in place to support the development of green enterprises then they would grow and expand in a sustainable manner to create the expected decent green jobs across the economic sectors.

In view of the overall goal of creating more decent green jobs in Ghana, the strategy concentrates on four key components. The first component is aimed at strengthening capacities at MELR and sister Ministries for effective coordination of green jobs

initiatives. The second component is designed to facilitate the acquisition of green skills by workers and jobseekers to enable them nurture enterprises or work in enterprises engaged in the green economy. The third component dubbed “Green Enterprise Development” is meant to facilitate individuals and groups to develop green enterprises across the economic sectors that can be nurtured to grow and create the jobs. Component four focuses on ensuring that adequate funds or financial resources are mobilised to promote the operations of green enterprises.

The strategy is hinged on strong institutional and inter-sectoral collaboration as well as effective coordination at all levels. The strategy assumes that there are interventions ongoing in the public and the private sectors that can be coordinated and harmonised to achieve the overall goal. In line with this, coordination platforms would be established at the national and sub-national level to ensure that activities within the green economy are well coordinated and streamlined towards the sustainable national development objectives.

It is expected that the state and non-state actors would continue to play their respective roles towards enterprise development within the context of this strategy. For example, the Council for Technical, Vocational Education and Training (COTVET) would lead the development of curricula and delivery of critical skills required by the green and circular economy. The Ministry of Education would also ensure mainstreaming of green and sustainable development principles into the national education system. The Ministry of Trade and Industrial, particularly its enterprise development agencies such as the National Board for Small Scale Industries, is expected to lead green entrepreneurial development initiatives, including the provision of incubation services. In addition, MoTI would ensure promotion of green products and services in the local and international markets in order to safeguard the sustainability of the green enterprises. The Ministry of Finance in collaboration with the Bank of Ghana, Commercial Banks, other Financial Institutions, business owners and cooperatives would institute a strong framework for the mobilisation of financial resources to support green enterprises. The Ghana Investment Promotion Centre also would undertake investment promotion campaign to attract green investments into the green economy.

The goal of MELR is to ensure that these efforts are effectively coordinated and harmonized to support green enterprise development for the creation of decent jobs in the green or circular economy.

1.1 INTRODUCTION

This strategy has been developed for the operationalisation of national green jobs objectives formulated by the Ministry of Employment and Labour Relations as a result of consultations in the key sectors. The objectives are embodiments of agreements reached at stakeholder consultations Organised for stakeholders at the national, regional and district levels.

The strategy therefore expatiates on these objectives within the broader framework of the Ghana Green Jobs Programme for coherent conceptualization of activities and deliverables under four (4) programme components. The strategy also takes into account background information provided in the National Green Jobs Policy Analysis Document on past interventions, opportunities and challenges in the green sectors as well as policy recommendations that should be implemented to address the issues for the maximisation of decent green job creation.

1.2 Background

The overall goal of the National Employment Policy (NEP), 2015 is to create gainful and decent employment opportunities for the growing labour force, to improve living conditions while contributing to economic growth and national development within the framework of equity, fairness, security and dignity. The Policy also provides for Government and the Private Sector to put in place measures to ensure that potential in the green economy are harnessed for accelerated decent job creation. This involves the promotion of productive economic activities for the unemployed and jobseekers in an environmentally sustainable and social inclusive manner. To this end, there is high priority in focusing on sectors such as agriculture, energy, transportation, construction and waste management as well as services where there is huge potential for the creation of green jobs. Since most jobs in green sectors or circular economy are not by default decent, there is the need to ensure that the jobs that are promoted are decent.

The Government of Ghana's objective of creating more decent jobs to meet the demand for employment and improve the quality of jobs for those employed, is clearly in line with the transition to a more sustainable economy currently being advocated under the ILO's Guidelines for a Just Transition Towards Environmentally Sustainable Economies and Societies For All. Under the principles of environmental sustainability, good governance, decent work, social dialogue, partnerships, and the commitment to achieving the Sustainable Development Goals

as espoused in the Coordinated Programme of Economic and Social Development Policies (CPESDP) and other national development policies, the government is promoting and supporting initiatives for the creation of green jobs and the expansion of social protection mechanisms for workers exposed to external shocks and to develop new learning strategies to help them cope with these socio-economic shocks.

Ghana is party to the Paris Agreement on climate change and the United Nations Framework Conventions on climate change (UNFCCC) aimed at protecting the environment, ensuring sustainable growth and development as well as minimizing the negative effects of Climate Change. In view of this, Ghana developed and implemented its Nationally Determined Contributions (NDCs) towards achieving global targets for reducing carbon emissions and its effects on the environment and livelihoods. Despite the positive intentions of the NDCs, evidence shows that efforts towards reducing carbon emission levels themselves have implications for the labour market.

Estimates indicate that though the overall job gains in the green economy is high (24 million jobs globally), it is expected that some job losses will occur, and the structure of the labour market will be altered significantly as the economy transitions. The analysis also shows that developing countries in general, and the vulnerable, particularly women and low-skilled workers, would be most affected by climate change measures and environmental protection policies. As a result, there have been calls at all levels, particularly among ILO constituents to ensure that the transition from carbon-based economies to green or circular economies is fair and just for all. This principle demands measures to be put in place to ensure that the transition itself becomes an opportunity to develop new skills, professions, occupations, technologies and innovations that deliver job creation and avert possible job losses.

Green jobs are crucial vehicles to realising job and social gains while supporting environmental goals, and therefore can play a vital role in the advancement of national development priorities. **Green jobs are decent jobs that contribute to improving the efficiency of energy and raw materials and limiting Green House Gas (GHG) emissions whilst protecting and restoring ecosystems.** The promotion of green jobs would therefore influence positively the country's quest to mitigate and adapt to the effects of climate change.

It is against this background that this strategy has been designed for the implementation by all stakeholders to facilitate the transition to a green and circular economy through the development of viable green enterprises.

1.3 Purpose

The purpose of this Strategy (programme) and its components is to provide a framework for the promotion of green jobs in Ghana.

1.4 Rationale

Due to effects of climate change, Ghana is facing many environmental challenges that impact the economy and social networks negatively. Some sectors of the economy such as agriculture and forestry have been significantly affected negatively by effects of climate change.

The 2018 Ghana Climate Change Risk Index value of 68.33 which measures the capacity of the country to anticipate, cope with, resist and recover from the impact of climate change, shows that Ghana faces a high level of exposure and vulnerability to climate related events. Land degradation, unsustainable agricultural practices, among others, have led to declining soil quality, and accelerated erosion, which have in turn reduced crop yields and viability. Over-exploitation of forest resources for logging, fuel wood extraction, charcoal production, and agriculture have resulted in rapid deforestation. Other environmental issues such as illegal mining, which has been a major source of environmental degradation, with severe consequences in terms of soil and water contamination; poor management of domestic, municipal, agricultural and industrial wastes have also led to problems of pollution and contamination of soil and water bodies with health implications.

Though many efforts have been advanced to solve these challenges, there continues to be a number of them that needs more attention. The creation of green jobs would help address some of these numerous environmental challenges. The rationale for this strategy is to create decent job opportunities for the teeming population of jobseekers, particularly the youth, which will further enhance the protection of the environment and the achievement of environmental goals.

1.5 Key Objectives

The overall objective of this strategy is to **support the creation of green jobs through coherent and effective policy coordination of sectoral approaches**. Specifically, the Strategy focuses on operationalizing the following objectives:

1. To ensure policy alignment, coherence and coordination for the maximisation of green jobs.
2. To develop employable skills, particularly for the youth, women and PWDs to take advantage of existing and emerging green jobs potential.
3. To support the creation of green job across sectors through the promotion of sustainable and competitive green enterprises and markets.”
4. To mobilise and facilitate access to sustainable financing for green enterprises through inter-sectoral collaboration and cooperation.

It is expected that implementation would be done in a harmonised in a harmonised manner in order to maximize the interrelated and complementary impact of the emanating components of the Ghana Green Jobs Programme for sustainable job creation.

2.0 GHANA GREEN JOBS PROGRAMME

This strategy is conceptualised in terms of the **“Ghana Green Jobs Programme”** for the operationalisation of the key objectives. The programme is composed of four (4) interrelated components designed to focus on specific aspects of green jobs promotion in Ghana. The implementation of the components



is therefore, envisaged to contribute and culminate into the realization of the overall goal of **“creating more decent green jobs in Ghana”** for jobseekers, particularly the teeming youth, women and the vulnerable.

The successful implementation of the strategy requires that there is effective coordination among implementing agencies. The MELR in collaboration with the National Development Planning Commission (NDPC) would ensure that relevant sector policies and medium term plans are aligned with the green jobs promotion strategies. This would enable the implementing agencies to drive operationalisation of the objectives through sectoral approaches and to leverage synergies among them. In addition, MELR and NDPC would coordinate implementation, monitoring and evaluation activities by all actors at national, regional, district and local levels. In collaboration with the existing structures at the national and sub-national levels, MELR would establish platforms to facilitate effective coordination of interventions.

The Ghana Green Jobs Programme covers four pathways critical for the promotion of green jobs through inter-sectoral approaches, effective coordination and enterprise development.

Firstly, the programme intends to build the capacity of MELR, including its Departments and Agencies, to monitor, regulate, coordinate and facilitate policy



coherence among MDAs, MMDAs and Private involved in the promotion and creation of green jobs. This includes private enterprises, skills development institutions and state agencies that provide support or consume the services and products generated by the

enterprises. Through its capacity building initiatives MELR would ensure that the appropriate measures are put in place to empower the relevant state and non-state actors to play their respective roles effectively. In order to ensure that green jobs promotion is integral to the national development agenda, the National Development Planning Commission (NDPC) is responsible for incorporating green jobs and their strategies into the National Medium Term Development Policy Frameworks. In the same vein, the Ministry of Finance would ensure that green jobs and green financing is central to the Medium Term National Expenditure Frameworks and mainstreamed in all aspects of the national development financing and related processes.

Secondly, the programme would promote the development of skills for green jobs in areas critical for the transformational agenda of Government and sustained economic growth. In view of this, the component dedicated to green skills development would focus on building green skill sets in specific or selected economic sectors that give Ghana competitive and comparative advantages.

Thirdly, the programme aims to empower the private sector, including Small and Medium Enterprises (SMEs), to expand and create opportunities for employment green enterprises. It seeks to provide a conducive environment for green businesses to thrive. The third component of the strategy therefore focuses on supporting individuals and groups trained in green skills to establish and manage their own green enterprises through the provision of green business support. This includes continuous training on management practices, provision of incubation services, productivity enhancement and market facilitation services. Existing well-to-do green enterprises would also be identified and supported with business development services to enable them grow and expand. Where feasible, new and existing green enterprises, particularly those in the informal sectors, would be encouraged to form cooperative societies to enable them take advantage of the integral opportunities of the cooperative system and the benefits of pooling resources for business growth. To this end, the third component of this programme focuses on providing support to persons and businesses in priority economic sectors to establish and grow sustainable green enterprises.

The fourth component is designed for the mobilisation of sustainable and adequate financial resources to support green entrepreneurs. Finance is a critical factor for the promotion and development of green enterprises. This component would therefore focus on ensuring that financial resources are available in both public and private sources, including development partners, NGOs and CSOs are mobilized and managed to support the growth of green enterprises. Since the role of the banks and other financial institutions are important in realizing the financing needs of green enterprises, this strategy focuses on supporting green enterprises to access financing opportunities for development of their business enterprises. The promotion of access to capital finance includes taxation incentives that generate jobs and environmental outcomes, and support for green technologies and innovations. Existing green interventions would be harmonised in order to ascertain their financial values and ensure that their activities contribute to the achievement of the objectives of this strategy.

The Bank of Ghana would also develop guidelines for Commercial Banks and Financial Institutions to prioritize green enterprise financing. Financial institutions would work closely with MMDAs and the private sector to finance green job initiatives in the districts. MMDAs would also put in place measures at the local levels to create the enabling business environment for green enterprises to thrive and create decent green jobs in line with the principles of the National Local Economic Development Policy. The Ghana Investment Promotion Centre (GIPC) would complement sectoral interventions by promoting business opportunities in the green economy to attract local and foreign direct investments as well as partnerships and collaborations.

The following are the components of the Ghana Green Jobs Programme (GGJoP):

1. Green Jobs Coordination Capacity Development Projects
2. Green Skills Development Projects
3. Green Enterprise Development Project and Access for Green Products
4. Green Enterprises Finance Project.

2.1 Programme Conceptualisation Framework

The Ghana Green Jobs Programme is technically conceived in terms of the interrelated components dedicated to the critical aspects required for the promotion of green jobs in sustainable manner. The implementation of the specific components of the programme hinges on the principles of coordination, collaboration, cooperation and complementarity of the interventions.

The interrelation and complementarity of the components towards the overall goal of the programme or strategy can be depicted in Figure 1.

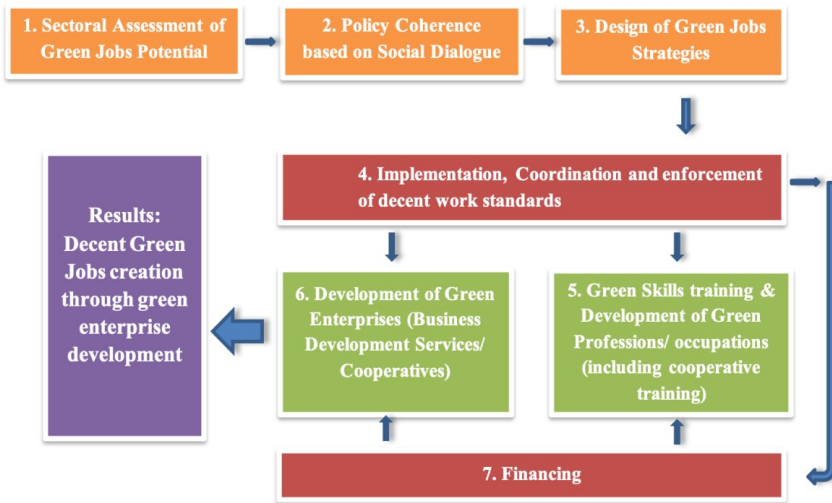


Figure 1 Program Conceptual Framework

The promotion of green jobs at the national and sub-national levels would hinge, first, on the sectoral assessment of potential green jobs. This is followed by policy formulation and coordination processes using social dialogue at all levels to ensure coherence of all policies and sectoral interventions to drive the process. The social dialogue process involves negotiations and consultations, where information is shared among all relevant stakeholders including government, employers’ and workers’ organisations, CSOs, the private sector, among others, on issues of common interest, partnerships and cooperation. These processes are necessary to facilitate policy coherence and timely achievement of the expected green jobs outcomes.

The implementation structure of the National Green Jobs Strategy is shown in Figure 2.

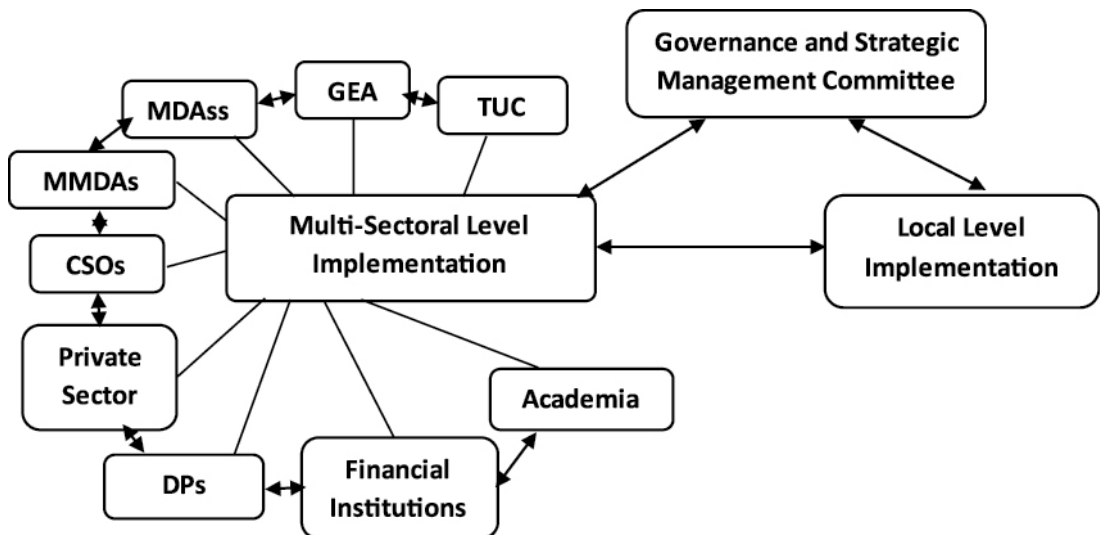


Figure 2 National Green Jobs Strategy Implementation Structure

The implementation structure of this strategy comprises a Governance and Strategic Management Committee or an Inter-Sectoral Coordination Working Group made up of representatives of the main driving institutions, including MELR, NDPC, MOF, BOG, MoFA, MESTI, EPA, Parliamentary Select Committees, Forestry Commission (FC), PEF, CSOs, LGSS, COTVET, Energy Commission, Financial Institutions, Development Partners and Academia. This Working Group would be jointly chaired by MELR, NDPC and EPA is to provide oversight as well as provide strategic management support in ensuring that the drivers necessary for green jobs promotion are effectively implemented. The Working Group would also be responsible for the overall implementation of this strategy, including the monitoring and evaluation framework. It would also help in keeping the outcomes of the strategy on track through close engagement with the implementing agencies.

The implementation of the key objectives and strategies would however be done in a multi-sectoral manner. Ministries, Departments, and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) would play their respective leading and collaborating roles in all areas relating to their mandates and operations. Government agencies would use existing policies and regulatory frameworks to improve institutional structures and ensure effective implementation

of the activities. For the implementation of the specific components or components, particular MDAs and MMDAs would play the leading role. In some cases, MDAs, MMDAs and the Private Sector would be required to assume joint lead roles to ensure effective implementation of specific interventions.

The Ministry of Employment and Labour Relations (MELR) would play its coordination role by establishing mechanisms and measures that augment existing capacities for implementation. MELR would conduct monitoring and evaluation of interventions and provide policy coordination support services to implementing agencies to ensure that implementation is effective and the overall agenda of decent job creation is achieved in an efficient and timely manner.

2.2 Component One (1): Green Jobs Coordination Capacity Development

2.2.1 Description

The Ministry of Employment and Labour Relations is mandated to coordinate job creation interventions in both the public and private sectors in Ghana. The Ministry, being the advisor to Government on employment and labour issues, is responsible for the collection and dissemination of data/information on all aspects of the labour market to inform the development of responsive policies and strategies that promote



decent job creation. In addition, the Ministry is responsible to ensure that participation in the employment sector conform to existing laws and regulations; including decent work standards and that activities are in tandem with national development objectives and priorities.

Further to this, there are existing strategies, laws and policies instituted by the Ministry to provide the administrative and regulatory framework for the enforcement of standards in the employment sector to promote decent job creation. These include the Labour Act, 2003 (Act 651), the National Pensions Act, 2008 (Act, 766), the National Employment Policy, 2015, the National Labour Migration Policy, 2020, the National Green Jobs Strategy, among others.

To this end, MELR requires capacities in terms of institutional structures, human resources and logistical support to enable it monitor, coordinate and regulate the

employment sector, including the green jobs sub-sector. The Ministry must also ensure that there is a sense of common purpose among all implementing agencies and stakeholders in order to facilitate the achievement of the national green jobs objectives conceptualised in this strategy. This involves constant communication and engagement with all stakeholders, the development and maintenance of value chains, promotion of green skill development, enterprise development and effective management of interactions within the green jobs sub-sectors.

Currently, MELR has established the basic institutional structures for the regulation of the employment sector and promotion of decent jobs. However, there is no specialised unit to coordinate green jobs. The MELR staff at the national, regional and district levels also lack the core competencies and technical expertise to effectively coordinate and promote green jobs. The existing offices also lack the technological support that would enable them identify, monitor and harmonise green jobs initiatives in the public and private sectors.

The Green Jobs Coordination Capacity Development Component is therefore designed to build the required institutional structures, technical know-how and expertise of staff and provide the necessary logistical support to make the MELR and its Department and Agencies capable of coordinating activities in the green jobs sub-sectors. The capacity building activities would also involve other MDAs, MMDAs, Organised labour, employers' Organisations, private sector actors, among others, to enable them acquire the necessary competencies to deliver activities outlined in the strategy. This component also focuses on strengthening communication and information sharing with stakeholders in the green jobs subsectors (public and private), disseminating policy briefs and labour market information relevant to green jobs. It would further focus on promoting cooperation among green enterprises and developing value chains, enforcing decent work standards, among others, through workshops, technical meetings, focus group discussions, media engagements, partnership with development partners, among others.

2.2.2 Objective

The objective of component one (1) is to “**ensure policy alignment, coherence and coordination for the maximisation of green jobs**”.

2.2.3 Expected Key Result

The Green Jobs Coordination Capacity Development Component is aimed at achieving “**a well-coordinated administrative and regulatory system that supports the development of green skills and enterprises for decent job creation**”.

2.2.4 Stakeholder Analysis

Table 1: Stakeholder Analysis Matrix for Component 1

No.	Stakeholder	Threat	Opportunities	Role
1.	Cabinet	Cabinet may suspend the implementation of the strategy or specific component(s) for alternatives.	Cabinet has shown commitment in sustaining job creation through specific green initiatives in agriculture.	Cabinet is responsible for providing overall policy oversight and vision for national development.
2.	Parliament	Over politicisation may affect implementation of the strategy.	Parliament may advocate for increased annual budget allocations for implementation of the strategy.	Parliament is responsible for oversight, accountability and judicious use of state funds.
3.	National Development Planning Commission (NDPC)	NDPC may advocate for the suspension of the strategy if objectives are not in line with national development objectives.	Integration of the strategy into the national medium-term development agenda to ensure effective mainstreaming by actors at all levels.	NDPC is responsible for the harmonisation of national development planning, monitoring and evaluation at all levels.

No.	Stakeholder	Threat	Opportunities	Role
4.	Ministry of Finance (MOF)	The shrinking fiscal space and increasing demand for funding by MDAs and MMDAs may constrain MOF ability to allocate adequate funding for the strategy.	MOF may undertake financial engineering to create more fiscal space or develop incentives and facilitate acquisition of funding.	MOF is responsible for fiscal and economic policy management and mobilisation of funds for the implementation of policies and strategies.
5.	Ministry of Food and Agriculture (MOFA)	Inadequate funding may affect the implementation of innovative interventions for greening of agriculture.	MOFA has the technical expertise and institutional structures at all levels to support green agriculture initiatives.	MOFA is responsible to ensure food security through the adoption of innovative technologies.
6.	Ministry of Sanitation and Water Resources	Limited services to support green enterprises in the WASH sector.	There is a large pool of private sector actors willing to engage in green enterprises provided given the required incentives.	Ministry of Sanitation and Water Resources has the oversight responsibility for WASH policies.
7.	Ministry of Environment , Science, Technology and Innovation (MESTI)	There is the possibility of duplication since green jobs strongly relates to climate change and environmental sustainability.	MESTI may leverage its existing technical expertise and institutional structures to support technological development for green enterprises in collaboration with stakeholders	MESTI is responsible for policy oversight for the protection of the environment and promotion of green technological innovations.

No.	Stakeholder	Threat	Opportunities	Role
8.	Environmental Protection Agency (EPA)	Duplication of activities and lack of transparency in climate finance may stifle efforts in managing the climate space.	EPA has the technical expertise and institutional structures to address issues of Climate change and environmental degradation.	EPA is the technical wing responsible for the enforcement of standards and policies for the protection of the environment.
9.	Ghana Standards Authority (GSA)	GSA may adopt high and costly standards that put indigenous businesses, partly small-scale business at a competitive disadvantage.	GSA may adopt standards that give indigenous businesses a fair start to encourage them become innovative and competitive in the long run.	GSA is responsible for the maintenance of standards in the productive sectors for the assurance of consumer protection and value for money.
10.	Metropolitan, Municipal and District Assemblies (MMDAs)	MMDAs may feel a bit distant and reluctant to implement a strategic emanating from the center.	Green Enterprise development is an integral component of the National Local Economic Development (LED) Policy.	MMDAs are required by law to support LED to accelerate private sector growth and poverty reduction.
11.	Private Sector Entities and Entrepreneurs	Private sector entities in the green economy face critical regulatory, marketing and financial challenges that impede growth.	There are a wide range of private enterprises currently operating in the circular economy. These can be supported to expand to create more decent green jobs.	The private sector propels economic growth by taking initiatives or developing businesses for economic returns.

No.	Stakeholder	Threat	Opportunities	Role
12.	Ministry of Lands and Natural Resources (MLNR)	Rapid depletion of the vegetation cover and illegal mining activities	Government is a signatory to the Sustainable Development Goals, which provides the framework for environmental sustainability.	MLNR through the Forestry Commission implements schemes that protect the vegetation cover and the integrity of the eco-system.
13.	Development Partners (DPs)	Development Partners may pursue agenda different from the national green agenda.	DPs have a pool of technical and financial assistance capacities that can be harnessed to support the development of green jobs initiatives at all levels.	DPs complement development efforts of Government through technical and financial support.

2.2.5 Key Assumptions for Component One (1)

Effective implementation of this component is based on the following assumptions:

1. Government and other stakeholders support the promotion of green jobs in the productive sectors.
2. All stakeholders would collaborate and cooperate with MELR to ensure effective coordination and implementation.
3. MELR would constantly engage all stakeholders every step of the way to share successes, challenges and opportunities.
4. The existing structures at MDAs and MMDAs levels facilitate operations of private sector actors in the green economy.
5. Development Partners would assist in the provision of technical support to facilitate implementation of this component.
6. Effective communication channels would be created to receive feedback from all stakeholders.

7. A database on the activities of all stakeholders would be created to facilitate effective coordination.
8. Issues of duplication of functions would be addressed.
9. MELR Staff and others involved in coordination activities would be adequately trained to enable them play their respective roles effectively.

2.2.6 Implementation Arrangement for Component One (1)

This component would be implemented by the Ministry of Employment and Labour Relations in collaboration with the National Development Planning Commission (NDPC) and the Environmental Protection Agency (EPA). Other Ministries, Departments and Agencies (MDAs), MMDAs, Organised labour, employers Organisations, Private Entities, Civil Society Organisations (CSOs), Non-Governmental Organisations (NGOs) and Development Partners (DPs) would support implementation by undertaking activities that relate to their functions and mandate. MELR would play the leading role and host structures, including a green jobs coordination database, meetings and workshops as well as stakeholder engagements to facilitate policy harmonisation and coordination of green jobs.

However, the Ministry will rely on the collaboration and cooperation of relevant MDAs, subnational organisations, organised labour, employers' organisations, private sector entities, CSOs, NGOs and DPs with relevant roles for effective coordination. The Ministry would also enter into MoUs and other agreements with the relevant organisations, including international development agencies, to mobilise resources and technical contributions to aid seamless implementation of all major activities slated under this subproject.

At the subnational level, activities of MMDAs would be critical for the achievement of the objective of this component. This is because MMDAs are responsible for the management of environmental activities, particularly waste management and natural resource conservation. As a result, there are a number of existing interventions at the MMDAs level that could be strengthened to support decent green jobs creation.

It is expected that MELR would take advantage of its position in governance to mobilize internal contributions within Government, as much as possible, to accelerate implementation of activities at national and subnational levels.

MELR would develop a specific Monitoring and Evaluation (M&E) Framework as an integral part of this programme to facilitate the assessment of progress towards

the delivery of expected outputs and outcomes of this component (Green Jobs Coordination Capacity Development Component).

2.2.6.1 Estimated Cost of Implementation

It is estimated that the cost of building capacities to support the coordination of green jobs interventions across the sectors is **GHC 4,640,000.00**, approximately **USD 800,000.00**.

Table 2: Component One (1) Annual Workplan Matrix

Component 1: Institutional Coordination Capacity Development Project

Objective 1: To ensure policy alignment, coherence and coordination for the maximisation of green jobs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
1.	Mainstream green jobs objectives in national planning and development frameworks, and ensure coherence between employment and environment-related policies	1.1 Incorporate green jobs objectives into the Medium Term National Development Policy Framework.	Green jobs objectives incorporated into the Medium Term National Development Framework.	Inclusions of green jobs objectives under the employment focus area of the Medium Term National Development Framework.	2022-2024 Medium Term National Development Frameworks.	Year 1	Lead: NDPC Collaborators: MELR, MDAs, MMDAs, DPs, TUC, GEA.
		1.2 Formulate specific national green jobs indicators.	National green jobs indicators formulated.	National Green Jobs Indicators	National/Sub-national Green Jobs Indicators.		
		1.3 Incorporate objectives of the national green jobs strategy into the National Local Economic Development (LED) Policy	Objectives of the National Green Jobs Strategy incorporated into the National LED Policy.	No. of green jobs objectives and strategies in the National LED Policy	National LED Policy Document.	Year 1 - 2	Lead: MELR Collaborators: MLGRD, MDAs, MMDAs
		1.4 Incorporate objectives of the national green jobs strategy into other sectoral policies.	Green Jobs objectives incorporated into other sectoral policies (Housing, Sanitation, Agriculture etc.)	No. of sectoral policies responsive to green jobs.	Sectoral Policies.	Year 1 - 5	Lead: MELR Collaborators: MLGRD, MDAs, MMDAs
		1.5 Organise orientation on the adoption of green approaches/technologies in public employment programmes.	Orientation on green approaches and technologies organised for public employment programmes.	No. of orientations Organised	Minutes/ Reports Audio-visual materials	Year 1- 5	Lead: MELR Collaborators: PECs, YEA, MDAs, MMDAs, DPs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		1.6 Produce annual National Green Jobs Report.	National Green Jobs Report produced.	Availability of National Green Jobs Report.	National Green Jobs Report	Year 1-5	Lead: MELR Collaborators: MDAs, MMDAs
2.	Develop a mechanism to support the coordination of green economic activities and interventions across sectors by strengthening existing structures at all levels.	2.1 Conduct mapping of industries and interventions in the various sectors at both national and local levels.	Mapping of industries and interventions conducted	Availability of Mapping Report.	Mapping Report	Year 1	Lead: MELR Collaborators: MDAs, MMDAs, TUC, GEA, Private Sector, CSOs, FBOs, DPs.
		2.2 Develop a database on all existing green industries and interventions.	Database on green industries and interventions developed.	No. of green industries and interventions identified.	Catalogue of industries and interventions.		
		2.3 Establish Green Jobs Inter-Sectoral Coordinating Platform(s).	Inter-Sector Coordinating Platform(s) established.	Membership of Green Jobs Coordinating Platform(s).	Reports, list of participants, pictures and videos.		
		2.4 Establish functional linkages between institutions providing services for the promotion of the green economy.	Effective referral systems established between institutions providing green support services.	No. of referrals.	Reports.	Year 1-5	
		2.5 Organise workshops, events, meetings, fairs and advertisements to create awareness of green jobs opportunities in the national and local economies.	Green jobs promotional workshops, events, meetings, fairs and advertisements done.	No. of green jobs promotional workshops, events, meetings, fairs and advertisements at all levels.	Pictures, videos, Posters, fliers and adverts.	Year 1-5	

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		2.6 Collate and disseminate green jobs information on the GLMIS	Green jobs information collated and disseminated on GLMIS	Frequency of green jobs features in GLMIS Reports.	GLMIS Reports.		
		2.7 Assess the extent to which existing green funding support Government development objectives.	Government development objectives supported by green funding.	1. No. of existing green funding sources. 2. Extent to which green funding supports Government development objectives.	List of existing green funding sources. List of beneficiaries of existing green funding.		Lead: MOF Collaborators: MELR, MDAs, MMDAs, Private Sector, DPs.
		2.8 Organise annual green jobs planning sessions and mid-year review meetings.	Annual green jobs planning sessions and mid-year review meetings held.	Consolidated Annual Green Jobs Workplans available.	Consolidated Annual Green Jobs Workplan and Workshop Report.	Year 1- 5	Lead: MELR Collaborators: MDAs, MMDAs, TUC, GEA, Private Sector, CSOs, FBOs, DPs.
3.	Assess green jobs potential and embed data collection in relevant national instruments	3.1. Conduct research into topical issues concerning green jobs.	Research into topical green jobs issues conducted.	No. of research on topical green jobs issues conducted.	Reports.	Year 1-5	Lead: Academia,
		3.2 Undertake sector specific appraisal of green jobs prospects.	Green job prospects and opportunities identified in each sector of the economy.	No. of green jobs opportunities/ prospects identified in each sector.	A catalogue of green jobs opportunities/ prospects in each sector.	Year 1-3	Collaborators: MELR, MDAs, MMDAs DPs. TUC, GEA, Private Sector.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		3.3 Perform a Green job Needs Assessment.	Green Jobs Needs Assessment conducted	Availability Green jobs Needs Assessment Reports	Green jobs Need Assessment Reports published/produced.	Year 1-2	Lead: Academia,
		3.4 Develop green jobs policy briefs.	Green jobs policy briefs developed.	Availability of Green Jobs Policy Briefs	Green Jobs Policy Briefs.	Year 1-4	Collaborators: MELR, MDAs, MMDAs DPs, TUC, GEA, Private Sector.
		3.5 Organise green jobs advocacy meetings, workshops and events based on the policy briefs.	Green Jobs Advocacy meetings, workshops and events organised.	No. of green jobs advocacy meetings organised.	Reports, Pictures	Year 1-5	
		3.6 Conduct research into value chains in the green economy and disseminate findings.	Information on green economy value chains disseminated.	No. of green economy value chain reports disseminated.	Reports, IEC Materials, Pictures, Minutes.	Year 1-4	Lead: Academia Collaborators: MELR, MDAs, MMDAs, Private Sector, DPs.
4.	Establish a monitoring and evaluation system to track and assess progress in promoting green jobs	4.1 Constitute a Green Jobs Monitoring and Evaluation Team.	Green Jobs Monitoring and Evaluation team constituted.	Membership of the Green Jobs Monitoring and Evaluation Team.	List of team members.	Year 1	Lead: MELR Collaborators: NDPC, MME,
		4.2 Train members of Green Jobs monitoring and evaluation team.	Green Jobs M&E team trained.	No. of training programmes organised for Green Jobs M&E Team.	Training Reports, pictures, participant lists and videos.	Year 1-5	MDAs, MMDAs, TUC, GEA, Private Sector, CSOs, FBOs, DPs.
		4.3 Develop a green jobs Monitoring and Evaluation system to track progress.	Green Jobs Monitoring and Evaluation system developed.	Availability of Green Jobs M&E Framework.	Green Jobs M&E Framework.	Year 1	

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		4.4 Conduct regular monitoring of existing green interventions.	Existing green interventions monitored.	No. of green jobs monitoring reports.	Green Jobs Monitoring Reports.	Year 1-5	Lead: MELR Collaborators: NDPC, MME, MDAs, MMDAs, Private Sector, TUC, GEA, CSOs, FBOs, DPs.
		4.5 Hold regular review meetings to disseminate green jobs monitoring results.	Green jobs monitoring report review meetings held.	No. of green jobs monitoring review meetings held.	Monitoring review Meeting Reports.		
		4.6 Monitor implementation of M&E recommendations on the strategy.	M&E recommendations implemented.	No. of M&E recommendations implemented.	Minutes and Reports.		
5.	Strengthen and establish mechanisms of social dialogue on green jobs policies and initiatives with tripartite plus representation.	5.1 Engage tripartite plus on Green Jobs social dialogue mechanisms.	Tripartite plus representation engaged.	No. of tripartite plus representatives engaged.	Minutes, reports, pictures and videos.	Year 1-5	Lead: MELR Collaborators: MDAs, MMDAs, TUC, GEA, Private Sector, DPs.
		5.2 Organise social dialogue events on green jobs policies in collaboration with tripartite plus representatives.	Social dialogue events Organised.	No. of social dialogue events Organised.	Minutes, Reports, pictures and videos.		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
6.	Review, and where necessary, enhance implementation mechanisms for programmes that promote green jobs	6.1 Evaluate the effectiveness of green interventions.	Green interventions evaluated.	No. of green interventions evaluated.	Evaluation Reports.	Year 3-5	Lead: MELR
		6.2 Organise workshops to review flagship green interventions for effectiveness.	Flagship green interventions reviewed.	No. of flagship green interventions reviewed.	Reports, minutes, pictures and Videos.	Year 1-5	Collaborators: MME, NDPC, MDAs, MMDAs, TUC, GEA, Private Sector, Academia, DPs.
		6.3 Monitor implementation of recommendations for flagship green interventions.	Implementation of recommendations for flagship green interventions monitored.	No. of recommendations on flagship green interventions implemented.	Reports	Year 1-5	
7.	Develop and enhance plans to promote green jobs at the local level.	7.1 Incorporate national green jobs objectives in the Medium Term Plans of Regional Coordinating Councils and District Assemblies.	National Green Jobs objectives incorporated in regional and local medium term plans.	No. of District Assemblies and Regional Coordinating Councils with green jobs objective in their plans.	RCCs and MMDAs Medium Term Plans.	Year 1-2	Lead: NDPC
		7.2 Advocate for green jobs interventions based on available information on green value chains.	Advocacy programmes on green jobs value chains interventions Organised.	No. of advocacy events Organised.	Reports, pictures and videos.	Year 1-5	Collaborators: NDPC, EPA, MESTI, MOEn, MDAs, MMDAs, DPs Private Sector.
		7.3 Advertise green job opportunities in the media.	Opportunities for green jobs advertised.	No. of advertisements conducted.	Media reports.		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		7.4 Organise community sensitization and awareness creation on green jobs.	Community sensitization and awareness creation events organised.	No. of community sensitization and awareness creation events Organised.	Reports, pictures and videos.	Year 1 - 5	Lead: MELR Collaborators: NDPC, EPA, MESTI, MOEn, MDAs, MMDAs, DPs Private Sector.
		7.5 Facilitate re-design of existing local level intervention to adopt green technologies and innovations.	Re-design of existing interventions facilitated.	No. of local interventions redesigned to reflect green jobs.	List of re-designed interventions.		Lead: MDAs, MMDAs. Collaborators: MELR, Private Sectors, CSOs, Academia, DPs.
8.	Support accountability on promoting green jobs.	8.1 Develop accountability framework for promoting green jobs.	Green Jobs Accountability Framework developed.	Availability Green jobs Accountability Framework.	Green Jobs Accountability Framework.	Year 2-4	Lead: MELR Collaborators: NDPC, MDAs, MMDAs, Private Sector, DPs.
		8.2 Train stakeholders/actors within sectors to monitor Green Jobs Accountability Framework.	Stakeholders/actors trained to monitor Green Jobs Accountability Framework.	No. of stakeholders/actors trained.	Reports, videos, pictures and list of actors.		

2.3 Component Two (2): Green Skills Development

2.3.1 Description

The transition to environmentally friendly and social inclusive economy presupposes that there would be deliberate efforts by the relevant stakeholders,



particularly industry, to apply technologies, innovations and approaches that are environmentally sustainable and generate decent green jobs. This also suggests that business operators and workers in the green economy would acquire the *requisite skills and expertise*

needed to start, maintain and grow the productive sectors in the green and circular economy.

The application of *green technologies for business production* hinges on the identification of *specific professions and occupations* that are critical and required for the promotion and growth of the green economy. It is important that deliberate efforts are put in place for the development of such professions, occupations or skill sets to facilitate the production and marketing of green goods and services as well as the management of the green enterprises.

This component of the Ghana Green Jobs Programme has therefore been designed to facilitate the identification of skill set for green jobs and development of professions or occupations in green economy to enable individuals and groups start and manage green businesses in Ghana. *It involves strategic greening of existing skill sets and the development of entirely new green skills and professions to respond to potentials in the green economy.*



This component focuses on developing an observatory as part of the Ghana Labour Market Information System to enable Government and stakeholders anticipate future green skills demands and institute

proactive measures to develop those critical skill sets and professions required by the green and circular economy in Ghana.

The observatory would conduct periodic scan of the green economy and identify the skills required so that training institutions would train individuals and groups to acquire the skills to enable them take advantage of job opportunities in the green economy. This is required to ensure that Ghana is able to develop the pool of skills needed for the green economy to thrive. Again, it involves the acquisition and provision of the appropriate training tools, workshops, curriculum and resources centres capable of delivering the green skills as well as training and retraining of teachers or instructors.

Once the skill sets are developed, appropriate steps would be taken to ensure that skill development translates into self and wage employment. Those interested in self-employment would be assisted to go through the rudiments of business development or entrepreneurship training and supported with business development services, including incubation, start-ups and access to capital finance. As part of the entrepreneurship training, beneficiaries would be encouraged to form cooperative societies to enable them pool resources and take advantage of the integral benefits of cooperatives. Others seeking to be engaged in wage/salary employment would be registered on the various labour market platforms, including GLMIS, and supported to locate job opportunities appropriate for the green skills that they possess.

The Green Skills Development Component would facilitate the provision of the necessary tools, teaching and learning materials for the delivery of skills in green job in the following economic sectors subject to further studies, consultations, collaborations and cooperation:

1. Clean and Renewable Energy
2. Agriculture, Forestry and Fisheries
3. Waste Management and Recycling
4. Construction
5. Nature and Eco-tourism
6. Efficiency Technologies for Energy and Water Conservation
7. Finance

There would also be awareness creation of officials working in public administration, entrepreneurship development, finance, etc., to enable them provide the needed support (including financing) to green entrepreneurs.

In order to achieve these expected outcomes, there is the need for extensive stakeholder consultations, structural adjustment of training, reprioritisation, sensitisation and awareness creation, as well as most importantly investment.

2.3.2 Objective

The objective of the Green Skills Development Component is **“to develop green employable skills, particularly for the youth, women and PWDs to take advantage of existing and emerging green jobs potential”**.

2.3.3 Expected Key Result

The key result of the “Green Skills Development Component” is to ensure that there is **“adequate supply of green skill sets, professionals and occupations necessary for the growth of the green economy in Ghana, considering gender needs”**.

2.3.4. Stakeholder Analysis

Table 3: Stakeholders Analysis for Component Two (2)

No.	Stakeholder	Threat	Opportunities	Role
1.	Ministry of Education (MOE)	There is the possibility of excessive bureaucratic hurdles for the development of green curricula.	Green education and training can be mainstreamed in the existing educational system.	MOE has policy oversight over education and training.
2.	Ministry of Trade and Industry (MOTI)	Existing industrialisation and economic transformation policies focus largely on conventional enterprises.	MOTI has structures for the development of businesses and the facilitation of commerce.	MOTI has policy oversight over entrepreneurial skills development.

No.	Stakeholder	Threat	Opportunities	Role
3.	Ministry of Environment, Science, Technology and Innovation (MESTI)	Inadequate funding of technological development initiatives and training.	MESTI has structures to facilitate training in the development of technologies and innovations.	MESTI is responsible for environmental sustainability and promotion of green technologies and innovations.
4.	Ministry of Finance (MOF)	Current fiscal constraints may not allow for increased budgetary allocation for the development of green skills.	MOF has oversight on annual national budgets. MOF may put in place fiscal policies to favour green skills development.	MOF has oversight on the management of fiscal and economic policies. MOF has the mandate to direct national development financing.
5.	Ministry of Energy (MoEn)	Weak collaboration and cooperation from other actors.	MOEn implements training programmes for private sector actors in the renewable energy sub-sector.	The Ministry of Energy is responsible for training in the renewable energy sub-sector.
6.	Ministry of Sanitation and Water Resources (MSWR)	Overlap responsibility of MSWR and District Assemblies.	MSWR has capacity to support education and training programmes in the WASH sector.	MSWR has policy oversight on WASH policies and expected to work with other institutions to address issues related to WASH.

No.	Stakeholder	Threat	Opportunities	Role
7.	Ministry of Works and Housing (MWH)	Limited advocacy and sectoral initiatives for training in green construction.	MWH is reviewing the Building Regulations to reflect green housing requirements.	MWH would provide information on training needs based on the standards for green.
8.	Ministry of Employment and Labour Relations (MELR)	Inadequate labour market information on green skills to inform training green skills training initiatives.	MELR is developing a web-based Labour Market Information System.	MELR is responsible for the coordination of employment opportunities and active labour market policies.
9.	Ministry of Business Development (MOBD)	MOBD may not have adequate funding to support all green enterprises.	MOBD has mandate to provide business development services, including training.	MOBD is responsible for promoting private sector growth through specific business development interventions.
10.	Ministry of Food and Agriculture (MOFA)	High initial cost of green agriculture technologies, products and services.	MOFA is implementing some green technologies and innovation and could support green skills training initiatives.	MOFA would provide information in skills demands by existing and emerging green technologies to inform training programmes.

No.	Stakeholder	Threat	Opportunities	Role
11.	Ministry of Tourism, Arts and Culture (MoTAC)	Depletion of vegetation cover and disruption in the eco-system.	MoTAC has plans to revamp the Tourism Sector for income generation and job creation.	MoTAC is responsible for developing all aspects of the tourism sector to improve livelihoods and decent job creation.
12.	Ministry of Gender, Children and Social Protection (MGCSP)	Climate change and environmental degradation impact negatively on the livelihoods of the vulnerable in society, particularly the youth, women and PWDs.	MGCSP implements initiatives to provide safety net for the vulnerable in society.	MGCSP is responsible to adopt green skills approaches develop alternative livelihoods for the vulnerable.
13.	Ministry of Lands and Natural Resources (MLNR)	Rapid environmental degradation and insufficient mobilisation of local human resources to address the issues.	The teeming youth, including women can be mobilised into labour-intensive projects for the protection of the eco-system.	MLNR is responsible for the mobilisation of the necessary human resources for the protection and conservation of the eco-system.
14.	Ministry of Local Government and Rural Development (MLGRD)	Inadequate support at the local level to support green skills development initiatives.	The National LED Policy provides for the provision of skills training to support local development.	MLGRD is responsible to coordinate implementation of all aspects of the National LED Policy.

No.	Stakeholder	Threat	Opportunities	Role
15.	Council for Technical, Vocational Education and Training (COTVET).	Inadequate infrastructure at TVET institutions for innovative skills training.	The new TVET law gives COTVET an enhanced oversight over all TVET institutions.	COTVET is responsible to lead implementation of this component by streamlining green skills training in every aspect of TVET.
16.	National Board for Small Scale Industries (NBSSI)	Limited resources to support green skills in enterprise development across the sectors.	NBSSI has structures for the development of small enterprises and may support the delivery of green skills.	NBSSI is responsible for improving the competitiveness of Micro, Small and Medium enterprises (MSMEs) through green skills training.
17.	National Youth Authority (NYA)	Limited focus on the provision of green skills training.	The National Youth Policy recognizes the need for green skills for economic empowerment of the youth.	NYA coordinates green skills training initiatives for economic empowerment of the youth at all levels.
18.	Department of Cooperatives (DOC)	Insufficient information on green initiatives for job creation.	DOC has structures at national and subnational levels for the development of cooperatives societies.	DOC may incorporate green skills training as part of its mandatory cooperative sensitization and education programmes.

No.	Stakeholder	Threat	Opportunities	Role
17.	Training Institutions	Training institutions may lack the requisite technology, teaching and learning materials to support the development of green skills.	There exist enough public and private training institutions that can be mobilized and supported to deliver specific training in green skills.	Public and Private Training Institutions support human resource development agenda by meeting skills demands.
18.	Municipal, Metropolitan and District Assemblies (MMDA)	Limited initiatives for local economic development promotion at the MMDA level.	The National LED Policy that incorporates strategies on green jobs, including green skills development.	MMDAs are responsible to implement measures to support green skills development relevant to local economic activities.
19.	Development Partners (DPs)	Development Partners may pursue agenda different from the national greening agenda.	There is a large pool of funding available for the development of green skills under the control of DPs.	DPs are expected to support Government efforts in green skills training through the provision of technical and financial assistance.

2.3.5 Key Assumptions for Component Two (2)

Effective implementation of this component is based on the following assumptions:

1. All stakeholders would collaborate and cooperate for the implementation of activities under this component.
2. COTVET would lead the implementation of this component.
3. MELR would play the overall coordinating role.
4. Appropriate studies would be conducted to identify and map the requisite skill sets in all the sectors with inputs from the relevant institutions.
5. The list of types of green skills and professions required would be selected in consultation with the relevant actors.
6. The environmental scanning of green skills would involve stakeholders and focus on the needs of all the priority sectors.
7. The Ghana Labour Market Information System would be capable of hosting information on green skills available in Ghana.
8. Adequate funding would be mobilised to facilitate implementation of all component activities in a timely manner.
9. Training institutions would receive support in adjusting their teaching and learning structures to support effective training in green skills.
10. Curriculum development processes would not be prolonged by bureaucratic bottlenecks.
11. The required training material, including tools and manuals would be provided to facilitate the delivery of green skills.
12. Effective monitoring and evaluation systems would be put in place to ensure delivery of green skills to specifications and standards.
13. The link between green skills development, environmental policies and business development services, including incubation would be strengthened.

2.3.6 Implementation Arrangements for Component Two (2)

The Council for Technical, Vocational Education and Training (COTVET), under the policy oversight of the Ministry of Education (MOE), is the leading implementing agency of this component. As the apex body of TVET, COTVET is responsible for regulating all public and private technical and vocational training institutions in the country. This makes COTVET a strategic partner in the operationalisation of objective two of the programme.

COTVET would ensure that technical and stakeholder consultations, including assessments, are organised to identify the skill needs of the green economy in Ghana. COTVET may engage consultants and researchers to conduct studies into the various sectors and identify the required green skills. The stakeholders include MDAs, MMDAs, existing green enterprises, organised labour, professional bodies, associations, among others. As a result of the needs assessments or evaluations, COTVET would develop green skills reports and recommendation papers for the review and development of TVET curricula. COTVET would institute measures for greening existing skills training programmes, identifying professions/ occupations and setting training standards for the training institutions.

The Ministry of Education, represented by COTVET, in collaboration with MELR would ensure that training institutions at all levels have created the appropriate training environment for trainees to receive training in green skills. In collaboration with Development Partners, both Ministries would ensure that training institutions are provided with the needed tools, training of trainers, teaching and learning materials to facilitate training and adherence to standards.

As the overall coordinator of the implementation of this strategy, MELR would ensure that training institutions have created the appropriate training environment for trainees to receive training in green skills.

MELR would ensure coordination of implementation by organising coordination meetings for stakeholders, conducting independent monitoring of green skills programmes and ensuring that there are linkages between green skills training and human resource needs of the green and circular economy. MELR would organise periodic performance review meetings with COTVET and training institutions to share monitoring data, institute corrective measures and ensure training is done in accordance with ILO green skills training standards. Continuous monitoring data and periodic evaluation results would be uploaded on the Ghana Labour Market Information System for the attention of policy makers, jobseekers, employers and training institutions.

In collaboration with Development Partners, both Ministries would ensure that training institutions are provided with the needed tools, curriculum, training of training, teaching and learning materials to facilitate training and adherence to standards. MOE, MELR and COTVET in collaboration with Development Partners would ensure that capacities for implementation are improved and adequate

resources are mobilized to facilitate timely implementation of activities outlined under this component.

2.3.6.1 Estimated Cost of Implementation

The estimated cost of developing assessing and conducting trainings to meet the green skills needs of Ghana in view of activities under component 2 is **GHC 21,576,000.00**, approximately **USD 3,720,000.00**.

Table 4: Component Two (2) Annual Workplan Matrix

Component 2: Green Jobs Skills Development Project

Objective 2: To develop green employable skills, particularly for the youth, to take advantage of current and future green jobs opportunities.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
1.	Establish mechanisms to assess and monitor skill needs for green jobs based on sound labour market information	1.1 Organise consultative meetings for relevant sector skill bodies/councils to discuss existing green occupational standards.	Consultative meetings on green occupational standards for skill bodies/ councils organised.	No. of consultative meetings on green occupational standards organised for skills bodies/councils..	Consultative meeting reports. List of skill bodies/ councils consulted.	Year 1	Lead: COTVET Collaborators: MELR, TVET Service, Ghana Hubs Network, Technical Universities, TUC, GEA, AGI, MDAs, MMDAs. Private Sector, CSOs, DPs.
		1.2 Conduct national green skills gap audit/analysis	National green skills gap audit/analysis report generated.	Availability of national of national green skills gap report.	National Green Skills Gaps Report.	Year 1- 2	
		1.3 Profile and conduct green skills needs assessment of TVET institutions	Green skills need assessment of TVET institutions report conducted.	Availability of TVET Green Skills Needs Assessment Report.	TVET Green Skills Needs Assessment Report.	Year 1-2	
		1.4 Identify and develop green training programmes relevant to bridging the skills gap of industry	Demand-driven industry-led green skills training programs developed document	Availability of green skills Training modules, CBT Materials and Certification Mechanisms.	Training modules and CBT Materials		
		1.5 Organise green skills development stakeholder consultation meetings/ workshops.	Green skill stakeholder consultation workshop and meetings held.	No. of stakeholder consultation workshop and meetings workshops held.	Workshop reports, pictures and videos.		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		1.6 Develop green skill profiles for viable green value chains.	Green skill profiles developed for viable value chains.	No. of green skill profiles developed for viable value chains.	Registry of green skill profiles for viable value chains.	Year 1-2	Lead: COTVET Collaborators: Academia, MDAs, MMDAs, Private Sector, DPs
		1.7 Develop national green skills charter.	National Green Skills charter developed.	National Green Skills Charter Available.	National Green Skills Charter.	Year 1-2	Lead: COTVET Collaborators: MOE, Training Institutions, AGI, Private Sector, Academia, CSOs, DPs.
		1.8 Institute mechanisms to monitor and assess skills needs for green jobs	Skills Monitoring and Evaluation mechanisms instituted.	No. of Skills Monitoring and Evaluation mechanisms instituted.	Monitoring and Evaluation Mechanism document.		
2.	Ensure policy coherence across skill development programmes, and environmental policies and programmes	2.1 Establish Green Skills Unit at COTVET	Green Skills unit established	Existence of Green Skills Unit at COTVET.	Document establishing Green Skills Unit	Year 1-2	Lead: COTVET Collaborators: MELR, MOE, TVET Service, MDAs, MMDAs, Private Sector, DPs.
		2.2 Integrate Green Skills goals in the operations of COTEVT.	Green Skills goals integrated in the operations of COTEVT.	No. of COTVET interventions with greening objectives.	Reports.		
		2.3 Organise training for TVET sector actors on green skills programming.	TVET sector actors trained on green skills programming.	No. of TVET sector actors trained on green skills.	Training attendance list		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		2.4 Organise workshops and meetings for policy coherence interventions and skills development	Policy alignment meetings/ workshops Organised.	No. of Policy workshops/meetings Organised for policy coherence.	Workshop/ meeting reports.	Year 1 to 2	
3.	Align qualification frameworks and curricula to the skills needs for green jobs.	3.1 Update and align TVET Manuals with green skills requirements.	No. of manuals updated and aligned.	No. of Times Manual was updated.	Approved updated TVET Manuals.	Year 1	Lead: COTVET Collaborators: MOF, MELR, TVET Service, MDAs, MMDAs, Private Sector, DPs.
		3.2 Conduct ToT based on updated CBT curricula for TVET Institutions.	ToT for TVET Institutions Conducted.	No. of trainers trained.	Certified green professional ToTs.	Year 1-2	
		3.3 Retool TVET training centres with requisite green facilities and equipment.	TVET training centers retooled with requisite green facilities and equipment.	No. of TVET training centres retooled with green facilities and equipment.	Upgraded and revamped TVET centres with greening facilities.	Year 1-4	
		3.4 Develop green professional and occupational courses.	Green professional and occupation courses developed.	No. of green professional and occupational courses developed.	List of green professional and occupational courses.	Year 1-2	Lead: COTVET/ TVET Training Institutions Collaborators: MELR, TVET Service, MDAs, MMDAs, Private Sector, DPs.
		3.5 Develop green skills curricula in collaboration with stakeholders, including the private sector actors	Green skills curricula developed.	No. of Green skills curricula developed.	Green skills curricula.	Year 1 -2	
		3.6 Organise professional green skill training courses.	Professional green skills training courses organised	No. of professional green skills training courses organised.	Green Skills Training Reports.	Year 2-5	

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		3.7 Organise green skills training sessions, considering the needs of vulnerable groups; women, PWDs and indigents.	Needs of vulnerable groups; women, PWDs and indigents considered in green skills trainings.	No. of women, PWDs and Indigents trained in green skills.	Attendance lists Training Reports. Pictures and Videos.	Year 1-5	Lead: COTEVT Collaborators: Training Institutions
4.	Ensure inclusive and equal access to Green Training opportunities	4.1 Increase availability of green training programmes to vulnerable groups.	Availability to green skills training expanded to rural communities and vulnerable groups.	1. No. of vulnerable persons enrolled on green skills trainings. 2. No. of TVET centers admitting vulnerable groups.	Enrolment list.	Year 1-2	Lead: COTVET Collaborators: MELR, MOGCSP, TVET, LD, Institutions, NYA, YEA, MLGRD MDAs, MMDAs, CSOs, FBOs, Private Sector, DPs.
		4.2 Conduct specialised green training programmes for the vulnerable youth, women and PWDs.	Specialised green training programmes for vulnerable youth, women and PWDs conducted.	No. of specialised green training programmes organised for the vulnerable.	Enrolment list. Training Reports. Pictures and videos.	Year 1-5	
		4.3 Collect and analyse gender disaggregated data on green skills training programmes.	Gender disaggregated data on green skills training programmes produced.	Availability of Gender disaggregated data on green skills training programmes.	Reports	Year 1-5	
		4.4 Identify prior learning in green training and develop a green PL Recognition Framework.	Green PL Recognition Framework developed.	Availability of Green PL Recognition Framework.	Green PL Recognition Framework.	Year 1 - 2	

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		4.5 Implement recognition of prior learning approaches in good environmental and occupational health and safety practices for waste-collectors	Recognition of Prior learning approaches implemented.	No. of approaches implemented for waste collectors.	Reports, pictures and videos.	Year 1-5	
		4.6 Implement training programmes to promote green skills necessary for novelty, exploration and advancement in green technology.	Training programmes on green skills necessary for novelty, exploration and advancement in green technology implemented.	No. of green training programmes necessary for technological advancement implemented.	Reports, minutes, pictures and videos.	Year 2- 5	Lead: Academia Collaborators: MDAs, MMDAs, Private Sector, DPs.
		4.7 Implement a special (inclusive) regime on quota for women, men and vulnerable groups in green training.	Special quota regime implemented.	No. of women, men and vulnerable groups engaged in green training opportunities	Records of women, men and vulnerable groups in green training opportunities.	Year 1- 5	Lead: MOGCSP Collaborators: NBSSI, COTVET, MMDAs, MDAs, Private Sector, CSOs, FBOs, DPs.
		4.8 Update existing manuals on green skills requirements with renewable energy and support for local employment benefits.	Green skills requirement manuals updated.	No. of existing manuals updated.	Copies of updated manual.	Year 1	Lead: MOEn Collaborators: NBSSI, MMDAs, MDAs, Private Sector, CSOs DPs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
5.	Prioritise environmental sustainability and green jobs in educational activities at the Basic level (Primary and JHS)	5.1 Review and Upgrade existing basic education curricula to include environmental sustainability and green jobs opportunities.	Basic education curricula upgraded to include environmental sustainability and green jobs.	Availability environmental sustainability and green jobs contents in Basic education curricula.	Basic education curricula.	Year 1-3	Lead: MOE, Collaborators: COTVET, NVTL, DICCES, GES, MESTI, TVET Training Institutions, Private Sector, CSOs, DPs.
		5.2 Organise refresher training on environmental sustainability and green jobs for teachers.	Environmental sustainability and green jobs refresher training organised for teachers.	No. of teachers trained by location and level.	Training reports, participant lists pictures and videos.	Year 2-5	
		5.3 Organise awareness creation events for relevant education sector actors on environmental sustainability and green jobs.	Environmental sustainability and green jobs awareness creation events organised.	No. of environmental sustainability and green jobs awareness creation events organised.	Minutes, Reports, pictures and videos.	Year 1-5	
		5.4 Organise workshops and training sessions for relevant education sector actors on environmental sustainability and green jobs.	Training sessions on environmental sustainability and green jobs organised for education sector actors.	No. of education sector actors trained in environmental sustainability and green jobs.	Training reports, participant lists, videos and pictures.	Year 1-5	
		5.5 Establish environmental sustainable and green jobs resources centres.	Environmental Sustainability and Green Jobs Centres established.	No. of Environmental Sustainability and Green Centres.	Reports, pictures and videos.	Year 1-5	Lead: EPA Collaborators: MOF, MDAs, MMDAs, Private Sector, DPs.

2.4 Component 3: Green Enterprise Development and Markets Project

2.4.1 Description

The creation of jobs is an outcome of economic growth and development. The green economy holds a lot of potential for economic growth that needs to be harnessed and developed for the generation of decent job opportunities for jobseekers, particularly the youth.

The production of environmentally-friendly goods and services using green technologies and approaches such as climate smart agriculture, generation of



renewable energy, waste management, ecotourism, among others are some of the opportunities that the green economy can offer for job creation if the necessary enabling measures are put in place.

This component aims at strengthening the support systems for green enterprises to develop and grow. The supports systems include business development services such as training, start-ups, incubation and market facilitation. In view of the multi-sectoral nature of the green economy, this component would seek to map out existing interventions and services that support green enterprises towards the development of a strong and resilient green enterprises support system. It involves the development of esprit de corps among the leading sector agencies, accelerated entrepreneurship skills training, for example, in management principles, human



resources management, marketing, product packaging, finance management, book-keeping, integrated training in cooperatives, among others. In addition, incubation services, productivity enhancement training, competitive analysis and market focus, coaching and mentorship would be provided to ensure that the businesses are nurtured, monitored

and supported to grow. Individuals and groups who benefit from green skills training programmes across the country would be supported with entrepreneurship and cooperative training in order to guide them to establish their own businesses.

These businesses may be established in **energy efficiency, clean and renewable energy, waste management and recycling, manufacturing of bio-digestible materials, construction, water harvesting, and agriculture and landscaping as well as technological development.** Existing green enterprises may be also supported with business development services to enhance their resilience, growth and expansion for the creation of more decent green jobs.

As part of the business development Services to be provided to support green enterprises, green job entrepreneurs would be guided or supported to access financial resources to enable them conduct business activities. In cases where two or more individuals agree to work on a common business idea, they would be supported to form vibrant partnership or cooperatives in line with existing regulations.

In order to achieve the objective of this component, measures would be put in place to create the enabling environment that supports green enterprises growth and markets. The success of green enterprises is principally hinged on the availability of markets for green services and products. As part of the green enterprise development agenda, conscious efforts and practical measures would be implemented to promote green services and products. Where necessary, incentives such as tax reliefs and subsidies would be provided to cushion green enterprises to make them competitive on the market. Additional measures would also be place to whip up consumption levels for green services and products.

The Ministry of Trade and Industry (MOTI) would organise market and trade facilitation events and platforms, including fairs, signing of agreements, media campaigns, among others, to promote markets for green services and products produced in Ghana. Collaborations and partnerships between Ministries, Departments and Agencies would also be encouraged to shift from conventional goods, services and technologies to green or environmentally friendly ones.

2.4.2 Objective

This objective of this component is **“to support the creation of green jobs across sectors through the promotion of sustainable and competitive green enterprises and markets.”**

2.4.3 Expected Key Result

The Green Enterprise Development Component is aimed at developing **“competitive green enterprises across the sectors to facilitate the creation of decent green jobs, considering gender needs.”**

2.4.4 Stakeholder Analysis

Table 5: Stakeholder Analysis Matrix for Component Three (3)

No.	Stakeholder	Threat	Opportunities	Role
1.	Ministry of Trade and Industry (MOTI)	Inadequate resources from GOG sources may limit the extent of support for green enterprise.	MOTI is implementing Government Economic Transformation and Industrilisation Policies.	MOTI responsible for the promotion of industrial development and trade facilitation.
2.	Ministry of Food and Agriculture (MOFA)	There are structural challenges against the adoption of environmentally friendly technologies and innovation in agriculture.	MOFA has many initiatives and plans that can be designed to focus on green agriculture.	MOFA is responsible for promoting agri-business for improved incomes and food security.
3.	Ministry of Works and Housing (MWH)	Limited application of environmentally sustainable technologies for the delivery of	MWH is reviewing its Building Regulations to reflect the	MWH is responsible for promoting businesses in green building

No.	Stakeholder	Threat	Opportunities	Role
		housing and other works.	application of green building / sustainable construction technologies and services.	technologies and innovations.
4.	Ministry of Sanitation and Water Resources (MSWR)	Poor waste management practices and inefficient rural water management systems.	Waste management, sanitation and water supply issues in the communities provide huge avenues for enterprises.	MSWR is responsible for addressing WASH issues through the application of innovation and sustainable technologies.
5.	Ministry of Environment, Science, Technology and Innovation (MESTI)	Inadequate funding of technological development initiative to support business growth and expansion.	MESTI has the structures to support the private sector with environmentally sustainable technologies and innovations.	MESTI is responsible for promoting environmentally friendly technologies and innovations for economic production.
6.	Ministry of Energy (MoEn)	Limited support to small scale private sector operators in green businesses.	MoEn has a Renewable Energy Master Plan that aims to increase the proportion of renewable energy to 1,363,630 MW in the national energy generation mix.	MoEn is responsible for the development of energy sources, including clean and renewable energy through private sector support.

No.	Stakeholder	Threat	Opportunities	Role
7.	Ministry of Business Development (MOBD)	Government realignment policy may render MOBD defunct.	MOBD is implementing start-up schemes and green interventions to support private businesses.	MOBD is responsible for the development of business initiatives in all sectors of the economy including green business initiatives.
8.	Ministry of Lands and Natural Resources	Depletion of vegetation cover and destruction of the eco-system.	MLNR is implementing policies and programmes aimed at protection the eco-system from illegal activities.	MLNR is responsible for implementing projects to protect the vegetation cover and integrity of the eco-system.
9.	Ministry of Employment and Labour Relations (MELR)	Weak structures to coordinate decent green jobs initiatives in both the private and public sectors.	MELR has structures at the national and subnational levels to coordinate support for decent job creation.	MELR is responsible for the overall coordination of decent job creation interventions across sectors.
10.	Council on Technical, Vocational Education and Training (COTVET)	Lack of curriculum focusing on the delivering of green skills to support entrepreneurial development.	COTVET has bought into the greening agenda.	COTVET is responsible for regulating the TVET sector for the delivery of green skills to support entrepreneurial development.

No.	Stakeholder	Threat	Opportunities	Role
11.	National Board for Small Scale Industries (NBSSI)	Limited resource to provide the whole range of BDS for green enterprise development.	NBSSI is routinely conducting entrepreneurship training of MSMEs which can be refocused for green skills.	NBSSI supports the development of entrepreneurship initiatives in relevant industry skills.
12.	Ghana Tourism Authority	Degradation of tourist attraction sites and depletion of natural eco-system.	Restoration of tourist sites and protection of the eco-system has huge potentials for green enterprise development.	GTA is responsible for developing the tourism sector through infrastructure development and protection of the eco-system.
13.	GRATIS Foundation	Limited focus on green technologies and inadequate funding.	GRATIS Foundation is specialised in manufacturing industrial machinery to support enterprises.	GRATIS is responsible for developing technologies and innovations that meet the technological needs of green enterprises in Ghana.
14.	Council for Scientific Industrial Research (CSIR)	Limited funds to develop sustainable technologies and innovations for green enterprise.	CSIR supports industrial advancement through technological research and development of innovations.	CSIR is responsible for developing technologies and innovations to support the growth of green businesses.

No.	Stakeholder	Threat	Opportunities	Role
15.	Department of Cooperatives (DOC)	Over concentration on conventional economic activities.	DOC is able to refocus structures at the national and subnational levels for cooperative development.	DOC is responsible for the development and regulation of green cooperatives in collaboration with other allied bodies.
16.	Metropolitan, Municipal and District Assemblies (MMDAs)	Poor orientation and capacity on local economic development strategies for local business growth.	MMDAs are required under the National LED Policy to institute business development measures.	MMDAs are responsible for district level governance and local economic development.
17.	Private Sector Entities	Inadequate incentives and support services for private enterprises in the green economy to grow.	There are private sector groups passionate about green sector development.	The private sector is responsible for investment in business plans for development.
18.	Youth Employment Agency (YEA)	Limited funding to expand youth employment interventions in all sectors.	YEA is implementing flagship youth employment programmes that may be refocused towards green jobs.	YEA Act mandates YEA to coordinate youth employment interventions in all sectors.

No.	Stakeholder	Threat	Opportunities	Role
18.	Development Partners	Development Partners (DPs) may pursue an agenda different from the national development agenda or withdraw.	There is a large pool of funding for the development of green enterprises under the control of DPs.	DPs complement development efforts by Government through the provision of technical and financial assistance.

2.4.5 Key Assumptions for Component 3

Effective implementation of this component is based on the following assumptions:

1. All stakeholders would collaborate and cooperate throughout the processes of implementation.
2. Business development services respond to the needs of potential and existing entrepreneurs in green businesses.
3. Entrepreneurial training would be harmonised with employment and environmental policies.
4. Training institutions would receive the necessary tools, teaching and learning materials to aid skills transfer.
5. Business development services would be based on green enterprise labour needs.
6. MELR would play effective coordination of roles to harmonise delivery of business development services to address the demands of the labour market.
7. Government and private sector would partner to deliver the needed entrepreneurial training and business development services.
8. Adequate resources would be mobilised for entrepreneurial training and business development service delivery.
9. Green skills training would be linked with green enterprise development.
10. Cooperative education and training would be an integral part of skills training.
11. Green cooperatives would be formed to facilitate resource mobilisation and markets.

12. There would be adequate demand for green enterprise products and services.
13. Effective communication plan would be developed and implemented for the project.

2.4.6 Implementation Arrangements for Component Three (3)

The development of green enterprise is a multi-sectoral responsibility that needs to be coordinated and managed. MDAs, MMDAs, the Private Sector and Development Partners have critical roles to play to ensure that the enabling environment is created to incentivise private initiatives to develop into businesses for decent job creation.

In line with this multi-sectoral approach, the Ministry of Trade and Industry and its agencies, particularly NBSSI and GRATIS would play central roles in providing entrepreneurship development and market facilitation services. MOTI in collaboration with other MDAs, MMDAs and the Private Sectors would deliberately implement measures to create and promote markets for green services and products. In addition, MOTI would put in place and strengthen structures to support individuals and groups to nurture and develop enterprises in the green economy. This would be done in strong collaboration with other Ministries, Departments and Agencies that are relevant in the selected. The Ministries of Food and Agriculture, Energy, Sanitation and Water Resources, Environment, Science, Technology and Innovation as well as Works and Housing would cooperate with MoTI and NBSSI to provide the necessary technical backstopping that would promote the development of green enterprises.

The Ministry of Business Development (MOBD) would facilitate private business development through training and start-up. The MOBD in collaboration with keys stakeholders such as MoTI, NYA, YEA and NBSSI, among others, would make available to green enterprises under their mentorship, their business support services. In the same vein, the Micro and Small Loans Center (MASLOC) would form partnerships with MDAs to support entrepreneurship development by sourcing start-up beneficiaries from MDAs.

COTVET would also provide technical support to ensure that green skills training programmes and existing entrepreneurship training as well as business support services are harmonised for maximum impact on TVET trainees. In cases where entrepreneurs express interest to pool resources for the common purpose of growing a green enterprise, the Department of Cooperative in collaboration with allied bodies will facilitate the formation of joint businesses in all the sectors.

In the interest of decent green jobs creation, the Ministry of Employment and Labour Relations would put in place the necessary coordination mechanisms to ensure that efforts towards developing green enterprises are sustainable and coherent to decent work standards. As the overall coordinator of decent job creation, MELR would develop a database of existing business development services and create a referral system to leverage the synergies for maximum. MELR would periodically monitor the referral system to ascertain the extent to which it is supporting green businesses.

Development Partners would provide the requisite technical and financial assistance to complement efforts of state agencies in the develop institutional and individual capacities for successful implementation of this component. Development Partners would also ensure incorporation of international good practices taking into account local conditions.

2.4.6.1 Estimated Cost of Implementation

The estimated cost for providing business support services for the growth of green enterprises as stipulated under component 3 is **GHC 26,100,000.00**, approximately **USD 4,500,000.00**.

Table 6: Component 3 Annual Workplan Matrix

Component 3: Green Enterprise Development

Objective: To Support the creation of green jobs opportunities across sectors through the promotion of sustainable and competitive green enterprises and markets.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
1	Promote green entrepreneurship development through access to Business Development Services including finance, with special attention to the needs of youth, women and PWDs.	1.1 Organise sensitisation and awareness creation on prospects and profitability of green enterprise in Ghana for financial institutions.	1. Financial institutions sensitised on the prospects of green enterprises.	1. No. of financial institutions sensitised.	1. Minutes, pictures, videos and reports of meetings.	Year 1-5	Lead: MOF, BOG Collaborators: MELR,MOBD, MDAs, MMDAs, Ghana Association of Bankers
		1.2 Develop Green-Enterprise-specific Training manual/ Toolkit and Programmes that integrate cooperatives.	Green Enterprise Training Manuals/ Toolkit and Programmes developed.	Availability of Green Entrepreneurship Training Manuals and programmes.	Green Enterprise Training Manuals/ Toolkits and Programmes.	Year 1	Lead: NBSSI, Collaborators: DOC, MOBD, MASLOC, YEA, MDAs, Private Sector, DPs,
		1.3 Organise green entrepreneurship training based on sector specific demands and national objectives	Green entrepreneurship training organised.	No. of green entrepreneurs hip training organised.	Attendance sheets, minutes, Reports, pictures and videos.	Year 1-5	
		1.4 Conduct cooperative training as part of Green Entrepreneurship training programmes	Cooperative training incorporated in Green Entrepreneurship trainings.	No. of cooperative training sessions conducted as part of Green ent. trainings.	Training Reports, participant list, pictures and videos.	Year 1-5	Lead: DOC, Ghana Cooperative Council Collaborators: MDAs, MMDAs, Private Sector, DPs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		1.5 Register Green Cooperative Societies in all sectors.	Green Cooperative Societies registered.	No. of Green Cooperative Societies registered.	List of registered Green Cooperative Societies.	Year 2-5	Lead: DOC Collaborators: MOTI, NBSSI, MOBD, MDAs, MMDAs, Private Sector, DPs.
		1.6 Organise cooperative sensitization and training sessions for existing green enterprises.	Cooperative sensitization and training sessions organised for existing green enterprises.	No. of existing Green Enterprises converted into cooperatives.	List of existing green enterprises registered as Cooperative Societies.		
		1.7 Audit existing Green Cooperative Societies to ensure compliance.	Green cooperative societies audited.	No. of Green Cooperative Societies audited.	Cooperatives Audited Reports.	Year 1- 5	Lead: DOC Collaborators: MDAs, Private Sector, DPs.
		1.8 Support non-cooperative Green Enterprises to be audited.	Non-cooperative Green Enterprises audited.	No. of Non-cooperative audited Green Enterprise.	Audited Reports.	Year 1- 5	Lead: RGD Collaborators: MDAs, Priv. Sector
2.	Strengthen green value chains to maximize jobs and income gains, particularly for those living in poverty and vulnerability.	2.1 Conduct industry scan for different green value chain actors at the national and the local levels.	Green job value chain actors catalogued.	Catalogue of green value chain actors.	Catalogue of green value chain actors.	Year 1- 5	Lead: MOTI Collaborators: MOBD, NBSSI, DOC, MDAs, MMDAs, Private Sector, DPs.
		2.2 Organise awareness creation programmes for actors in the green value chains.	Awareness creation programmes Organised.	No. of awareness programmes Organised.	Minutes, Reports, pictures and videos.		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		2.3 Organise green market linkages platforms and partnerships.	Green Market linkages and partnership platforms Organised.	No. of Green Market linkages and partnership platforms Organised.	Minutes, Reports, pictures and videos.	Year 2-5	Lead: MOTI Collaborators: Private Sector, MDAs, MMDAs, DPs.
		2.4 Organise fairs, expos, exhibitions and market promotions for green services and products.	Fairs, expos, exhibitions and market promotions organised.	No. of green market promotions, fairs and exhibitions organised.	Pictures, reports, videos and receipt of expos Organised.	Year 1-5	Lead: Private Sector Collaborators: MELR, MOTI, MOFA, MDAs, MOBD, GIPC, MMDAs
		2.5 Sign MOUs and trade agreements among the value chain actors to facilitate marketing of green services and products from Ghana.	Green MOUs and Trade agreements signed.	No. of MOUs and Trade agreements signed.	Reports		
		2.6 Sign partnership with MDAs and MMDAs for the adoption of green approaches and innovations.	Partnerships signed with MDAs and MMDAs for the adoption of green approaches.	No. of Partnerships operational	Reports.		
		2.7 Facilitate operationalisation of MOUs, trade agreement and partnerships signed.	MOUs, Trade agreement and partnerships implemented	No. of MOUs, Trade agreements and partnerships.	Reports		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		2.8 Provide incentives for the development of bio-digestible materials and other specific green goods and services.	Incentives for the promotion of bio-digestible materials and other green goods and services operational	Types of incentives in force.	List of incentives. List of beneficiaries.	Year 1-5	Lead: MOF, MDAs, MMDAs Collaborators: Private Sector, CSOs, FBOs, DPs
3.	Support access to green technologies, Business Development Services and finance to promote the adoption of cleaner production processes and technologies and responsible labour practices by SMEs	3.1 Review existing technological options available for green businesses.	Technological options available to green businesses reviewed.	No. of technological options available to green businesses	Green Technological Options Review Report.	Years 1-5	Lead: CSR, GRATIS, Collaborators: MESTI, MOFA, MOTI, MOBD, MDAs, YEA, MASLOC, MMDAs, Private Sector, DPs.
3.2 Conduct training on the adoption of cleaner production processes.		Training on the adoption of cleaner production processes conducted.	No. of training on the adoption of cleaner production processes conducted.	Minutes, pictures, videos and training reports.			
3.3 Adopt existing Business Development Services (BDS) to respond to the needs of green enterprises.		Existing Business Development Services linked to Green Enterprises.	No. of Green Enterprises accessing existing BDS.	Catalogue of existing Business Development Services accessed by Green Enterprises.			
3.4 Design and deliver green professional development training programmes for workers in the green sectors.		Professional training programmes for workers in the green sectors Organised.	1. No. of green professionals trained by types.	Attendance lists, Training Reports, Pictures and videos.			

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		3.5 Enrol potential green entrepreneurs into entrepreneurship training programmes.	Potential Green Entrepreneurs enrolled for training	No. of Potential Green Entrepreneurs enrolled for training	List of enrolment and list of participants.	Year 1-5	Lead: NBSSI, MoGCSP, MELR Collaborators: MDAs, MMDAs, Private Sector, CSOs, DPs,
		3.6 Provide business support services, including incubation, as part of the entrepreneurship training package.	Business support services provided for green entrepreneurs	No. of Green Enterprises provided with BDS	List of Green Enterprises provided with BDS	Year 1-5	Lead: MOTI, NBSSI, MOBD, NYA, MASLOC, YEA, MDAs, MMDAs Collaborators: MELR Private Sector, DPs.
		3.7 Develop green technologies and innovations and facilitate access to enterprises	Green technologies and innovations developed for green enterprises	Catalogue of green technologies and innovations developed	List of green technologies and innovations developed List of green enterprises accessing technologies / innovations.	Year 1-5	Lead: MESTI, GRATIS, CSIR Collaborators: MOFA, MOBD, MELR, MOTI, MMDAs, MDAs, Institutions of Higher Learning, Private Sector, DPs.
		3.8 Expand access to sustainable and climate-smart agricultural practices and technologies to improve productivity & resilience of farmers	Access to sustainable and climate-smart agricultural practices and technologies expanded.	No. of farmers using climate-smart technologies and practices.	Database of farmers using climate-smart technologies		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		3.9 Conduct nation-wide awareness campaigns to support adoption of green technologies and green enterprises.	Nation-wide awareness campaigns on green technologies and green enterprises conducted.	No. of nation-wide awareness campaigns conducted	Reports, list of Participants, Fliers, Banners, Posters, Pictures and Videos.	Year 1-5	Lead: MELR, EPA, MESTI Collaborators: Media, MDAs, MMDAs, CSOs, DPs.
4.	Align tax policies with employment and environmental objectives	4.1 Review and align existing tax policies to support green enterprises growth.	Existing tax policies aligned to green enterprises development.	Existence of tax policies that support green enterprises development.	Green supported Tax policies.	Year 1-5	Lead: MOF Collaborators: GRA, RDG, BOG, Financial Institutions, MELR, MDAs, MMDAs, Private Sector, DPs.
		4.2 Develop a green economy tax alignment mechanism on green enterprises.	Green economy Tax alignment mechanism developed.	Availability of Tax alignment mechanism.	Green economy tax alignment mechanism.		
		4.3 Create awareness on green enterprise responsive tax policies through seminars, conferences and expos	Seminars, conference and expos on green enterprise tax policies organised.	No. of seminars, conferences and expos organised on green enterprise responsive tax policies.	Reports, pictures and participants lists	Year 1-5	Lead: GIPC, MELR, MOF Collaborators: GRA, MDAs, MMDAs, Private Sector, DPs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
5.	Orient public infrastructure and employment programmes and schemes to support environmental sustainability and resilience	5.1 Organise environmental sustainability and resilience workshops for stakeholders in public infrastructure and employment intensive programmes/ schemes.	Workshops and sensitisation programmes on environmental sustainability for Public infrastructure and employment intensive programmes / schemes organised.	No. of workshops/ sensitisation programmes on environmental sustainability for public infrastructure organised.	Meeting reports, pictures, videos and list of participants.	Year 1-5	Lead: MWH, MRH, MSW Collaborators: MDAs, MMDAs, Private Sector, DPs.
		5.2 Conduct green skills needs assessment relevant to public infrastructure and employment programmes.	Green skills needs assessment on environmental sustainability and resilience conducted	Availability of skills needs reports.	Skills Needs Assessment Report	Year 1-2	Lead: COTVET Collaborators: MELR, NBSSI, MWH, MRH, MSW
		5.3 Develop a strong regulatory framework on environmental sustainability and resilience.	Strong regulatory framework on environmental sustainability and resilience developed.	No. of Legislative Instruments (LIs) developed.	Legislative Instruments (LIs), Materials and Certification Mechanism documents.	Year 1-5	Lead: EPA Collaborators: MESTI, MELR, MDAs, Private Sector, DPs.
		5.4 Enforce regulations on environmental sustainability and resilience.	Regulations on environmental sustainability and resilience enforced.	No. of environmental sustainability and resilience enforcement interventions.	Reports, pictures and videos.	Year 1-5	Lead: EPA Collaborators: MESTI, MELR, MDAs, Private Sector, DPs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
6.	Support innovation, research and development in green technology	6.1 Conduct training on requisite skills necessary for innovation, research and development in green technology.	Training on requisite skills necessary for innovation, research and development conducted.	No. of training on requisite skills conducted.	Minutes, reports and pictures of the training.	Year 2-5	Lead: Training Institutions Collaborators: COTVET, NBSSI, Academia, MESTI, MOTI, MELR, MDAs, MMDAs, DPs, Private Sector
		6.2 Establish a research support fund for green innovation, research and technological development.	Green research and innovation fund established.	Amount of green research fund disbursed.	Reports, List of beneficiary researchers.		
		6.3 Create an accessible green research repository support for innovation, research and technological development.	Accessible research repository support established.	No. of researchers who accessed repository support.	List of researchers supported. List of publications.	Year 1-3	Lead: MELR Collaborators: MDAs, MMDAs, Academia, DPs.
		6.4 Organise productivity enhancement interventions support to existing green enterprises to maximize job creation and income potentials.	Green enterprises supported in productivity enhancement.	No. of green enterprises that received productivity enhancement support.	Reports, pictures, videos and list of supported green enterprises.	Year 1-5	Lead: MOTI, MOBD Collaborators: MELR, MOTI, MOFA, MOBD, MESTI, MDPI, NBSSI, MDAs, MMDAs, Private Sector, DPs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
7.	Introduce Payment for Environmental Services system	7.1 Develop Payment for Environmental Services (PES) schemes.	Environmental Services Payment Schemes developed.	No. of Environmental Service Payment schemes operational.	Reports, revenues, list of Environmental Services payment schemes.	Year 1-2	Lead: EPA Collaborators: MESTI, MOF, MDAs, MMDAs, Private Sector, CSOs, FBOs, Academia, DPs.
		7.2 Promote value-addition of environmental services and products through investments in infrastructure and technology.	Investments in PES infrastructure and technology promoted.	Percentage change in PES infrastructure and technology investments.	Budgets, catalogue of investments, pictures and videos.		
		7.3 Promote the business aspect of Environmental Services system by building strong Environmental Service providers networks.	Environmental Services providers networks developed.	No. of Environmental Service providers networks developed.	Pictures, videos and reports.	Year 1-5	Lead: EPA Collaborators: MELR, MESTI, MDAs, MMDAs, PPA
		7.4 Develop and promote large-scale adoption of policy instruments that will regulate Environmental Services pay system tracking mechanism.	Large-scale adoption of policy instruments developed and promoted.	No. of large-scale policy instruments developed and promoted.	List of policy instruments.	Year 1-5	Lead: EPA Collaborators: MELR, MESTI, MDAs, MMDAs, PPA

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
8.	Introduce environmental and employment impact criteria in public procurement and contracting on infrastructure projects.	8.1 Update existing environmental and employment impact requirements in public procurement and contracts.	Existing environmental and employment impact requirements updated.	Availability of updated environmental and employment impact criteria.	List of updated environmental and employment impact criteria/ requirements.	Year 2	Lead: EPA Collaborators: MELR, MESTI, MDAs, MMDAs, PPA
		8.2 Implement updated environmental and labour criteria in public procurement and contracts	Updated environmental and labour criteria in public procurement and contracts implemented.	No. of public procurement and contracts using updated criteria.	List of selected institutions using updated criteria in procurement on infrastructure projects.		
9.	Intensify and encourage investments in renewable energy	9.1 Develop collaboration, partnerships and cooperatives in the renewable energy sector.	Collaborations, partnerships and cooperatives in renewable energy developed.	No. of collaborations , partnerships and cooperatives in renewable energy.	Reports, pictures and videos.	Year 1-5	Lead: GIPC, MOF, MOEn Collaborators: MOTI, MESTI, MOFA MELR, DOC, MDAs, MMDAs, Private Sector, DPs
		9.2 Sign MOUs and agreements for the development of renewable energy projects.	MOUs and agreements in renewable energy signed.	No. of Renewable Energy MOUs and Agreements signed.	List of MOU and Agreements in renewable energy.		
		9.3 Facilitate the operationalisation of MOUs and agreements signed.	MOUs and agreement implemented.	No. of MOUs and agreements implemented.	Status Reports		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		9.4 Implement attractive packages that encourage investments in renewable energy and support local employment benefits.	Attractive packages for renewable energy investments for local employment benefits implemented.	No. of attractive packages implemented.	List of attractive employment oriented renewable energy packages.		Lead: GIPC, MOF, MOEn Collaborators: MOTI, MESTI, MOFA MELR, DOC, MDAs, MMDAs, Private Sector, DPs
10.	Strengthen farmers' capacities on sustainable and climate-smart agricultural practices to support improved land quality, agricultural productivity, resilience, and reduced environmental impact.	10.1 Increase availability and access of green training programmes on sustainable and climate-smart agricultural practices to farmer groups.	Availability and access to sustainable and climate-smart agricultural skills training expanded to farmer groups.	No. of farmers enrolled on sustainable agricultural skills trainings.	List of farmers enrolled on sustainable and climate-smart agricultural skills trainings.	Year 2-5	Lead: MOFA Collaborators: MDAs, MMDAs, Private Sector, DPs, CSOs
		10.2 Integrate support packages for improved land quality, agricultural productivity, resilience, as part of green skills training.	Support packages integrated into green skills training.	No. of farmers provided with support as part of green skills training.	List of farmers supported.		
		10.3 Implement established pathways to enable trainers from all levels to enrol in sustainable and climate-smart agricultural training progressively.	Trainees enrolled onto sustainable and climate-smart agricultural practices and training operational.	No. of farmers enrolled.	List of farmer learners enrolled in sustainable and climate-smart agricultural practices.	Year 1-5	Lead: COTVET Collaborators: MOE, Private Sector, Academia, DPs

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
11.	Promote investments in waste reduction, reuse and recycling	11.1 Conduct industry scans in waste management and water resources investment/partnership opportunities.	Industry scan in Investment opportunities conducted.	Functional role of sector players and their priorities developed.	Catalogue of investment opportunities in waste management and water resources.	Year 1-2	Lead: GIPC/ MSWR Collaborators: MDAs, MMDAs, Private Sector, DPs.
		11.2 Publicise catalogue of waste reduction, reuse and recycling investment opportunities.	Catalogue of waste management and water resources investment opportunities publicised.	Existence of investment opportunities in waste management and water resources publicities.	Published Catalogue of investment opportunities in waste management and water resources.	Year 1 - 5	Lead: MOF, GIPC, MoEn Collaborators: MSWR, MESTI, MDAs, MMDAs, Private Sector, DPs.
		11.3 Organise awareness campaigns on waste reduction, opportunities in the circular economy through seminars, conferences and expos.	Waste management and sanitation awareness creation events Organised.	No. of awareness creation seminars, workshops, conferences organised.	List of seminars, workshops and conference reports.	Year 1-5	
12.	Create awareness on good environmental & occupational health and safety practices.	12.1 Train waste management workers in environmental and occupational safety and health standards.	Waste management workers trained in environmental and occupational health practices.	No. of waste management workers/ establishments trained in OSH.	List of training sessions Organised, pictures, videos and attendance sheets.	Year 1-5	Lead: DFI Collaborators: MELR, MSWR, MDAs, MMDAs, Private Sector, DPs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		12.2 Inspect environmental and occupational safety and health standards at waste management enterprises to enforce standards.	Green enterprises inspected.	No. of waste management enterprises inspected.	List of waste management enterprises inspected.	Year 1-5	Lead: DFI Collaborators: MELR, Private Sector
		12.3 Expand OSH inspection to cover green enterprises in all sectors.	OSH inspection expanded to all green enterprises.	No. of green enterprises inspected.	List of green enterprises inspected.	Year 1-5	
13.	Promote green infrastructure development through advancement in technology, innovation and standardization.	13.1 Incorporate green building requirements and standards into the revised Building Regulations.	Green building requirements and standards incorporated in the revised Building Regulations.	Revised Building Regulations enacted.	Revised Building Regulations.	Year 1-5	Lead: MWH Collaborators: MELR, MDAs, MMDAs, Private Sector, CSOs
		13.2 Design green building and construction framework	Green Building and Construction Framework developed	Availability of Green building and construction Framework	Green building and construction framework	Year 1	
		13.3 Incorporate green building and construction mechanism framework into the training curriculum for architectural engineering professionals	Training curriculum for architectural engineering professionals revised and operationalized	No. of training curricula revised and operationalized	Revised curricula and course modules.	Year 1-3	

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		13.4 Develop prototypes and models of green infrastructure projects	Green infrastructure prototypes and models developed.	No. of green infrastructure prototypes and models developed.	List of green infrastructure prototypes and models developed.	Year 2-5	
		13.5 Advertise green infrastructure prototypes, designs and models in international and local media.	Green infrastructure prototypes, designs and models advertised.	No. of advertisements placed.	List of media houses engaged and advertisements.	Year 1-5	
		13.6 Create awareness on the green building and construction mechanism through seminars, conferences and expos	Green building and construction awareness created.	No. of awareness creation seminars, workshop, meeting and expos organised.	List of events, Attendance sheets, pictures and videos.	Year 1-5	

2.5 COMPONENT FOUR (4): GREEN ENTERPRISE FINANCING PROJECT

2.5.1 Description

An important aspect of business development in general and green enterprise development in particular is the extent to which entrepreneurs have access to



affordable business financing options. Research has shown that a major challenge facing entrepreneurs in Ghana is the high cost of enterprise financing due to lack of collateral and financial exclusion, particularly among young entrepreneurs. This has been a major disincentive to many entrepreneurs with great

business ideas from establishing and growing their potential businesses for economic growth and job creation.

This component is designed as an integral part of the Ghana Green Jobs Programme, to ensure that entrepreneurs, individuals and groups provided with green skills or trained in a green profession/occupation are supported with affordable financing to enable them establish the business potentials in the green economy.

The Green Enterprise Financing component aims at mobilising existing and potential public and private funding to make them accessible to green enterprises. These include start-ups, micro, small and large loan facilities as well as grants. In cases where the financial demands of a green enterprise idea cannot be met by the grant facilities or start-ups available, the necessary arrangements would be made to enable entrepreneurs access affordable commercial loan facilities. Again, in cases where a particular service rendered or product manufactured by a green enterprise is strategic for national development, arrangements would be made by Government to secure funding or abate the interest rate applicable to such an enterprise. Government through the Ministry of Finance and Bank of Ghana would also provide incentives such as low interest rates and tax incentives to promote green enterprises in strategic sectors. The Bank of Ghana may develop a framework and guidelines for private or commercial financial institutions to outline greening requirement for loan or financial facilities.

In addition, financing in-kind in terms of equipment, incubations services, technical training and other business development services would be mobilised under this component to mitigate the operational cost of green enterprises by the youth, to enable them expand operational capacity.

Over the years, the cooperative system has proved viable in the mobilisation of local resources when individuals consent to pool their resources in pursuit of common economy interests. In addition, it has been observed that start-ups that target individuals are more likely to be mismanaged than those provided through groups or cooperatives. The cooperative system has an integral mechanism of raising funds among members to support business operations within an established business management governance structure. In most cases, these cooperative businesses have proven to be profitable and sustainable compared to sole proprietorship.

In view of this, there would be a conscious effort to promote the principles of cooperatives among entrepreneurs who receive training in green skills or those who would acquire green professions/ occupations under this programme.

The aim of this component is therefore to identify, mobilise, develop and harmonise the utilization of all possible green enterprise funding and arrangements for effective management to achieve the expected key result.

2.5.2 Objective

The objective of this component is **“to mobilise and facilitate access to sustainable funding for green enterprises through inter-sectoral approaches and cooperation”**.

2.5.3 Expected Key Result

The Green Enterprise Financing Project is aimed at ensuring that **“adequate financial resources are mobilised and made accessible to green enterprises in all sectors to enable growth and expansion”**.

2.5.4 Stakeholder Analysis

Table 7 : Stakeholders Analysis for Component Four (4)

No.	Stakeholder	Threat	Opportunities	Role
1.	Ministry of Finance	Shrinking fiscal space and competing national needs.	MOF has a Natural Resource, Environment and climate change (NRECC) unit to coordinate financing in the green economy.	The NRECC is established to avoid duplication of efforts and to distribute resources to where they are needed.
2.	Ministry of Food and Agriculture (MOFA)	Inadequate funding to promote climate smart agriculture and protection of the eco-system.	Green approaches are applicable for the achievement food security goals of MOFA.	MOFA is responsible for mobilising resources to support green agri-businesses.
3.	Ministry of Trade and Industry (MOTI)	Existing industrilisation and economic transformation policies have limited focus on green enterprise development.	MOTI attracts funding from various sources to support industrilisation and economic transformation programmes.	MOTI is responsible for mobilising funding to support the implementation of industrilisation policies.
4.	Ministry of Environment, Science, Technology and Innovation (MESTI)	Limited funding to support technological development for green enterprises.	MESTI has the mandate to ensure technological advancement for business development.	MESTI is responsible for developing sustainable technologies and innovations for green businesses.

No.	Stakeholder	Threat	Opportunities	Role
5.	Ministry of Energy	Limited funding support to local renewable energy businesses.	Renewable energy generation is a priority of Government.	MoEn is responsible for increasing the proportion of renewable energy in the national energy generation mix.
6.	Ministry of Business Development	MOBD does not have the required volume of funds to promote green jobs.	MOBD has initiated some green business interventions that can be replicated in other sectors.	MOBD provides start-ups to businesses, including green business.
7.	Ministry of Employment and Labour Relations	MELR has no specific mechanism in place to monitor the mobilisation and utilisation of funds for green enterprises.	The National Employment Policy makes provisions for MELR to put in place mechanism for effective coordination.	MELR is responsible for the overall coordination of the National Green Jobs Strategy.
8.	Ghana Investment Promotion Centre	GIPC is not particularly promoting green investments opportunities in Ghana.	GIPC promotes investment opportunities and can be oriented to redirect investment promotion activities towards green.	GIPC is responsible for the promotion of investment opportunities in Ghana, including green businesses.

No.	Stakeholder	Threat	Opportunities	Role
9.	National Board for Small Scale Industries (NBSSI)	NBSSI facilitates entrepreneurship start-ups without any particular focus on green businesses.	NBSSI attracts funds for start-ups and incubation for the development of enterprises.	NBSSI is responsible for facilitating access to funds by enterprises as part of its enterprise development packages.
10.	Micro and Small Loans Centre (MASLOC)	MASLOC supports business funding requests without any particular consideration for green initiatives.	MASLOC controls significant amounts of business support funds that can be redirected to focus on green enterprises.	MASLOC is specialised in supporting individuals and groups to access business finance.
11.	Youth Employment Agency (YEA)	Limited focus on green enterprises.	YEA controls a significant amount of funds that can be reprogrammed for green business activities.	YEA implements job creation modules in accordance with provisions of the YEA Act.
12.	District Assembly Common Fund and IGF of MMDAs	Competing district developmental needs.	MMDAs can adjust application of DACF and IGF to support green enterprises/ projects	MMDAs are mandated to promote local economic development through PPPs.

No.	Stakeholder	Threat	Opportunities	Role
13.	Commercial Financial Institutions	High interest rate, high risks and unfavourable macroeconomic environment.	Commercial Financial Institutions are gradually drifting towards financing green initiatives..	Commercial Financial Institutions should facilitate access to finance for green enterprises.
14.	Department of Cooperatives (DOC)	Limited focus on green enterprises.	The cooperative system has integral mechanisms that facilitate mobilisation of funds for businesses.	DOC should support green cooperatives to mobilise internal and external funds.
15.	Faith Based Organisations (FBOs)	Limited awareness of the benefits of green projects.	FBOs are able to mobilise funds from amongst members.	FBOs can be mobilised to establish green business ventures for job creation.
16.	Private Sector	Limited awareness on economic opportunities and income generating potentials in the green economy.	Sole proprietors have a huge pool of private funds that can be directed to green businesses through sustained awareness creation.	Private individuals and groups may take initiatives to invest in business opportunities for return.

No.	Stakeholder	Threat	Opportunities	Role
17.	Development Partners	Development Partners may pursue an agenda different from the national development agenda.	DPs control huge amounts of funds that may be mobilised to support green enterprises development.	DPs complement development efforts by Government through technical and financial assistance.
18.	Green Industrial Associations	Green business development bottlenecks.	Green Industrial Associations generate funds from fees and levies.	Green Industrial Associations may use their influences to mobilize affordable funds to support businesses of their members.

2.5.5. Key Assumptions for Component Four (4)

Effective implementation of this component is based on the following assumptions:

1. Existing green programmes and projects across the sectors would be harmonised to form the basis for further mobilisation of funds.
2. Public employment programmes would be re-engineered to focus on green enterprise development.
3. MELR would develop an effective mechanism to coordinate financial mobilisation and utilisation by MDAs and MMDAs towards green job creation.
4. Private partnership and international cooperation would be integral to green enterprise funding.
5. MOF would put in place frameworks and guidelines to facilitate mobilisation of funds in support of green businesses.

6. Ministry of Finance on behalf of Government would negotiate for affordable funding for green enterprise development from both bilateral and multilateral sources.
7. An enabling business environment, including incentives, would be implemented to support green businesses.
8. Bank of Ghana would guide commercial financial institutions to focus on green financing.
9. Cooperative development would be an integral part of green business promotion and development.

2.5.6 Implementation Arrangements for Component Four (4)

The funding sources for green enterprises broadly exist in the Public Sector, International Development Cooperation and the Private Sector. By virtue of the multi-sectorial approach to the development of green enterprises, various levels of funding are available at MDAs and MMDAs levels. Ministries, Departments and Agencies implement programmes and projects as part of their delivery on their core mandates. In the same vein, MMDAs deliver developmental goods and services that are produced through the application of green technologies and innovations. Occasionally, MDAs and MMDAs also collaborate with Development Partners to implement programmes and projects relevant to the green economy. MMDAs are expected to mobilise internally Generated Funds (IGF) to support the implementation of green enterprise promotion activities at the subnational level.

Ministries such as MOF, MOFA, MOTI, MESTI, MOBD, MoTCA, MWH and MSWR would put in place measures to strengthen their negotiation, mobilisation and implementation of interventions using green technologies and innovations. Likewise, Department and Agencies such as GIPC, GRATIS, CSR, MASLOC, NBSSI, GTA and YEA would focus their efforts towards the promotion of green enterprises.

As the lead implementing agency of this component, MOF would ensure that green financing is integrated with the national fiscal and economic policies. MOF would also develop frameworks to streamline the mobilisation and utilisation of green funds, particularly to support national strategic interventions. The Ministry would ensure that the enabling macroeconomic policies are implemented for green enterprises to thrive, particularly with regards to inflation and cost of doing business. MOF would play the financial coordinating role by identifying, mapping and

harmonising all financial sources, both cash and in-kind. In collaboration with BOG, MOF would develop a database of all the available funding for green enterprises and monitor their utilisation. In partnership with MELR, MOF would also organise coordinating meetings with public and private agencies supporting green enterprise to ensure that fund mobilisation and utilisation mechanism are developed and strengthened.

The Bank of Ghana would develop guidelines and protocols to support the implementation of green financing arrangements by commercial financial institutions.

In order to facilitate the implementation of sectoral green enterprise development interventions, MDAs and MMDAs would forge partnerships with commercial financing institutions, other private entities, faith-based organisations and negotiate affordable financial terms to meet the needs of specific green business ventures. Under the National LED Policy, MMDAs would enter into green Public-Private Partners arrangements for the delivery of goods and services required by citizens of their localities. The Ministry of Finance would develop a general framework to guide negotiations in this regard.

The Department of Cooperatives would ensure that cooperative principles are incorporated in the organisation of green businesses through the formation of green cooperative societies for the mobilisation of local resources.

MELR would play the overall coordinating role to ensure effective implementation of all activities. MELR would co-chair coordinating meetings for this component with MOF to ensure that the utilisation of green funding is yielding the expected decent green job outcomes.

2.5.6.1 Estimated Cost of Implementation

The estimated cost of implementing activities under this component is estimated at **GHC 24,360,000.00**, approximately **USD 4,200,000.00**.

Table 8: Component 4 Annual Work plan Matrix

Component 4: Green Finance Project

Objective 4: To Mobilize and facilitate access to sustainable funding for green enterprises through inter-sectoral approaches and cooperation

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
1.	Include green finance objectives in sectoral strategies	1.1 Develop an inventory of green financing opportunities and requirements.	Green financing requirements inventory developed.	Availability of Green financing requirement inventory.	Green financing requirement inventory.	Year 1	Lead: MOF Collaborators: BOG, MESTI, MOBD, MOTI, MOFA, MELR, NDPC, MDAs, MMDAs, Private Sector, DPs,
		1.2 Develop an inventory of local and international financing sources for green enterprises.	Local and international green financing inventory developed.	Existence of Local and International Green Financing Sources Inventory.	List of local and international green financing sources.		
		1.3 Perform an inventory of potential finance modules for green businesses to access.	Inventory of potential finance modes for green businesses to access conducted.	No. of potential finance modes for green businesses	List of available green financing modes		
		1.4 Develop Harmonised Green Financing Framework (HGFF).	Harmonised Green Financing Framework developed.	Harmonised Green Financing framework available.	Harmonised Green Financing Framework		
		1.5 Develop general guidelines for the operationalisation of HGFF.	HGFF operational Guidelines.	Availability of HGFF operational guidelines.	HGFF operational guidelines.		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
2.	Develop inter-sectoral green jobs financing plan in priority sectors	2.1 Incorporate objectives of Harmonised Green Financing Framework (HGFF) into Sectorial plans.	Objectives of the Harmonised Green Financing Framework incorporated into sectorial plans.	No. of Sectorial Plans incorporating objectives of Harmonised Green Financing Framework.	List of Sectorial Plans with incorporating objectives of Harmonised Green Financing Framework.	Year 1	Lead: MOF Collaborators: NDPC, MOTI, MOFA, MELR, MDAs, MMDAs, DPs Private Sector,
		2.2 Develop sector specific green financing plans based on HGFF.	Sector specific Green Financing Plans developed.	No. of Sector specific Green Financing Plans	Sector Specific Green Financing Plans	Year 1	
		2.3 Establish an inter-sectoral working group to coordinate implementation of the HGFF.	Inter-sectoral Working Group established.	Inter-sectoral Working Group functional	List of members Attendance sheets. Pictures and videos.	Year 1	
		2.4 Organise regular Working Group meetings on the implementation of the HGFF and specific Green Financing Plans.	Working Group meetings organised.	No. of Working Group meetings organised.	Reports, minutes, pictures, videos.	Year 1-5	
3.	Develop appropriate financing schemes for green enterprises and green jobs promotion.	3.1 Develop green enterprise financing schemes in line with the provisions of the Harmonised Green Financing Framework.	Green Enterprise financing schemes developed	No. of green enterprises financing schemes developed.	List of Green Enterprise Financing schemes	Year 1-5	Lead: MDAs Collaborators: MELR, MMDAs, Private Sector, DPs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		3.2 Develop/Review Guidelines for the managing and accessing of existing green enterprise funding at the various sector Ministries.	Guidelines for managing and accessing Green Enterprise funding developed/reviewed.	Availability of Guidelines for managing and accessing green enterprise funding.	Green Enterprise funding Management and Accessing Guidelines. Minutes/ Reports	Year 1	Lead: MOF Collaborating: BOG, MDAs, MMDAs, Private Sector, DPs.
		3.3 Monitor the application of Guidelines for managing and accessing existing green enterprise funding.	Application of guidelines for the managing and accessing green enterprise funding monitored.	Availability of monitoring reports.	Monitoring Reports.	Year 1 - 5	
		3.4 Increase GOG budget allocation for the promotion and development of green enterprises.	GOG budget allocation for green enterprises increased	Percentage change in green budget allocations	1. Annual Budget Ceilings 2. Annual National Budgets.	Year 1 - 5	Lead: MOF Collaborators: MDAs, MMDAs, Private Sector, DPs.
		3.5 Organise green enterprise financing fora at national and subnational levels.	Green Enterprise Financing fora Organised	No. of financing fora Organised	Minutes/ Reports of financing fora, videos, pictures	Year 1-5	Lead: MOF, GIPC Collaborating:
		3.6 Re-design existing public sector enterprise start-up schemes to focus on green enterprises	Existing public sector start-ups schemes redesigned to focus on green enterprises.	No. of redesigned policies in start-up schemes focusing on green enterprises.	List of public sector start-up schemes	Year 1 - 5	BOG, MOTI, MOBD, NDPC, MDAs, MMDAs, DPs, Private Sector

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		3.7 Promote investments in green enterprises in all sectors.	Green enterprise investment campaigns Organised.	No. of green investment campaigns Organised.	Adverts/ Reports	Year 1 - 5	Lead: MOF, GIPC Collaborating: BOG, MOTI, MOBD, NDPC, MDAs, MMDAs, DPs, Private Sector
4.	Identify opportunities for public-private partnerships in skills development programmes	4.1 Develop a catalogue of PPP investment opportunities in the green skills development sector	Catalogue of PPP investment opportunities in green skills development sector developed	No. of PPP investment opportunities in green skills identified	Approved catalogue of investment opportunities	Year 2	Lead: MOTI Collaborators: MESTI, MOBD, GIPC, COTVET, MELR, MDAs, MMDAs, Private Sector, DPs.
		4.2 Create awareness on PPP opportunities through seminars, conferences and expos	Private sector sensitized on opportunities in green skills development programmes	No. of public and private sector players sensitized	Tailored seminars, conferences and expos Organised to create awareness, videos and pictures		
		4.3 Organise matchmaking B2B meetings for PPP actualization.	Matchmaking B2B meetings Organised.	No. of matchmaking B2B meetings organised.	Reports, videos, pictures	Year 2-5	
		4.4 Conduct investments training in renewable energy for government sponsored employment promotion agencies.	Public employment promotion institutions trained on investments in renewable energy.	No. of public employment promotion institutions trained on investments in renewable energy.	List of public employment promotion institutions trained; Reports, Pictures and videos.	Year 1-5	Lead: MoEn Collaborators: MDAs, MMDAs, Private Sector, DPs.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
5.	Create the enabling environment for green jobs financing	5.1 Develop and revise policies to promote green financing.	New policies developed and existing policies revised to promote green financing.	No. of policies developed and revised to promote green financing.	Green financing policy documents	Year 1- 5	Lead: MOF, BOG Collaborators: Financial Institutions, MOTI, MESTI, MELR, Private Sector, DPs
		5.2 Establish green jobs support loans and grants	Green jobs support loans and grants established.	1. Availability of green jobs supports loans and grants established. 2. Amount of green jobs support loans and grants disbursed.	List of green job support loans and grants.		
		5.3 Build capacity of local financial institutions to foster green business financing.	Capacity of local financial institutions developed for green business financing.	No. of financial institutions supported to promote green business financing.	List of financial institution promoting green business financing.		
		5.4 Implement incentives for the promotion of green business financing.	Incentives for the promotion of green business financing implemented.	1. No. of incentives implemented. 2. No. of financial institutions accessing incentives.	Annual Reports.		
		5.5 Set up private sector green business financing schemes.	Private sector green business financing schemes set up	1. No. of private sector green business financing schemes. 2. Amount of private sector green business finance disbursed.	List of private sector green business financing schemes	Year 1-3	

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		5.6 Implement institutional reforms that facilitate green enterprise development.	Institutional reforms supportive of green enterprises implemented.	No. of institutional reforms implemented.	Reports, pictures, videos. List of beneficiary institutions.	Year 1-5	Lead: MDAs/ MMDAs Collaborating: Private Sector, NGOs, DPs.
6.	Facilitate access to finance for smallholder farmers to improve productivity, resilience and environmental impacts	6.1 Conduct industry scan for smallholder financial sector investment/ partnership opportunities	Financial industry scan conducted	No. of smallholder green investment/ partnership opportunities identified	List of investment/ partnership opportunities published	Year 1- 5	Lead: MOFA Collaborators: MOF, GIPC, MOTI, MOBD, MELR, MDAs, MMDAs, Private Sector, DPs
		6.2 Develop a database of qualified farmers for investment opportunities in the green skills development sector.	Registry of qualified farmers developed	No. of qualified farmers registered.	List of qualified farmers.		
		6.3 Create awareness on green investment opportunities for smallholders through seminars, conferences and expos	Awareness on green job investment opportunities created	No. of tailored seminars, conferences and expos Organised	Seminar and conference reports and attendance list.	Year 1-5	Lead: GIPC Collaborators: MOF, MDAs, MMDAs, Private Sector, DPs.
		6.4 Develop insurance schemes/crop protection schemes for green enterprise in high risk sectors, including agriculture.	Green Enterprise Insurance schemes developed	No. of Green Enterprise Insurance schemes developed	List of schemes.		

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
7.	Enhance protection of smallholder farmers against Climate Change	7.1 Develop green job climate protection schemes for smallholders as part of the Harmonised Green Finance Framework.	Green Job Climate Protection Schemes for smallholders developed.	No. of green jobs climate protection schemes developed.	Reports, Minutes, pictures, videos and reports of stakeholder meetings	Year 1-5	Lead: MOFA Collaborators: MELR, MDAs, MMDAs, Private Sector, DPs.
		7.2 Develop a national green job climate projection charter for safe environmental protection practices.	Green job climate projection charter developed.	Green job climate projection charter.	Inauguration pictures and report.	Year 1-2	Lead: MELR, EPA, MESTI, MOF Collaborators: MDAs, MMDAs, Private Sector, DPs.
		7.3 Develop and inculcate national green job climate protection protocols into already existing national work-related policy memos	Green job climate protection protocols developed and inculcated in already existing national work-related memos	Existence of national green job climate protection protocols. No. of protection protocols inculcated in national work-related memos	Revised national work-related memos	Year 2-3	Lead: NDPC Collaborators: MDAs, MMDAs, DPs.

3. COMMUNICATION PLAN

This communication plan is to identify some of the critical issues that may affect implementation due to limited or lack of information on matters relating to green solutions. It has been developed in recognition of implementation issues that may be addressed through information sharing and constant interaction with stakeholders. It therefore addresses the following types of implementation issues, among others:

- Inadequate knowledge and information about the existing and potential opportunities of the green economy.
- Poor interaction and collaboration between stakeholders and the limited knowledge of the complementarity of interventions to achieve national green jobs objectives.
- Inadequate platforms to create linkages and partnerships among green enterprises and other actors.
- Limited information about existing green interventions in the public and private sectors and their relevance for the achievement of national objectives.
- Inadequate information about the existing green innovations and technologies and their accessibility by stakeholders.
- Inadequate media campaign to promote existing and potential green investment opportunities in Ghana.
- Poor appreciation of the role of the cooperative system to support green enterprises.
- Poor appreciation of climate change and the contribution of green solutions by the general public.
- Limited market and local taste for green services and products.

These communication issues have the potential to impact negatively on implementation and achievement of the objectives of this National Green Jobs Strategy if the necessary measures are not taken.

The objective of the communication component of the strategy is therefore aimed at identifying all the issues related to information sharing among stakeholders in order to create esprit de corps and facilitate implementation.

In view of this objective, this communication strategy is to create the required capacities to enable stakeholders identify information sharing and awareness creation issues, identify audiences, develop messages and implement events to

bridge knowledge gaps in order to facilitate cooperation among stakeholders and implementation of all the programme activities.

Table 9 is a communication matrix that outlines some communication activities required to achieve the objective of the communication component of this National Green Jobs Strategy.

Table 9: Green Jobs Communication Plan

Objective: To facilitate information sharing among all actors for effective implementation of National Green Jobs Strategy.

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
1.	Facilitate the development and dissemination of information relevant to the implementation of the National Green Jobs Strategy.	1.1. Train Public Relations Officers of implementing agencies on the concept, relevance, importance and opportunities in the green economy.	Public Relations Officers trained on green jobs and the green economy.	No. of Public Relations Officers trained on green jobs.	List of participants, pictures, videos	Year 1-2	Lead: MELR Collaborators: MDAs, MMDAs, TUC, GEA, Private Sector, DPs.
		1.2 Conduct scan to identify pertinent information gaps among stakeholders.	Information gaps identify	Availability of a Report on Stakeholders' Information Gap.	Report	Year 1	
		1.3 Develop a comprehensive Green Jobs Communication Plan.	Comprehensive Green Jobs Communication Plan developed.	Availability of Green Jobs Communication Plan.	Green Jobs Communication Plan	Year 1	
		1.4 Develop key messages relevant to stakeholders.	Key messages on green jobs and green economy developed.	Availability of Green Jobs communication messages.	Green Jobs Communication Messages.	Year 1	
		1.5 Develop effective feedback mechanisms among stakeholders.	Feedback mechanisms developed.	Feedback mechanisms functional	Feedback mechanisms	Year 1-5	

No.	Strategy	Activities	Expected Outputs	Indicators	Means of Verification	Timeframe	Responsibility
		1.6 Develop the requisite Information, Education and Communication (IECs) materials relevant to each stakeholder.	IEC Materials developed.	Types of IEC Materials developed.	IEC Materials	Year 1-5	Lead MELR Collaborators: MDAs, MMDAs, TUC, GEA, Private Sector, DPs.
		1.7 Organise community events, durbars, workshops, media campaigns, fairs, other communication programmes to disseminate messages.	Community events, durbars, workshops, media campaigns, fairs etc organised.	No. of communication events organised.	Reports, pictures, videos, minutes	Year 1- 5	
		1.8 Incorporate feedback into the implementation of the projects of the National Green Jobs strategy.	Feedbacks incorporated into national green jobs projects.	No. of projects with effective communication plans.	Reports, Minutes and videos.	Year 2-5	

4. MONITORING AND EVALUATION

MELR would develop a comprehensive Monitoring and Evaluation Framework to enable it track all aspects of this strategy and assess progress towards the achievement of the objectives of this strategy. MELR would develop the framework in strong collaboration with all stakeholders to enable them understand what is expected of them and ensure their active participation in monitoring and evaluate activities. This would include monitoring and evaluation of green jobs initiatives and programs at the subnational level. The M&E systems at the sub-national levels would report through MELR to the Green Jobs Focal Person or Secretariat, which is to be discussed and reviewed at the Inter-Ministerial Green Jobs Coordinating Meetings.

The strategic M&E Plan would focus on monitoring progress of the implementation of the strategy within time and cost structures; ascertaining whether resources have been efficiently used; assessing the adequacy of resources and budget allocations for the implementation of programme activities; evaluating all initiatives/programmes and projects to determine whether they meet the objectives and targets of the strategy, appraising positive impacts, challenges, and lessons learnt to inform policies and review of interventions.

The M&E would be carried out using a results framework developed to track inputs, outputs, outcomes, impacts for each of the key actions towards the achievement of the strategic objectives. The structure of the M&E would be developed to match the implementation of this strategy with clear processes outlined to measure the effectiveness, efficiency, economy, and compliance of the components.

Monitoring activities would be done with the aim of ensuring that there is timely completion of tasks as set out in the strategy and the institutional workplans using the available resources. On the other hand, the evaluation of the strategy would aim at measuring the impact of the strategy as well as define the degree of success or challenges in its formulation and implementation. Both processes would be conducted on periodic basis and reports made available for review and decision-making.

For effective functioning of the strategy, the M&E Plan would entail broader stakeholder engagement with Government, the Private Sector, NGOs, CSOs,

among others, so as to achieve a complete buy-in throughout the process of implementation and monitoring. Additionally, the M&E would focus on developing an institutional framework to effectively coordinate the system. The M&E will be done through obtaining regular updates from all implementing institutions as well as periodic field visits, physical verifications and quality assurance visits to green jobs programmes and projects on an established schedule.

ANNEX A: LIST OF SUGGESTED SECTORS FOR GREEN ENTERPRISE DEVELOPMENT AND JOB CREATION

A. Renewable Energy

1. Improved Cooking Stoves
2. Portable Solar Photovoltaic (PV) Appliances (2-12 Watt) for Lighting and Cellular Phone Charging
3. Solar Home Systems
4. Micro Hydro
5. Pico Hydro
6. Micro Wind
7. Biogas
8. Eco-charcoal
9. Solar Water Heater
10. Incentives to invest in Renewable Energy
11. Nuclear energy

B. Agriculture

1. Organic Fertilizers
2. Organic Pesticides
3. Eco-Labeling and Export
4. Water Harvesting and Drip Irrigation
5. Forestry, Tree planting, Erosion Control and Soil Management

C. Waste Management and Recycling

1. Collection, Sorting and Retail
2. Processing into Raw Materials and Products
3. Production of Handicraft and Consumer Goods
4. Transforming Organic Waste into Energy and Fertilizer

D. Construction

1. Natural Building Materials
2. Energy-efficient Construction Techniques

E. Ecotourism and Nature-based tourism

1. Tour Provider
2. Environmentally-friendly Hotels and Homestays
3. Organic and Local Food Sellers and Restaurants
4. Occupations in Eco-Tourism
5. Energy, Water and Material Efficiency in all types of Enterprises

ANNEX B: Technical Oversight Team

No.	Name	Institution
1.	Kizito Ballans	MELR
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6.	Gideon Mankralo	ILO
7.	Dr. Eric Twum	Consultant



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