

THE GREAT TRANSFORMATIONAL PLAN

STABILITY. GROWTH. RESILIENCE. PROSPERITY.

**A NEW POLICY BLUEPRINT FOR GHANA'S
TRANSFORMATION**

ALAN KYEREMATEN

THE GREAT TRANSFORMATIONAL PLAN

Stability. Growth. Resilience. Prosperity.

A NEW POLICY BLUEPRINT FOR GHANA'S TRANSFORMATION

ALAN KYEREMATEN
FOUNDER & LEADER, MOVEMENT FOR CHANGE





PRACTICAL STEPS TOWARDS BUILDING AN ENTERPRISE ECONOMY IN GHANA

A BRIGHTER FUTURE FOR ALL

PREFACE

BUILDING AN ENTERPRISE ECONOMY IN GHANA

An Enterprise Economy refers to an economic system that promotes and supports entrepreneurship, innovation, and private enterprise. It is characterized by:

- i. Private ownership and initiative
- ii. Promotion of a competitive market, subject to the necessary regulations
- iii. Accumulation of indigenous private capital
- iv. Promotion of a culture of entrepreneurship, innovation and risk taking
- v. Limited government intervention
- vi. Focus on economic growth, jobs and wealth creation
- vii. Encouragement of foreign investment and trade
- viii. Development of infrastructure and human capital
- ix. Emphasis on research and development
- x. Flexibility and adaptability to changing market conditions

In an Enterprise Economy, individuals and businesses are empowered to innovate, start new ventures, and grow existing ones, driving economic growth and prosperity.

The Great Transformational Plan is designed to build an Enterprise Economy in Ghana, and is anchored on the following core principles:

- i. Stabilizing the macroeconomy
- ii. Incentivizing the private sector to invest in the productive sectors of the economy, in particular industry, agriculture, and tourism
- iii. Deepening governance to ensure inclusivity, responsibility, transparency, and accountability
- iv. Improving the quality of infrastructure
- v. Facilitating access to good health care services with private sector participation
- vi. Developing human resource capacity to support the development of enterprises
- vii. Harnessing the talent and energy of the youth
- viii. Managing our environment in a sustainable manner
- ix. Optimizing the use of natural resources for the benefit of society
- x. Inspiring a mindset and behavioural change amongst Ghanaians to enhance productivity and competitiveness

The Policy Framework outlined in this document constitutes Volume One of the GTP. Volume Two will cover Policy Programming and Implementation modalities, whilst Volume Three will detail out specific Projects and associated Budgets to be implemented under the GTP.

The GTP will lead to Jobs for the People and Cash for the People

JUNE, 2024

A close-up portrait of Alan Kyerematen, a Black man with a friendly expression, wearing a white button-down shirt. The background is a vibrant yellow with abstract, curved shapes. A semi-transparent yellow banner is at the bottom, containing his name and title.

ALAN KYEREMATEN
Presidential Candidate 2024

FOREWORD

For sixty-seven years since independence, our beloved nation has been confronted with fundamental challenges hindering our development – a weak economy, high unemployment, poor infrastructure, and inadequate social services. These obstacles stem from shortcomings in political leadership and the prevailing political architecture in Ghana. The dominance of the New Patriotic Party (NPP) and the National Democratic Congress (NDC) over the past three decades has failed to bring about sustained progress in our socioeconomic advancement. Their manifestos have largely comprised unfulfilled promises, perpetuating a cycle of disappointment for the citizens.

Moreover, this entrenched duopoly has given rise to detrimental practices such as the “Winner Takes All syndrome,” leading to political appointments based on party affiliations rather than merit. The excessive politicization between the two major parties has fostered divisiveness within our society, impeding our collective progress.

The lack of continuity in government projects across different administrations, has resulted in substantial financial losses to the state. Additionally, the absence of a competitive political environment and the arrogance of power have often led to underperformance by government officials and political appointees. Furthermore, the troubling trend of corruption continues to deepen its roots in Ghana, eroding public trust and hampering our development.

In response to these pressing challenges, the Movement for Change emerges as a new political entity with a vision for a redefined political landscape. The strategic objectives of the Movement are clear:

- i. advocate for a non-partisan approach to electing the President, prioritizing the interests of Ghana over political affiliations.
- ii. champion the establishment of a Government of National Unity, inclusive of diverse interest groups to ensure governance that represents all sectors of the society.
- iii. seek to construct a National Development Plan that transcends individual party manifestos, fostering a cohesive vision for our nation’s progress.
- iv. aim to inspire a positive shift in the behaviour and attitudes of Ghanaians, laying the foundation for national development.
- v. stand for a culture of zero tolerance towards corruption, extending to all levels of society, particularly the political elite.
- vi. commit to achieving landmark Constitutional Reforms that will elevate the quality of governance in Ghana.

To achieve these strategic objectives, the Movement presents the Great Transformational Plan as a blueprint for reshaping the management and administration of our country. The implementation of this Plan demands exceptional leadership characterized by vision, competence, integrity, and action.

Through these qualities, Ghana will embark on a journey towards stability, growth, resilience, and prosperity, securing a brighter future for all its citizens.

I urge all citizens of Ghana to embrace the Great Transformational Plan as a foundational document that addresses the aspirations of our nation. Together, let us work towards realizing the change that our country so profoundly deserves.

May God bless our homeland Ghana and guide us in our pursuit of greatness and strength.

Baafour Dr. Ossei Hyeamann Brantuo VI, Otumfuo Manwerehene
Fmr. Board Chair, Export Development and Investment Fund (EDIF)

CONTENTS

PREFACE.....	4-5
FORWARD.....	7-8
INTRODUCTION.....	12

1.0 THE ECONOMIC CLUSTER

1.0	THE MACROECONOMY.....	15
1.1	EXPENDITURE MANAGEMENT & CONTROL.....	16
1.2	REVENUE OPTIMIZATION.....	16
1.3	LOWER TAXES AND DUTIES	17
1.4	STABLE CURRENCY.....	18
1.5	LOW INFLATION.....	18
1.6	LOW COMPETITIVE INTEREST RATES AND FINANCING CHARGES	19
1.7	DEBT SUSTAINABILITY MANAGEMENT	20
1.8	INCREASING FINANCING FOR SMALL & MEDIUM ENTERPRISES (SMES).....	20
1.9	REFORMS IN COCOA SECTOR FINANCING	21
1.10	DEEPENING OF CAPITAL MARKETS & FINANCIAL INTERMEDIATION	21
1.11	IMPROVING LABOUR PRODUCTIVITY	22
1.2	INDUSTRIAL TRANSFORMATION.....	23
1.2.1	BOOSTING LOCAL PRODUCTION & PRODUCTIVITY.....	24
1.2.2	STRATEGIC ANCHOR INDUSTRIES.....	24
1.2.3	EXPORT PROMOTION & DEVELOPMENT	27
1.2.4	SMALL & MEDIUM ENTERPRISE (SME) DEVELOPMENT	29
1.2.5	BUSINESS REGULATORY REFORM (BRR).....	30
1.2.6	PUBLIC PRIVATE DIALOGUE (PPD).....	31
1.3	THE NEW AGRICULTURAL REVOLUTION.....	32
1.3.1	ENHANCING AGRICULTURAL PRODUCTION & PRODUCTIVITY.....	33
1.3.2	AGRICULTURAL MARKETING & DISTRIBUTION.....	35
1.4	TOURISM.....	36
1.4.1	TOURISM INFRASTRUCTURE & FACILITIES.....	37
1.4.2	FACILITATION SUPPORT FOR THE PROMOTION OF TOURISM.....	37
1.4.3	FUNDING & FINANCING OF TOURISM.....	38
1.4.4	BRANDING & MARKETING GHANA AS A TOURIST DESTINATION.....	38
1.4.5	AIR CARRIER SERVICES AS AN INSTRUMENT FOR PROMOTING TOURISM.....	38
1.4.6	DEVELOPING HUMAN RESOURCES & SKILLS TRAINING FOR THE TOURISM SECTOR.....	39
1.4.7	DEVELOPING THE CREATIVE INDUSTRY.....	39

2.0 THE GOVERNANCE CLUSTER

2.1	CORRUPTION.....	43
2.2	PUBLIC SECTOR REFORMS.....	43
2.3	JUDICIARY	44
2.4	EXECUTIVE	45
2.5	COUNCIL OF STATE.....	45
2.6	LOCAL GOVERNMENT AND DECENTRALISATION.....	45
2.7	CHIEFTAINCY.....	46
2.8	NATIONAL SECURITY AND DEFENCE OPTIMIZATION.....	46
2.9	MEDIA	46
2.10	PUBLIC INFORMATION MANAGEMENT AND CONSULTATION.....	46

2.11	DIPLOMATIC AND INTERNATIONAL RELATIONS.....	47
2.12	CIVIL SOCIETY ORGANISATIONS (CSOs)	47
2.13	ECONOMIC GOVERNANCE	47
2.14	SOCIAL GOVERNANCE	48
2.15	CONSTITUTIONAL REFORMS	49

3.0 THE INFRASTRUCTURE CLUSTER

3.1	ACCELERATED DEVELOPMENT OF TRANSPORT INFRASTRUCTURE.....	54
3.2	ENERGY SECURITY AND DIVERSIFICATION	55
3.3	PUBLIC HOUSING	56
3.4	DIGITAL MAINSTREAMING	57
3.5	WATER, SANITATION, WASTE MANAGEMENT & SEWAGE SYSTEM	58
3.6	MAINTENANCE OF PUBLIC INFRASTRUCTURE	59

4.0 THE SOCIAL SERVICES CLUSTER

4.1	HEALTH.....	62
4.1.a	HEALTH INFRASTRUCTURE	62
4.1.b	FINANCING OF HEALTHCARE	62
4.1.c	HEALTH SERVICE DELIVERY	63
4.1.d	HUMAN CAPACITY DEVELOPMENT	64
4.1.e	INSTITUTIONAL ARCHITECTURE	64
4.2	EDUCATION	65
4.2.a	EDUCATION INFRASTRUCTURE	66
4.2.b	FINANCING OF EDUCATION.....	66
4.2.c	SERVICE DELIVERY, CURRICULUM DEVELOPMENT AND TEACHING	67
4.2.d	HUMAN CAPACITY DEVELOPMENT.....	68
4.2.e	INSTITUTIONAL ARCHITECTURE.....	68
4.3	SPORTS.....	70
4.4	YOUTH	70
4.5	VULNERABLE AND MARGINALIZED GROUPS (WOMEN & CHILDREN; THE AGED; AND PEOPLE LIVING WITH DISABILITY – PWD).....	73

5.0 ENVIRONMENT, SCIENCE, TECHNOLOGY & INNOVATION, AND NATURAL RESOURCES

5.1	ENVIRONMENT AND CLIMATE CHANGE	76
5.2	SCIENCE, TECHNOLOGY & INNOVATION.....	76
5.3	NATURAL RESOURCE MANAGEMENT	77

6.0 THE BEHAVIOURAL & MINDSET CHANGE CLUSTER

6.1	RESPECT FOR LAW AND ORDER.....	81
6.2	PATRIOTISM	81
6.3	ATTITUDE TO WORK.....	82
6.4	ENFORCEMENT OF DISCIPLINE	82
6.5	THE ARROGANCE OF POWER.....	83



INTRODUCTION

The strategic vision of the Great Transformational Plan (GTP) is to build a prosperous, united, and peaceful Ghana that provides equal opportunities for all, particularly young people, women, and other vulnerable groups, to realize their full potential and improve their livelihoods and general wellbeing.

The Great Transformational Plan is proposed as the new Blueprint for Ghana's development. The GTP covers six (6) different but interrelated clusters, namely:

01

ECONOMIC

03

INFRASTRUCTURE

05

**ENVIRONMENT,
SCIENCE,
TECHNOLOGY
& INNOVATION
AND NATURAL
RESOURCES**

02

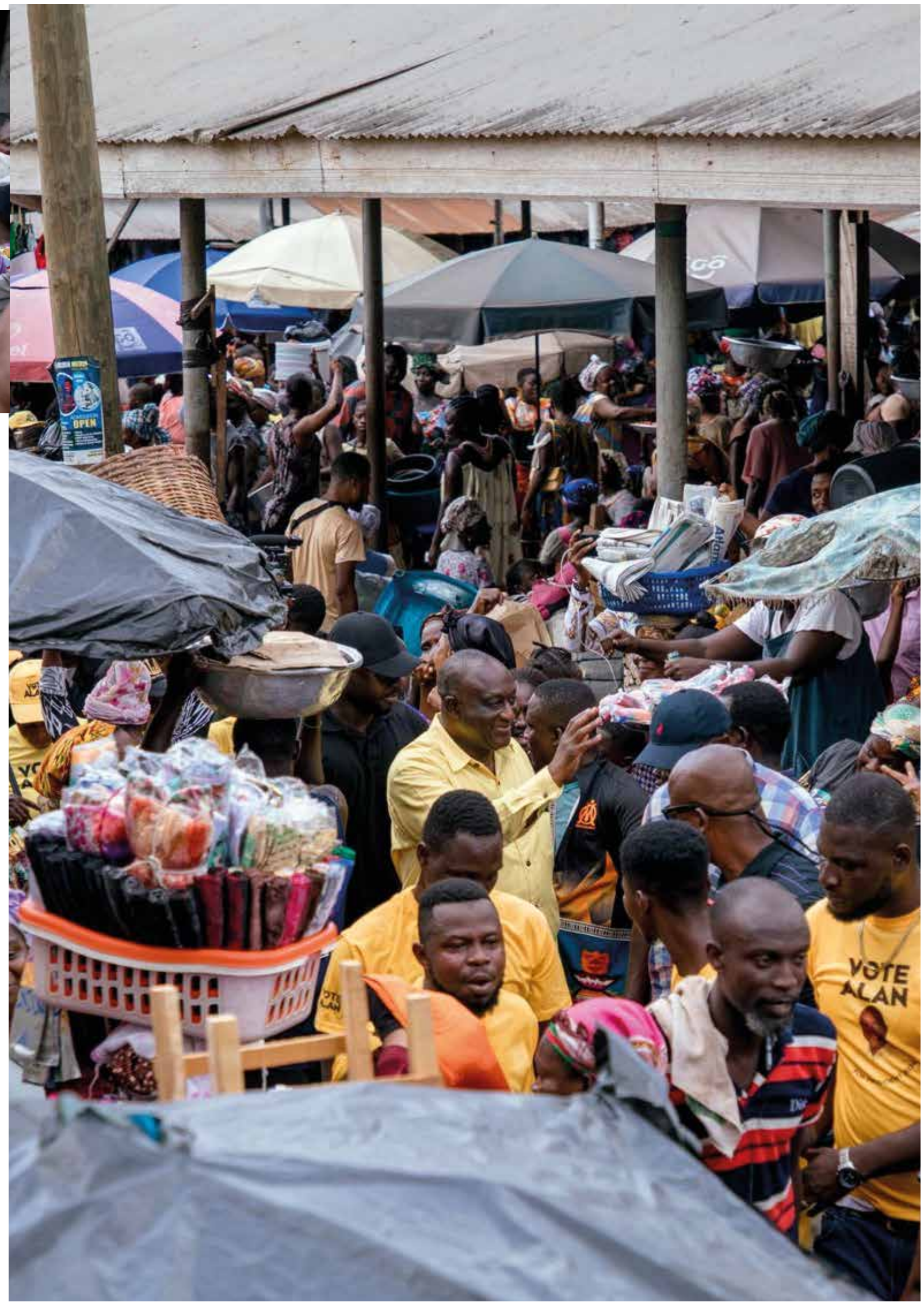
GOVERNANCE

04

SOCIAL SERVICES

06

**BEHAVIOURAL &
MINDSET CHANGE**



THE ECONOMIC CLUSTER



The economy of Ghana has over the last sixty years, been characterized by severe fluctuations in performance, reflecting structural vulnerabilities in the economy. This has denied the country of the much needed stability and growth, critical for transforming the country from poverty to prosperity.

Notwithstanding programmes and interventions by various Governments with the support of International Multilateral and Bilateral institutions, the country continues to witness significant decline in economic performance, which has resulted in high levels of unemployment, high inflation, unsustainable debt levels, high interest rates and low foreign exchange reserves.

To address these challenges, the GTP proposes under its Economic Cluster, a number of fundamental and far-reaching policy reforms categorised under the following pillars:

- The Macroeconomy
- Industrial Transformation
- A New Agricultural Revolution
- Tourism



1.0

THE MACROECONOMY

The Macroeconomic Pillar covers eleven (11) thematic areas:

- 1 Expenditure Management & Control
- 2 Revenue Optimization
- 3 Lower Taxes and Duties
- 4 Stable Currency
- 5 Low Inflation
- 6 Low Competitive Interest Rates and Financing Charges
- 7 Debt Sustainability Management
- 8 Increasing Financing for SMEs
- 9 Reforms in Cocoa Sector Financing
- 10 Deepening Capital Markets & Financial Intermediation
- 11 Improving Labour Productivity

1.1 EXPENDITURE MANAGEMENT & CONTROL

- i. Enforce existing legal and regulatory regime on fiscal ceiling, to ensure that budget deficit does not exceed 5% of Gross Domestic Product (GDP).
- ii. Establish a lean but efficient government by reducing the current size of Government, including but not limited to limiting the number of Ministerial appointments to not more than 40 Ministers.
- iii. Rationalize and consolidate existing Government Departments, Agencies, and other public sector organizations with overlapping mandates.
- iv. Undertake a comprehensive review of the entire structure of government spending and public expenditure, with a view to reducing the ratio of public expenditure to Gross Domestic Product (GDP) to a target of not more than 10% over a period of five years.
- v. Reinforce existing mechanisms in Payroll and Employee compensation management and administration, designed to eliminate 'ghost names' from the public sector.
- vi. Eliminate Sole Sourcing in public procurement and contracting to ensure value for money and avoid collusion in the award of contracts.
- vii. Enforce strict regulations against public sector officials, including those from State Owned Enterprises (SoEs), who commit government to contractual obligations, including expenditures not budgeted for, and without prior approval from the Ministry of Finance.
- viii. Enhance the management of earmarked/Statutory Funds by eliminating the capping system.
- ix. Develop a system to ensure that at least 50% of Statutory Funds is spent on Government priority and transformational projects, and strengthen reporting on the application and use of such Funds, to avoid misapplication.
- x. Introduce appropriate policies to ringfence and separate Statutory Funds from the Consolidated Fund.
- xi. Apply proceeds from the Oil and Gas sector (ABFA) to finance only designated Government transformational projects.
- xii. Enhance Ministerial oversight on capital expenditure in all MDAs, to increase transparency in the award of public contracts within sector Ministries and Public Agencies.
- xiii. Design and apply innovative project financing models, such as BOT and PPP, to finance public infrastructure projects, and thereby reduce government capital expenditure.

1.2 REVENUE OPTIMIZATION

- i. Expand the tax net to draw in different segments of economic actors, including artisans, technicians, and other self-employed informal

- sector operators and professionals operating in the formal sector.
- ii. Enforce existing regulations linking access to essential public services to the payment of taxes.
 - iii. Conduct a comprehensive financial and technical audit of Port operations, to identify and block revenue leakages, including but not limited to mechanisms to address trade mis-invoicing and transfer pricing.
 - iv. Conduct a comprehensive review of the management and operations of the Ghana Revenue Authority (GRA), with a view to enhancing the efficiency and effectiveness of tax administration and revenue mobilization.
 - v. Enhance the application of technology, including Artificial Intelligence (AI) and Blockchain technology in revenue mobilization, and equip Revenue Collection Agencies with relevant tools and facilities.
 - vi. Review the application of the existing Windfall Tax regime as a vehicle for revenue optimization.
 - vii. Enhance the collection of rent tax, property rate tax, capital gains tax, investment income tax, and sin taxes.
 - viii. Review existing rates for Road Tolls, and expand its application across various road networks.
 - ix. Introduce new luxury taxes to target consumption of luxury items.
 - x. Conduct an extensive review of the operations of SoEs, with a view to enhancing their contribution to Government tax revenue.
 - xi. Restructure the existing tax regime in Ghana to focus more on mobilizing revenue from direct taxes (personal income and corporate taxes), rather than indirect taxes (import duties and levies).
 - xii. Establish a Free Port Enclave at the Tema Port to enhance vessel traffic and transshipment, which will increase revenue from Port services.
 - xiii. Increase ratio of tax revenue to GDP to 20% over a period of three years.

1.3 LOWER TAXES AND DUTIES

- i. Achieve the lowest tax rates in the ECOWAS subregion within a period of three years.
- ii. Eliminate the existing compounded calculation of VAT, by consolidating the NHIA and GETFund levies with the VAT rate.
- iii. Abolish Special Import Levy of 2%.
- iv. Abolish COVID-19 Health Recovery Levy.
- v. Abolish the Ghana Health Service Disinfection Fee.
- vi. Abolish all taxes and other charges on the importation of spare parts within two years of the establishment of the Government of National Unity.

- vii. Review and consolidate all statutory fees and charges on imports imposed by Regulatory Agencies, and redistribute same under a new Cash Waterfall mechanism, designed to reduce the burden on importers.
- viii. Undertake a comprehensive assessment of the relevance of all administrative fees, service charges, and levies imposed at the Ports, with a view to eliminating all nuisance taxes, and thereby reducing the tax burden on importers.

1.4**STABLE CURRENCY**

- i. Achieve currency stabilization within a period of one year.
- ii. Review the operations of Foreign Exchange Bureaus and Commercial Banks, with a view to eliminating speculative and unauthorized trading of forex.
- iii. Enforce existing regulations on the repatriation of foreign exchange proceeds from exports.
- iv. Review and strengthen existing legislation to limit the use of foreign currency in domestic commercial transactions, particularly in the services sector.
- v. Introduce stringent regulations to reduce capital flight, particularly in respect of transfer of foreign exchange by companies.
- vi. Reduce panic buying of foreign exchange arising from loss of confidence in the economy, by restoring confidence through a change of political leadership.
- vii. Increase the supply of foreign exchange in the economy, by actively promoting exports, and reducing imports through import substitution.
- viii. Promote aggressively the consumption of local products to reduce imported goods, and thereby conserve foreign exchange.
- ix. Reduce the use of foreign exchange to pay for shipping services for both import and export trade, by facilitating the establishment of a National Shipping Line, in partnership with private sector operators.
- x. Reduce the demand for foreign exchange by reducing money supply in the economy.

1.5**LOW INFLATION**

- i. Reduce inflation to single digit within a period of two years.
- ii. Fix the foreign exchange rate for the importation of strategic commodities e.g. petroleum products, essential medicines etc, below the prevailing foreign exchange market rate, as a second forex window, as a short-term policy measure, in order to reduce the pass-through effect of the depreciation of the local currency on strategic commodity prices.

- iii. Establish a fixed exchange rate for a period not exceeding six (6) months, for the calculation of import duties, as a short-term policy intervention to reduce the high level of imported inflation in the economy.
- iv. Reduce the Bank of Ghana policy rate progressively down to single digit, and thereby reduce interest rates, which is a major cause of inflation.
- v. Introduce measures to reduce food price inflation, by boosting food production, and reducing costs along the food supply chain (production, transportation, storage, preservation, and marketing).
- vi. Promote the creation of a parallel system of food storage and distribution in the private sector, outside the National Buffer Stock Scheme, to mitigate the effects of high food prices associated with seasonal food shortages, and excessive profiteering by middlemen.
- vii. Strictly enforce the 5% ceiling on monetary financing of the budget, to reduce excess money supply, which fuels inflation.

1.6**LOW COMPETITIVE INTEREST RATES AND FINANCING CHARGES**

- i. Fix the Bank of Ghana Policy Rate at levels that will progressively bring lending rates down to single digit, within a period of three years, in order to enhance the competitiveness of the Private Sector.
- ii. Reintroduce the secondary reserve requirement for banks, and ensure that a portion is invested in short-dated papers (91-day and 182-day), at a BoG predetermined low rate. This will immediately release relatively cheap funds to the Government, which will force interest rates down.
- iii. Maintain strict compliance with regulations for fiscal discipline, to reduce Government borrowing. This will enhance liquidity for private sector financing, which will push interest rates down.
- iv. BoG to lend 15%-20% of Banks' Cash Reserve Ratio (CRR) at concessionary rates to targeted businesses, with self-liquidating transactions to be executed through banks and other vehicles.
- v. Check collusive and profiteering practices of banks in fixing interest rates.
- vi. Maintain strict oversight on the fixing of financial charges and levies by Banks.
- vii. Allow banks to cover their Foreign Exchange deposits with Foreign Exchange reserves rather than cedis, to avoid their exposure to exchange risk, and thereby reduce the negative impact on interest rates and financing charges.
- viii. Reform the current Credit Reference Bureau system to improve bank customer information, and thereby reduce risks associated with lending to the private sector. This will have a positive effect on lowering interest rates.

- ix. Operationalise the Deposit Insurance Scheme to avoid the need for high reserve requirements, as a prudential safety net, which is a critical determinant factor for fixing interest rates.

1.7 DEBT SUSTAINABILITY MANAGEMENT

- i. Maintain a strict capping on government borrowing to ensure that public debt does not exceed 55% of Gross Domestic Product (Debt-GDP ratio).
- ii. Shift government's focus from borrowing to finance capital expenditure, to incentivising private sector to provide the financing of capital expenditure for selected public infrastructure, through innovative public-private partnership arrangements.
- iii. Enhance government revenue from exports to provide resources for budget support, and thereby reduce the over reliance on debt to finance fiscal deficit.
- iv. Align government expenditure control mechanisms with government's debt sustainability management strategy.
- v. Refocus government's debt management strategy from borrowing from international capital markets, to providing incentives for the attraction of Foreign Direct Investment (FDI).
- vi. Develop a comprehensive and compelling case to support government's negotiations with external creditors for Debt Relief.

1.8 INCREASING FINANCING FOR SMALL & MEDIUM ENTERPRISES (SMES)

- i. Direct Banks to allocate the equivalent of a minimum of 10% of profit after tax, to the provision of new collateral free concessionary lending to targeted SMEs, engaged in import-substitution.
- ii. Provide regulatory capital incentives to Banks to lend to SMEs at concessionary rates, e.g. Loan loss write off, to give Banks ample time to turnaround troubled SMEs.
- iii. Facilitate the setting up of Bank Loan Recovery Courts, that will sit on regular basis with strict delivery timelines, for closure of loan default cases, to improve the borrowing culture of SMEs.
- iv. Direct the Ghana Incentive-Based Risk-Sharing System for Agricultural Lending (GIRSAL), Development Bank Ghana (DBG), EXIM Bank, etc., to channel (in the short term) 50% of their support interventions, to targeted SMEs engaged in the agriculture value chain, import substitution and general manufacturing operations, with high potential for growth.
- v. Broaden Local Content legislation to support the growth of SMEs, and thereby make them more attractive for bank financing.

1.9 REFORMS IN COCOA SECTOR FINANCING

- i. Abolish the existing Cocoa External Loans Syndication arrangements for the purchase of cocoa, and issue domestic securities denominated in local currency for cocoa purchases.
- ii. Deepen private sector participation in the Cocoa sector, by offloading part of the shares of Cocoa Board on the Ghana Stock Exchange and other external Exchanges, as well as introducing a share option scheme for Cocoa Farmers.
- iii. Conduct a comprehensive review of the Cocoa sector, with a view to introducing structural reforms in the organization and management of the sector.
- iv. Consolidate the Balance Sheet of Cocoa Board as part of Government's Balance Sheet.

1.10 DEEPENING OF CAPITAL MARKETS & FINANCIAL INTERMEDIATION

- i. Recapitalize all existing viable SOEs by offloading a minimum of 40% of its share capital, on the Ghana Stock Exchange and other external markets, to private-sector shareholders, including introducing employee stock options.
- ii. Privatize all non-viable SOEs, and channel proceeds into the establishment of a new Ghana Sovereign Wealth Fund.
- iii. Consolidate all existing statutory investment funds and other funds e.g. the Stabilization Fund, the Heritage Fund, Minerals Income Investment Fund (MIIF), Ghana Infrastructure Investment Fund (GIIF), Venture Capital Trust Fund etc, under the Ghana Sovereign Wealth Fund to be established.
- iv. Offload a minimum of 40% of all shareholding in State Owned Banks through the Ghana Stock Exchange.
- v. Strengthen collaboration between banks, telcos, and fintechs to deepen financial inclusion.
- vi. Establish partnerships between Pension Funds and selected financial institutions, to provide patient capital to support the growth and development of specific sectors of the economy.
- vii. Create a new mechanism for mobilizing foreign remittances for purposes of supporting investments in growth sectors of the economy, including but not limited to the issuance of diaspora bonds.
- viii. Develop the Greater Accra Region as an Offshore Banking and International Financial Services Center for West Africa, and establish an appropriate legal and regulatory framework for that purpose.

1.11 IMPROVING LABOUR PRODUCTIVITY

Labour as a factor of production is one of the most critical components for economic reform and reconstruction. Four critical challenges identified with labour among others, relate to;

1. labour productivity in both public and private sectors.
2. the cost of labour in the public sector, as a component of public sector expenditure.
3. appropriate skills required for optimal performance, particularly in strategic sectors of the economy.
4. fair wages, compensation and pension management in both the public and private sectors.

To address these challenges, the following broad policy prescriptions are proposed, in light of the complexity and inter-relatedness of the challenges identified:

- i. Conduct a comprehensive review of all existing labour related policies and programmes, with a view to aligning them with the strategic objectives of economic reforms and reconstruction, to overcome the gaps.
- ii. Review and rationalize the mandates of all labour related public agencies and institutions with overlapping mandates, with a view to streamlining their areas of focus and operation.
- iii. Deepen engagement between labour related institutions and agencies, Organized Labour and Employers.



1.2

INDUSTRIAL TRANSFORMATION

The development history of most of the powerful economies around the world, points clearly to the significant impact that industrialization has on economic growth and development. Industrial Transformation will not only expand the economy, increase exports, and limit the importation of goods, but will also create job opportunities, particularly for the youth.

The Industrial Transformation pillar of the GTP, which is the foundation for an Enterprise Economy, provides robust policy prescriptions, designed to develop Ghana into a new manufacturing hub for Africa, with the private sector playing a leading role. The pillar covers the following six thematic areas:

- 1 Boosting Local Production & Productivity
- 2 Strategic Anchor Industries
- 3 Promoting Export Diversification
- 4 Small and Medium Enterprise (SME) Development
- 5 Business Regulatory Reforms (BRR)
- 6 Public-Private Dialogue (PPD)

1.2.1 BOOSTING LOCAL PRODUCTION & PRODUCTIVITY

- i. Review the Implementation Framework of the One District One Factory (1D1F) Initiative, and provide additional financial resources for its operationalization.
- ii. Facilitate the establishment of youth-owned large-scale industrial companies, for groups of unemployed young people in different districts across the country, to be managed by experienced semi-retired and retired management professionals, under the auspices of the Ghana Executive Services Organization (GESO), a new management services company to be established.
- iii. Facilitate access to medium and long-term capital for manufacturing companies, with support from the Development Bank of Ghana, and by expanding the scope of the Ghana Incentive-Based Risk Sharing System for Agricultural Lending (GIRSAL), to cover strategic industrial sectors of the economy.
- iv. Provide tax incentives to Banks that provide new lending to companies operating in selected industrial sectors.
- v. Provide tax relief for companies that will employ new and young graduates up to a specified threshold.
- vi. Provide training grants to support local enterprises in strategic sectors, to cover the cost of skills training.
- vii. Provide support to private business promoters to establish Industrial Parks in different parts of the country, which will improve access to land, utilities, and business support services for industrial development.
- viii. Fast track the development of the 5,000-acre Greater Kumasi Industrial City and Special Economic Zone, as the new Manufacturing Hub for West Africa.

1.2.2 STRATEGIC ANCHOR INDUSTRIES

Accelerate the implementation of ten (10) strategic anchor industries, as new growth poles to diversify the Ghanaian economy, by undertaking the following activities:

- Conduct a comprehensive industry analysis of each sector, with a view to identifying the Strengths, Weaknesses, Opportunities and Threats (SWOT) within the sector.
- Develop policy guidelines to attract private investments in each sector.
- Identify critical support interventions from Government to enhance the competitiveness of investors, seeking to operate in each sector.
- Introduce appropriate legislation and regulations for the efficient and effective operational activities in each sector.

The ten new sectors are outlined below:

i. **VEHICLE ASSEMBLY AND COMPONENTS MANUFACTURING**

This sector has significant economic potential and is one of the leading manufacturing sectors globally, with a market value of **\$2.52 trillion**. Aside from the assembling operations in the sector, the manufacturing operations will provide significant opportunities for employment and skills development. It is envisaged that the raw materials required for the manufacturing of components in the sector, including aluminium, steel, and plastics, will be produced in Ghana from processing some of the country's natural resources including bauxite, iron, lithium, rubber, oil and gas.

ii. **GARMENTS & TEXTILES**

The global market for garments and textiles is estimated at **\$1.5 trillion**. Ghana has comparative advantage in this sector, due to the availability of skilled but relatively cheap labour, as well as significant opportunity in producing high grade cotton, which is the basic raw material for the sector.

In addition, Ghana can take advantage of export market opportunities in this sector under the United States African Growth and Opportunity Act (AGOA), as well as the EU-Ghana Economic Partnership Agreement.

Under the Presidential Special Initiative (PSI) on Garments and Textiles initiated under the administration of former President J. A. Kufuor, the sector has already generated billions of Ghana Cedis in export revenue and has generated over the years more than 200,000 direct and indirect jobs, across the value chain.

iii. **PHARMACEUTICALS**

The global market for pharmaceuticals is estimated at **\$1.48 trillion**. Ghana currently imports about 70% of its pharmaceutical requirements. There are therefore significant opportunities for both import substitution and exports in this sector. There is currently a significant number of small and medium-sized pharmaceutical manufacturing companies, that produce both for the domestic and export markets, particularly ECOWAS. There are also three WHO Certified GMP standard companies, that have the capacity to produce high quality specialized pharmaceutical products.

iv. **PETROCHEMICALS**

The global market for petrochemical products is estimated at **\$623 billion**. Ghana currently produces crude oil and gas in commercial quantities, and exports same with no value addition. The development of the petrochemical industry will therefore provide an opportunity to add value to our oil and gas resource, which will lead to the manufacturing of products such as plastics, fertilizer, bitumen, and petroleum jelly, one of the base materials for the cosmetic industry.

v. **INTEGRATED BAUXITE & ALUMINUM**

The global market for aluminium products is estimated at **\$300 billion**. A comprehensive program is currently being implemented to develop the aluminium and bauxite industry, which will cover both the downstream and upstream aspects of the industry, under the auspices of the Ghana Integrated Aluminium Development Corporation (GIADEC). The GTP will accelerate progress in the development of the sector.

vi. **IRON & STEEL**

The global market for iron and steel is estimated at **\$1.5 trillion**. Currently, there is a comprehensive plan to develop the vast deposit of high-grade iron ore in Ghana, under the auspices of the Ghana Integrated Iron and Steel Development Corporation (GIISDEC). This sector provides significant opportunities to lead the industrial transformation of Ghana, because of its multiplier effect and linkages to other sectors. The iron and steel industry will provide the raw material base for the many downstream iron and steel fabrication companies already existing in Ghana. The GTP will accelerate progress in the development of the sector.

vii. **INDUSTRIAL SALT**

The global market for Industrial Salt is estimated at **\$15 billion**. Ghana is one of the few African countries with industrial salt deposits. The development of the industry will lead to the production of critical products such as caustic soda and chlorine alkaline products for water treatment and other industrial processes. It is also used extensively in the petroleum industry. The GTP will accelerate progress in the development of the sector.

viii. **INDUSTRIAL ASSEMBLY OF ELECTRICAL AND ELECTRONIC APPLIANCES & COMPONENTS**

The global market for Electrical and Electronic Appliances and Components is estimated at **\$3.4 trillion**. This industry is currently one of the leading sources of imports to Ghana, and is therefore critical for import substitution. The local assembly of these appliances will provide an opportunity for high-quality technical jobs. It also has a significant role for promoting exports, mainly to the ECOWAS and African markets under the African Continental Free Trade Area (AfCFTA).

ix. **VEGETABLE OILS & FATS AND INDUSTRIAL STARCH**

The global market for Vegetable Oils & Fats and Industrial Starch is estimated at **\$540 billion**. These products are very important raw materials for a variety of industrial manufacturing processes, including but not limited to the food processing sector, cosmetics, pharmaceuticals, garments and textiles, and adhesives. The growth of these industries will provide significant employment opportunities, and enhance agricultural production and productivity, thereby improving rural incomes.

x. **MANUFACTURING OF MACHINERY, PLANT & EQUIPMENT**

The global market value for Machinery, Plant and Equipment is estimated at **\$5 trillion**. The development of this sector will provide a significant component of the plant and machinery requirements for the industrial transformation of Ghana. It is envisaged under the GTP, that a world-class Industrial Design Center will be established to support the development of this sector. The sector will also benefit from the use of raw materials produced in Ghana, including iron, steel, aluminium and plastics.

1.2.3 EXPORT PROMOTION & DEVELOPMENT

Increase revenue from Non-Traditional Exports to \$25 billion by the year 2029, by implementing policy interventions outlined in the National Export Strategy (NES) of Ghana. The policy prescriptions cover the production of the following export commodities:

- Cocoa Products (i.e. Paste, Butter, and Confectionery)
- Wood products (Veneers, Plywood, Builders' Woodwork and Fibre board)
- Fresh/chilled and processed fish
- Articles of Plastic
- Vegetable oil seeds and oils
- Natural rubber and rubber products
- Aluminum products
- High-value horticultural products
- Cashew nuts and processed cashews
- Textiles and garments
- Pharmaceuticals
- Arts and Crafts

There are five main categories of interventions to be applied to each of the export commodities, namely:

1.2.3.a CATEGORY ONE: PRODUCTION AND SUPPLY BASE EXPANSION

The policy prescriptions outlined in the National Export Strategy under this category, cover the following areas:

- Energy and Water
- Technology and Innovation
- Supply Chain Infrastructure
- Transporters and Carriers
- Access to Land

1.2.3.b CATEGORY TWO: EXPORT MARKET DEVELOPMENT

The policy prescriptions outlined in the National Export Strategy under this category, cover the following areas:

- Market Access
- Quality and Standards
- Packaging
- Trade Facilitation
- Export Trade Centres
- Export Round Table
- Trade and Investment Promotion Events
- Market Entry and Penetration

1.2.3.c CATEGORY THREE: MANPOWER DEVELOPMENT AND TRAINING

The policy prescriptions outlined in the National Export Strategy under this category, cover the following areas:

- Managerial and Technical Skills Development
- Attitudinal and Cultural Change
- Institutional Capacity Building

1.2.3.d CATEGORY FOUR: INCENTIVES AND REGULATORY FRAMEWORK

The policy prescriptions outlined in the National Export Strategy under this category, cover the following areas:

- Trade Finance and Access to Capital
- Regulatory Framework
- Strategic Government Interventions in Export Development

1.2.3.e CATEGORY FIVE: CROSS-CUTTING ISSUES

The policy prescriptions outlined in the National Export Strategy under this category, cover the following areas:

- Gender and Vulnerable Groups in Exports
- Environment
- Stratified Spatial Distribution of Export Oriented Production
- Trade Information

1.2.4 SMALL & MEDIUM ENTERPRISE (SME) DEVELOPMENT

SMEs are the engine of growth for the Ghanaian economy. Nearly ninety percent (90%) of enterprises fall into the category of SMEs, and account for almost eighty percent of all employment.

In order to enhance the growth and development of the SME sector, the following policy prescriptions are proposed:

- i. Conduct a comprehensive sector and industry analysis of all SMEs, with a view to documenting the number, type, nature, spatial distribution and performance of SMEs.
- ii. Facilitate access to affordable credit to SMEs including providing loan guarantee support.
- iii. Enhance access to other forms of financing for SMEs, including Grant Funding, Venture Capital, Leasing and Angel Investments.
- iv. Facilitate access to physical infrastructure to support the development of SMEs, including but not limited to industrial sites, access to utilities and retail market infrastructure.
- v. Expand market opportunities for SME products and services, including but not limited to facilitating access to shelf-space in commercial retail outlets, public procurement contracts targeting SME products, E-commerce platforms, domestic retail and export markets.
- vi. Facilitate access to technology and innovation to improve productivity and quality standards.
- vii. Provide extension services to support the operations of SMEs, using the expertise of semi-retired and retired professionals, under the auspices of the Ghana Executive Service Organization (GESO), a management services company to be established.
- viii. Establish an Industrial Subcontracting scheme that directly links SMEs to the supply chain of large-scale enterprises, through a structured process of subcontracting arrangements.
- ix. Support the management and operations of Business Resource Centers (BRCs) and Technology Solution Centers (TSCs) at the district level throughout the country, to provide a comprehensive range of business development services to SMEs. Currently, there are 67 BRCs and 21 TSCs in operation across the country.

1.2.5 BUSINESS REGULATORY REFORM (BRR)

With the current economic crisis confronting the nation, Ghana has very limited capacity in the short and medium term, to borrow from the international capital market to finance development expenditure.

In this regard, there is a critical need for Ghana to implement measures that will attract private capital, both domestic and foreign, by introducing a conducive business environment that will support private sector investments.

To promote an investment friendly policy environment, the implementation of the existing Business Regulatory Reform (BRR) Programme will be enhanced.

The BRR programme covers the following policy prescriptions:

a. IMPLEMENT TARGETED REFORM INITIATIVES TO FACILITATE THE EASE OF DOING BUSINESS

Establish a comprehensive programme to improve Ease of Doing Business in Ghana, covering the following areas: starting a business, securing permits and licences, getting access to utilities, enforcing contracts, resolving insolvency, protecting investors, paying taxes and trading across borders.

b. E-REGISTER OF BUSINESS REGULATIONS

Enhance the existing online inventory that provides businesses with an easily accessible, one-stop repository of up-to-date information on all business regulations (laws, directives, procedures, forms and fees), in force in Ghana.

c. PUBLIC CONSULTATION PORTAL

Review and improve the web portal for centralized public consultation with government institutions, on government policies, legal and regulatory reforms.

d. REGULATORY IMPACT ASSESSMENT (RIA)

- i. Develop new mechanisms to improve the Ex-Ante or Ex-Post assessment of the impacts of proposed or existing policies or regulations.
- ii. Expand the network of Regulatory Reform Units (RRUs) in relevant MDAs, as an institutional mechanism for conducting regulatory reforms and impact assessment.

e. ROLLING REGULATORY REVIEW

Design a robust mechanism to systematically carry out Rolling Reviews of regulations developed by RRUs to eliminate, revise and simplify business regulations and reduce cost of compliance.

f. **TARGETED REGULATORY RELIEFS**

- i. Grant targeted regulatory reliefs for SMEs, and gradually phase-in standard rules as the firms begin to grow.
- ii. Extend Regulatory Reliefs to other target groups or investments in specific strategic initiatives.

1.2.6 PUBLIC PRIVATE DIALOGUE (PPD)

In order to deepen collaboration between the public and private sector in economic development, the implementation of the existing PPD mechanism will be enhanced as follows:

- a. **PPD COORDINATING COMMITTEE:** The Permanent Joint Government-Private Sector Committee, made up of Ministers and nominated Representatives of the Private Sector, will meet bi-annually.
- b. **ALL-INCLUSIVE DIALOGUE ON PRIVATE SECTOR DEVELOPMENT:** The platform for continuous dialogue between government and major economic operators in the private sector, including other non-state actors and important stakeholders, will be strengthened.
- c. **THE PRESIDENTIAL BUSINESS SUMMIT (PBS):** The organization of an Annual Presidential Business Summit hosted by the President of the Republic, to climax the dialogue between Government and the Private Sector, will be revived. The outcome of the Presidential Business Summit will be the signing of the Ghana Business Compact. The Compact will be a matrix of objectives, specific recommendations, key performance indicators and timelines negotiated and agreed annually, between Government and the Private sector.



1.3

THE NEW AGRICULTURAL REVOLUTION

The agricultural policy environment in Ghana has been characterised by short-term interventions, with no mechanisms to achieve sustained growth. Poor management of investments, ineffective harmonization and alignment of donors' interventions to Government's priorities, weak leveraging of private sector investments, and poor public sector accountability, have all contributed to the stagnation in the agricultural sector.

In order to address the above challenges, there is the need for aggressive policy interventions in the sector, synchronized with Industry and Finance, that will break the long-standing cycle of poor performance in agriculture.

1 Enhancing Agricultural Production & Productivity

2 Improving Agricultural Marketing and Distribution

The Agriculture pillar proposes a New Agricultural Revolution with the following two broad thematic areas:

1.3.1 ENHANCING AGRICULTURAL PRODUCTION & PRODUCTIVITY

- i. Establish Agroparks and Processing Clusters for Enhanced Agricultural Production
 - Transform all existing large-scale irrigation schemes to Agroparks, by privatizing the required services such as irrigation, inputs credit scheme, and comprehensive mechanization services (land preparation to post-harvest services). Each Agropark will include services for production, processing, and packaging facilities for crops, poultry & livestock, and aquaculture that will be linked to well-organized out growers and their ancillary farmer groups.
 - Tailor the establishment of Agroparks to specific agro-ecological zones.
 - Provide incentives for land development and other services as well as for the acquisition of machinery, equipment and agro inputs, for the establishment of Agroparks.
 - Establish a framework for investors who will locate in the agroparks, to pay for facilities annually in kind or cash.
- ii. Develop the five (5) Northern regions (namely Northern, North-East, Savannah, Upper East and Upper West) as the Hub for the establishment of Agroparks, and promote the five Northern regions as the Food Basket for West Africa.
- iii. Fast track the development of the Pwalugu Multi-Purpose Dam to support the establishment of Agroparks, by introducing a comprehensive programme for private sector participation, particularly in the area of financing.
- iv. Develop the Middle Belt regions (Bono, Bono East, Ahafo and Western North) as the new Tree Crops production, processing and export Hub for West Africa.
- v. Develop the Oti region as the new Inland Fishing, Aquaculture and Fish Processing Hub for West Africa.
- vi. Strengthen Mass Participation in Agricultural Activities
 - Encourage mass citizen participation in farming as a business ('Operation Own a Farm' and 'Farm for Life').
 - Foster partnerships with Faith-Based Organizations to drive mass agricultural production.
 - Collaborate with Security Services to engage in large-scale agricultural production to become food self-sufficient.
 - Initiate and support Educational Institutions to engage in medium to large-scale agricultural production.
 - Provide incentives and support services for youth to participate in agricultural value chains.
- vii. Introduce a Differentiated Agricultural Credit and Financing Scheme to support the New Agricultural Revolution.

- Structure and target single-digit interest credit facilities to meet the financing needs of all the actors along the value chain.
 - Refocus the Development Bank of Ghana (DBG), ADB Bank, EXIM Bank and NIB Bank to fund and invest in the modernization, production, processing, and industrialization of agri-food systems in Ghana.
- viii. Establish a Coordinated and Integrated Agricultural Research Company (CIARC).
- Facilitate the establishment of a public-private joint venture company, to promote and coordinate all agricultural research and innovations, to enhance the commercialization and dissemination of new technologies.
- ix. Promote Climate Smart Technologies to Mitigate Climate Change effects on Agricultural Production.
- Build partnerships with technology-based institutions to develop and transfer appropriate climate smart technologies.
 - Create research centers in the ecological zones to optimize gains from carbon sequestration.
 - Provide concessionary credit facilities for the dissemination and adoption of these climate-smart technologies.
 - Introduce a new cutting-edge and innovative technology for inducing and harvesting rain, to support all year-round agricultural production.
- x. Promote local Assembling and Manufacturing of Agricultural Machinery and Equipment.
- Operationalize with the support of the private sector, the existing Technology Solution Centers (TSCs) for component assembling of agricultural machinery and equipment.
 - Provide tax exemptions for the importation of components and parts for the assembling of agricultural machinery and equipment.
 - Support the Technical and Vocational Institutes to train the youth and farmers in the assembling and usage of agricultural machinery.
- xi. Strengthen Agricultural Institutions and their Governance Systems.
- Strengthen value chain associations and service providers, to provide technical and management services for productivity enhancement and competitiveness in the agricultural sector.
 - Initiate policies that strengthen agricultural governance systems based on global best practices.

1.3.2 AGRICULTURAL MARKETING & DISTRIBUTION

- i. Increase Investment in Marketing and Post-harvest systems.
 - Operationalize with the support of the private sector, existing government warehouses and post-harvest facilities.
 - Promote the establishment of Licensed Food Distribution and Marketing companies by the Private Sector throughout the country, to be supported by Government, who will operate as Aggregators at the district level. These companies will constitute a vital link between Farmers and Market Queens in markets in the urban and peri-urban areas. The establishment of the companies will reduce transaction cost in agricultural marketing and distribution, and facilitate access to food at affordable prices.
 - Introduce a digitalized food distribution and marketing online platform which will connect producers to buyers and consumers.
 - Support the private sector with medium-term credit facilities, to build appropriate market infrastructure and modern post-harvest management facilities, for agricultural commodities.
 - Identify market opportunities under the African Continental Free Trade Area (AfCFTA) for agricultural commodities and products, and link producers and aggregators to take advantage of the AfCFTA.
 - Strengthen the operations of the Ghana Commodity Exchange.
- ii. Build Efficient and Cost-effective Transportation Systems.
 - Increase investment in and expand the network of feeder roads linking farming communities to marketing centers.
 - Increase investment in railway networks around the Agroparks, and link the railways to the waterways to provide an integrated rail-water link.
 - Revamp and restructure the Volta Lake Transport Company (VLTC), with an expanded mandate and functions, to deliver efficient waterways services.
 - Provide incentives and coordinate private sector investments for the development of competitive transportation systems for goods and people on waterways.



1.4

TOURISM

Tourism is one of the fastest growing industries in the services sector in Ghana. It contributes significantly to the country's GDP, generates export revenue and provides employment opportunities, particularly for young people.

In order to develop Ghana as a leading tourist destination in Africa, the following policy prescriptions covering seven thematic areas, are proposed:

- 1 Tourism Infrastructure & Facilities
- 2 Facilitation Support for the promotion of Tourism
- 3 Funding & Financing of Tourism
- 4 Branding & Marketing of Ghana as a Tourist Destination
- 5 Air Carrier Services as an Instrument for Promoting Tourism
- 6 Developing Human Resource and Skills Training for the Tourism sector
- 7 Developing the Creative Arts Industry

1.4.1 TOURISM INFRASTRUCTURE & FACILITIES

- i. Promote Public-Private Partnership (PPP) investments to redevelop Forts and Castles in Ghana. Ghana has the world's largest number of Forts and Castles (colonial relics) (32 out of 42 globally). Three of these are UNESCO World Heritage sites.
- ii. Develop beach-front properties and tourist enclaves in all leading coastal cities and towns in Ghana.
- iii. Incentivize private sector actors to develop motels and other lower-tier hospitality options, homestays, and other rental opportunities to promote domestic tourism across the country.
- iv. Establish a tourism desk at the district level to provide information on and promote tourism opportunities in the districts.
- v. Reduce taxes, levies, and surcharges on hotels and tourism installations to enhance their competitiveness.
- vi. Introduce fiscal and non-fiscal incentives to attract foreign and domestic private investments into the tourism sector, including but not limited to incentivizing major international hotel chains and investors to establish hotel and hospitality facilities in selected major cities across Ghana.
- vii. Increase public investment in the development of infrastructure to facilitate and improve access to tourism sites, installations, and facilities.
- viii. Establish a world-class Convention Center, in partnership with the private sector, to promote Ghana as a prime tourist destination.

1.4.2 FACILITATION SUPPORT FOR THE PROMOTION OF TOURISM

- i. Transition the existing Visa Regime for tourist entry into Ghana, to an electronic authorization entry permit system.
- ii. Identify new strategic countries that will be accorded visa waivers, to promote Ghana as a leading tourist destination.
- iii. Strengthen government and public sector institutions that promote and support tourism.
- iv. Provide support to private sector groups and organizations that promote and facilitate tourism.
- v. Harmonize and coordinate institutional support across entities working directly and indirectly on various aspects of tourism, such as the Ghana Tourist Authority and the Ghana Immigration Service.
- vi. Digitize and introduce technology innovation in promoting and delivering tourism services.
- vii. Integrate local communities in the development and management of tourism activities, including but not limited to promoting locally owned business enterprises around tourist sites.

1.4.3 FUNDING & FINANCING OF TOURISM

- i. Establish regulations that will require banks to reserve specific portions of their credit and investment portfolios, for the financing and development of the tourism sector.
- ii. Leverage the proceeds from the Tourism Development Levy, as a source of funding to support private sector investments in the tourism sector, and channel such funds through existing financial institutions.

1.4.4 BRANDING & MARKETING GHANA AS A TOURIST DESTINATION

- i. Recalibrate and realign the responsibilities of the various tourism organizations, to ensure that a single organization focuses on the branding and marketing of Ghana as a tourist destination.
- ii. Leverage Ghana's foreign Missions and Embassies as vehicles for branding and promoting Ghana.
- iii. Engage Ghanaians living abroad and in the Diaspora, as Brand Ambassadors to promote Ghana as a first-class tourist destination.
- iv. Identify and support private sector actors involved in the branding and marketing of Ghana as a tourist destination.
- v. Revamp and recapitalize the operations of the Brand Ghana Office as one of the key institutions promoting tourism in Ghana.
- vi. Promote Ghana as the 'Tourism Mecca' for peoples of African descent around the world.
- vii. Develop the Central Region as the Tourism and Hospitality Hub for West Africa.

1.4.5 AIR CARRIER SERVICES AS AN INSTRUMENT FOR PROMOTING TOURISM

- i. Support private sector investments for the establishment of a National Airline or a Home-Based Carrier.
- ii. Establish Accra as a Regional Airline Hub.
- iii. Develop domestic airport infrastructure and facilities in selected regions, to enhance access to tourist attractions across the country.

1.4.6 DEVELOPING HUMAN RESOURCES & SKILLS TRAINING FOR THE TOURISM SECTOR

- i. Establish a world-class tourism and hospitality training school, with a focus on managerial, supervisory, and base-level skills training, particularly for hotels and other hospitality installations.
- ii. Identify existing tertiary institutions offering hospitality training and provide curriculum development support, as well as facilitate industry linkages for trainees.
- iii. Develop targeted training and support programs for staff of restaurants, chop bars, and other domestic eateries.
- iv. Establish linkages with other world-class hotels and tourism organizations, to promote professional exchange programs, and the cross fertilization of industry experience.

1.4.7 DEVELOPING THE CREATIVE INDUSTRY

- i. Develop new regulations to tighten loopholes in copyright administration, and enforce existing regulations to prevent the piracy of intellectual property rights of artistes.
- ii. Reintroduce creative arts (dance, drama and theatre arts, music, and visual arts) in the basic education curriculum.
- iii. Enhance and support the capacity development of young people seeking to embark on careers in the creative industry.
- iv. Prioritize processes to enlist Highlife as an “Intangible Cultural Heritage” and promote Ghana as the ‘Highlife’ Capital of the world.
- v. Develop our traditional festivals as a major international event in collaboration with the creative industry.
- vi. Create incentives for domestic and international private sector investments in the creative industry.
- vii. Promote the branding of Ghana as a leading creative arts event location in Africa and around the world, including the organization of the World Jazz Festival.



THE GOVERNANCE CLUSTER



Governance is a critical and integral part of the policy reform agenda underpinning the Great Transformational Plan.

Since the advent of the 4th Republic in 1992, the political landscape has been characterized by fundamental and structural deficiencies in our governance regime, with severe negative impacts on the socio-economic fortunes of Ghana.

Amongst many other factors, corruption has been a key destabilizing factor for the country's economic development, and has led to the loss of trust, confidence and hope by the general population in multiparty democracy.

The GTP proposes far reaching and fundamental policy prescriptions to address many of the key challenges in the leadership and political governance architecture of Ghana.

The focal areas addressed in the Governance Cluster are as follows:



2.1 CORRUPTION

- i. Demonstrate a leadership of personal integrity and political will to fight corruption, and take decisive action against politically exposed persons involved in corruption-related activities.
- ii. Isolate all corruption-related provisions in existing legislation, and consolidate them in one enabling legislation with a clear definition of corruption, including severe sanctions to serve as a deterrent against corruption.
- iii. Amend the Constitution to establish and appoint an Anti-Corruption Czar with independent prosecutorial authority, separate from that of the Attorney General. The **Anti-Corruption Czar** will replace the Special Prosecutor.
- iv. Review the Procurement Act to improve inclusive and transparent access to public economic and commercial opportunity, whilst reducing collusion.
- v. Introduce an Anti-Corruption ‘Citizens Charter’ requiring every person as provided under Article 41 (f) of the 1992 Constitution, to “protect and preserve public property and expose and combat misuse and waste of public funds and property”.
- vi. Establish an ‘Anti-Corruption Award Scheme’ to reward and incentivise key public sector officials and appointees for demonstrating zero tolerance for corruption in the course of their duties.
- vii. Amend existing asset declaration rules to strengthen disclosure, and introduce new forms of asset tracking and recovery, including but not limited to instruments such as lifestyle audit for tracking unexplained wealth, and recovery of proceeds of corruption.
- viii. Empower civil society Anti-Corruption organisations, and strengthen partnerships between civil society and related public agencies, by providing direct and indirect support, including but not limited to access to public funds.

2.2 PUBLIC SECTOR REFORMS

- i. Reduce the size of government including appointing not more than forty (40) Ministers, composed of the following:
 1. Attorney-General (Statutory requirement)
 2. Finance, Economy, Trade & Industry
 - Minister of State for Trade & Industry
 - Minister of State for Finance & Economy
 3. Food, Agriculture & Fisheries
 4. Foreign Affairs & Regional Integration
 5. Defence
 6. Education
 - Minister of State for Basic and Secondary Education

7. Health

- Minister of State for Traditional Medicine & Mental Health

8. Interior**9. Infrastructure**

- Minister of State for Transport Infrastructure (Roads, Highways, Railways, Aviation, Public Transit Systems, and Ports & Harbours)
- Minister of State for Communications & Digitalization
- Minister of State for Public Housing, Water Systems, Sanitation, Waste Management & Sewage Systems

10. Energy & Natural Resources (Lands, Water Bodies, Mining, Oil & Gas, Renewable Energy)

- Minister of State for Lands & Mineral Resources

11. Youth & Sports**12. Local Government & Decentralization****13. Environment, Science, Technology & Innovation****14. Tourism & Culture (Chieftaincy, Religion, Creative Arts)****15. Labour (Manpower Development & Employment Relations)****16. Women, Children & Social Welfare (PWDs, Aged & Vulnerable Groups)**

- ii.** Merge and consolidate statutory departments and agencies with similar functions and overlapping mandates.
- iii.** Institute mechanisms to promote meritocracy including awards, recognition and rewards for exceptional contributions to the formulation and execution of public policy.
- iv.** Provide appropriate incentives that enhance personal wellbeing for public servants and other professionals, including emolument review, progressive access to capacity building, career progression, self-owned housing, public transport, and a strengthening of pension administration.
- v.** Review existing legislation and regulations on Public Private Partnerships (PPPs), to create a strong and intentional culture of public/private sector collaboration, cooperation, coordination, mutual responsibility and accountability, that will enhance private sector wealth creation, and fair and equitable access to economic opportunities.
- vi.** Revise and implement a new model of privatisation of State-Owned Enterprises (SoEs), involving listing of viable SoEs on the Ghana Stock Exchange, including management and employee shareholding schemes.
- vii.** Enhance executive management capability and oversight in the Civil Service, through a comprehensive programme of capacity building, to improve service delivery and performance.

2.3 JUDICIARY

- i.** Enhance the administration of justice with the necessary infrastructure and logistical support, and improvements in work environment.
- ii.** Introduce legislation to cap the number of Supreme Court Justices.

2.4 EXECUTIVE

- i. Amend Articles 70, 190, 195, 202, 207, 212, 232(2) related to the appointment of Heads of Independent Constitutional Bodies (ICBs) and other Public Sector Entities, and the Heads of Security Services, to make the appointment of the said Officers by the President, subject to approval by the Second Chamber (to be established in place of the Council of State).
- ii. Amend Articles 144 (1) and (2) in the case of the appointment of the Chief Justice and other Justices of the Supreme Court, to require the President to make the said appointments in consultation with the Second Chamber (to be established in place of the Council of State) and with the approval of Parliament.
- iii. Enforce the Constitutional provision to develop and publish rules and guidelines for the exercise of discretionary power under Article 296 (c).
- iv. Revise and strengthen the rules and guidelines governing public contracting, procurement, loan acquisition and asset management, to ensure transparency, accountability and value for money.
- v. Develop an objective and resilient mechanism for regular, transparent engagement amongst the ICBs, the Arms of State and other relevant Institutions.
- vi. Amend Article 66 (1) to extend the term of office of the President of the Republic, from four (4) to five (5) years, eligible for re-election for a second term.
- vii. A person shall not be elected as President for more than two (2) terms.

2.5 COUNCIL OF STATE

- i. Abolish the Council of State and establish a new Second Chamber of Parliament, with representation from key stakeholder groups including Faith Based Organisations, Traditional Authorities, Professional Bodies, Artisanal Associations, Gender based Organisations, the Private Sector, Labour Unions, Academia, the Diaspora and PWDs.
- ii. The Second Chamber will be vested with powers of oversight over Executive actions, participate in the approval process of appointments to Independent Constitutional Bodies (ICBs), and review budgets of ICBs, and the Arms of State, for approval by Parliament.

2.6 LOCAL GOVERNMENT AND DECENTRALISATION

- i. Undertake a comprehensive review of local government structures and functions, with a view to deepening political and administrative decentralization.
- ii. Accelerate Fiscal Decentralisation including a review of the role and accountabilities of the District Assemblies Common Fund.
- iii. Amend Article 243(1) to elect MMDCEs and review the role of Regional Coordinating Councils in Local Government.

2.7 CHIEFTAINCY

- i. Deepen the participation of Chiefs and Queenmothers in local government administration, by creating specific roles for Chiefs and Queenmothers within local governance structures.
- ii. Amend Article 257 (6) to enable Traditional Authorities to participate in the approval and exploitation of natural resources found within their traditional areas.

2.8 NATIONAL SECURITY AND DEFENCE OPTIMIZATION

- i. Deploy resources to strengthen National Security and Defence Mechanisms and Infrastructure, in order to deal substantively with emerging security threats and challenges, particularly in the Sahelian region.
- ii. Establish a National Reserve Force to be composed of graduates from tertiary institutions, who opt for a six-month period of training in the Security Services, upon graduation.
- iii. Deepen collaboration between the Security Services and other external and international Services, including but not limited to professional training, and capacity building.

2.9 MEDIA

- i. Introduce Public-Private Partnerships (PPP) in the ownership and management of all State Media Organizations.
- ii. Provide fiscal and other incentives to private sector media organizations, to enhance and modernize their operations, including but not limited to improvements in work environments, staff compensation and welfare, capacity building and mentoring, and logistics support.
- iii. Deepen access to information on public sector and government activities to enhance public information dissemination.

2.10 PUBLIC INFORMATION MANAGEMENT AND CONSULTATION

- i. Amend the Public Records and Archives Administration Act, 1997 (Act 535) to improve the collection, collation, processing, storage, retrieval and dissemination of public information, and align relevant parts to the Right to Information Act 2019 (Act 989).
- ii. Enhance existing public consultation processes to afford interested stakeholders, ample opportunity to contribute to the formulation of policy and execution of government programmes.
- iii. Strengthen the capacity of the Ghana Statistical Services to deliver accurate and well-structured national economic and social data, in a timely manner.

2.11 DIPLOMATIC AND INTERNATIONAL RELATIONS

- i. Adopt the principle of ‘positive neutrality’, anchored on the strategic interests of Ghana, as well as the shared values for the preservation of peace and respect for humanity, as the basis for Ghana’s diplomatic and economic relations with the International Community, including Multilateral and Bilateral Development institutions.
- ii. Reinforce Ghana’s commitment to the principles, programmes and activities of the African Union (AU), Economic Community of West Africa States (ECOWAS), and other Regional Organizations.
- iii. Actively utilize Ghana’s Diplomatic Missions abroad, as strategic vehicles for economic and commercial diplomacy, including but not limited to attracting inward and outbound investments, as well as promoting exports from Ghana.

2.12 CIVIL SOCIETY ORGANISATIONS (CSOs)

- i. Provide structured avenues for effective participation of Civil Society Organisations in public policy formulation, analysis, and the monitoring and evaluation of development outcomes.
- ii. Advocate for the recognition of CSOs as the “5th Estate” of the realm in Ghana, and ensure access to financial and other resources to support their operations.

2.13 ECONOMIC GOVERNANCE

- i. Build an Enterprise Economy in Ghana that provides opportunities for private sector-led growth.
- ii. Ensure inclusivity for all Ghanaians in respect of access to economic opportunities.
- iii. Enforce value for money audit requirements in public contract management.
- iv. Introduce local content provisions in all relevant legislation, that provide opportunities for local economic operators, in the ownership and supply chain operations of foreign controlled businesses.
- v. Review the structure and operations of all public investment vehicles, including Minerals Income Investment Fund (MIIF), Ghana Infrastructure Investment Fund (GIIF), Development Bank of Ghana (DBG), the Stabilisation Fund, the Heritage Fund, and State Interests and Governance Authority (SIGA), and consolidate same to establish a Ghana Sovereign Wealth Fund, with a view to ensuring a sustainable accumulation of wealth for the long-term prosperity of the nation.
- vi. Offload 40% of the Ghana Sovereign Wealth Fund onto the Ghana Stock Exchange, to be traded as the Ghana Prosperity Bond/Share.
- vii. Introduce appropriate legislation and regulations to protect public

assets and resources.

- viii. Revamp the operations of State Institutions responsible for public accounting, to ensure optimal transparency and accountability for the use of Government financial resources, e.g. Auditor-General, Internal Audit Agency, and Controller and Accountant General's Department.
- ix. Rationalize the operations of selected regulatory agencies with overlapping mandates, such as in the energy sector, to ensure fair and equitable regulatory regime and operating environment in the relevant sectors.
- x. Establish a regulatory regime to ensure fair pricing, quality assurance and environmental sustainability standards, in all Public-Private commercial projects.
- xi. Review all existing fees and charges under current legislation, in respect of the delivery of public services, to ensure transparency, accountability and value for money.
- xii. Fast track the enactment of the Consumer Protection Bill, to provide a robust legislative framework to protect the interest of consumers, in respect of access to social services, including but not limited to the use of public infrastructure.
- xiii. Strengthen existing regulatory agencies to ensure reliability, affordability and sustainability of the delivery of public services.
- xiv. Review the operations of the existing Client Service Units established within MDAs and other public sector institutions and organizations, and ensure significant improvement in the efficiency and effectiveness of the operations of the said units.
- xv. Deepen engagement with international development financing institutions to attract financing for critical infrastructure projects, and thereby reduce Government's current exposure for the financing of such projects.
- xvi. Explore innovative bilateral financing and other commercial arrangements for the development of large-scale public infrastructure, including barter arrangements.

2.14 SOCIAL GOVERNANCE

- i. Protect vulnerable groups through provision of safety net programmes and activities, and other specialized assistance programmes for People with Disabilities (PWDs).
- ii. Legislate specific rights for vulnerable groups.
- iii. Provide opportunities for inclusive participation by all vulnerable groups, in all State sponsored programmes and activities.
- iv. Define the nature and character of the society we want, through educational and other social systems, that are built on national values, patriotic attitudes and behaviour.

2.15 CONSTITUTIONAL REFORMS

- i. Abolish Article 71 (entrenched provision), which identifies specific public sector officials, in separate categories for purposes of determining emoluments.
- ii. Empower the Fair Wages and Salaries Commission to determine the salaries of public service officials previously categorised under Article 71.
- iii. Amend Article 190 (1) to enable the empowered Fair Wages and Salaries Commission to determine salaries of all public service officers defined under the said article.
- iv. Amend Article 78 (entrenched provision), to enable the President appoint Ministers without limitation from any source.
- v. Abolish Articles 89 to 92 under Chapter Nine of the Constitution, which establish the Council of State and provide for its functions.
- vi. Legislate the establishment of a Second Chamber of Parliament, made up of nominated Representatives of non-state stakeholder entities, including but not limited to Faith Based Organisations, Civil Society Organizations, Traditional Authorities, Professional Bodies, Artisanal Associations, Gender Based Organisations, Youth Based Organizations, the Private Sector, Labour Unions, Academia, the Diaspora and PWDs. The composition of the second Chamber shall not exceed twenty-five (25) Representatives.
 The Second Chamber will be vested with powers of oversight over Executive actions, participate in the approval process of appointments to Independent Constitutional Bodies (ICBs), and review budgets of ICBs, and the Arms of State, for approval by Parliament.
- vii. Amend Article 70 (entrenched provision), on the appointment of Heads of Independent Constitutional Bodies (ICBs), and align same to the new legislation on the establishment of the Second Chamber of Parliament.
- viii. Amend Articles 190, 195, 202, 207, 212, and 232 (2) (non-entrenched), relating to the appointment and tenure of specified Heads of Independent Constitutional Bodies (ICBs), to conform to the provisions in the legislation establishing the Second Chamber of Parliament.
- ix. Amend Article 257 (6) to establish Traditional Authorities as co-trustees with the President, in respect of all mineral rights in Ghana.
- x. Amend Article 243 to enable the election of MMDCEs, and also amend all other consequential provisions related to Article 243, with a view to deepening decentralization and local governance.
- xi. Amend Article 218 (a) and (e) (entrenched provision) to remove the mandate of the Commission for Human Rights and Administrative Justice (CHRAJ) to investigate allegations of corruption.
- xii. Amend Article 88 (3) and (4) to limit the authority and mandate of the

Attorney-General, in respect of the prosecution of all corruption related offences.

- xiii. Legislate the establishment of the Office of an Anti-Corruption Czar, as an independent Constitutional Body, to be responsible for the investigation, initiation and prosecution of all corruption and corruption related offences.

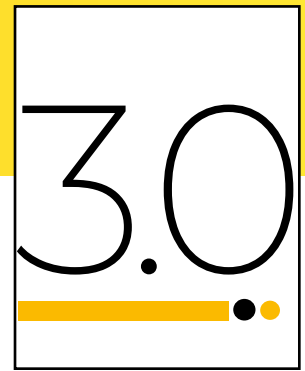
IMPLEMENTATION PLAN

It is proposed that the following implementation plan be adopted for the execution of the reform process.

- i. An announcement by the Presidency of the intent to continue and conclude the reform process.
- ii. Establishment of a Cabinet lead and Technical Task Team (TTT) to lead the process.
- iii. Technical Task Team to publish the amendments proposed by the President.
- iv. Technical Task Team to embark on a road show to build consensus around proposals.
- v. A report of the Technical Task Team after the roadshow to be considered and approved by Cabinet.
- vi. Technical Task Team to commission draft bills of the proposals.
- vii. Proposals not requiring a referendum (non-entrenched articles) to be sent directly to Parliament.
- viii. Proposals requiring a referendum (entrenched articles) to be subjected to deeper engagement with stakeholders, followed by a referendum.
- ix. The entire reform process to be completed within a period of two years.



THE INFRASTRUCTURE CLUSTER



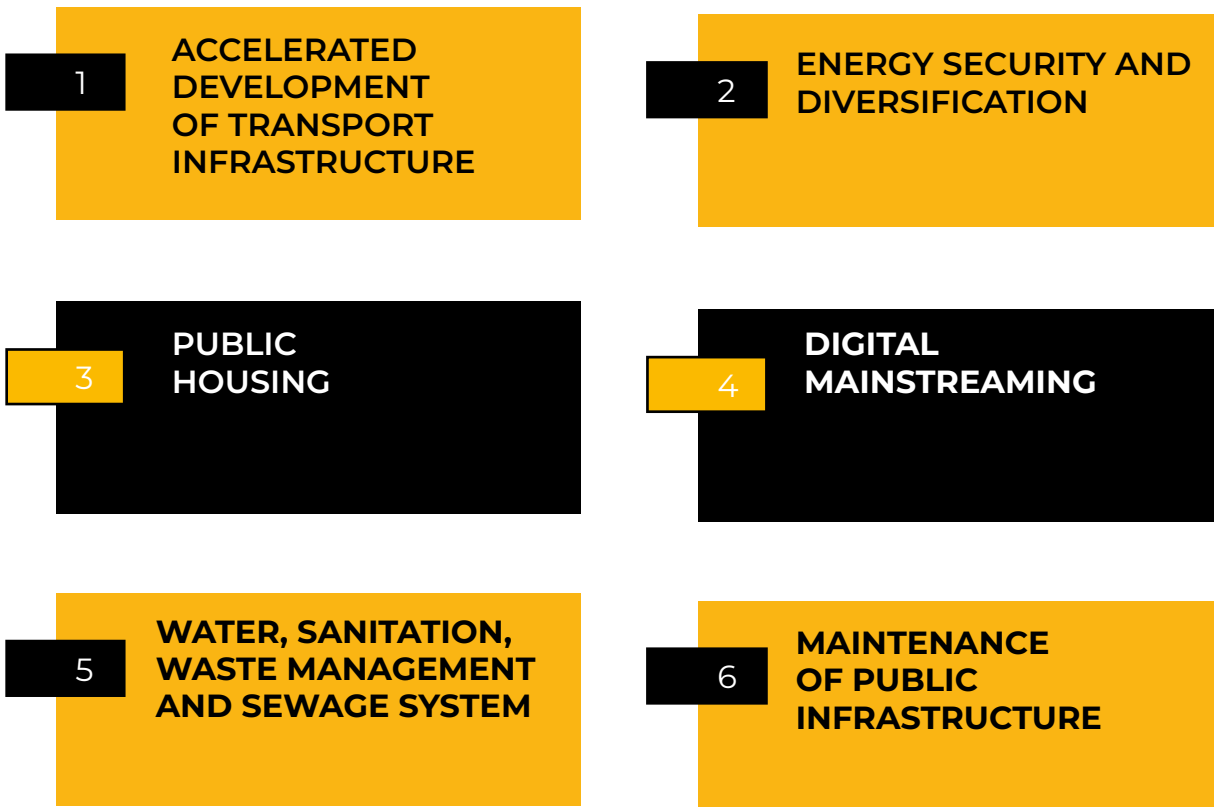
Infrastructure is a critical component for the socioeconomic development of any country. In Ghana, the infrastructure deficit in terms of availability, quality, diversity, and access has been a distinctive characteristic of our national development efforts since independence. This phenomenon is evident in both urban and rural communities.

The primary reason for this deficit has been the lack of financial, technical and other resources in the delivery of infrastructure facilities and services. The business model adopted over the years, which is predicated on government being the principal funding source for the development of infrastructure, has clearly failed to deliver tangible results.

The experience in the advanced economies in addressing the challenges associated with infrastructure development as outlined above, has been to promote private ownership and, or public-private partnership in the planning, execution and management of public infrastructural projects.

The GTP seeks to achieve a complete overhaul of infrastructure delivery in Ghana, by introducing innovative policy prescriptions, covering a variety of infrastructure facilities including roads and highways, railways, aviation, ports and harbours, public transit systems, energy, telecommunications, public housing, water systems, sanitation, waste management and sewage systems.

There are six (6) pillars under the Infrastructure Cluster, namely:



3.1

ACCELERATED DEVELOPMENT OF TRANSPORT INFRASTRUCTURE

- i. Undertake a comprehensive assessment of the state of all existing public transport infrastructure projects and facilities across the country.
- ii. Based on the findings of the assessment exercise, prepare and implement detailed proposals for the reconstruction, rehabilitation, expansion, completion, or commissioning of existing public transport infrastructure projects and facilities.
- iii. Establish a National Shipping Line as a strategic transport infrastructure initiative, with the support of the private sector, to enhance the maritime services sector as a vehicle for facilitating import-export trade, particularly under the African Continental Free Trade Area (AfCFTA), and boosting government revenue from shipping services.
- iv. Revamp the operations of the Volta Lake Transport Company to provide cost effective inland water shipping services on the Volta Lake.
- v. Support private sector investments for the establishment of a National Airline or a Home-Based Carrier.
- vi. Provide fiscal and non-fiscal incentives to the private sector to invest in the provision of transport infrastructure, under a variety of ownership and management arrangements, including but not limited to Private Sector Concessions; Build Operate and Transfer (BOT); Build Own and Operate (BOO); Engineering, Procurement, Construction and Financing (EPCF); Engineering, Procurement, Construction, with Debt Financing; Engineering, Procurement, Construction, with Suppliers Credit.
- vii. Provide medium to long term financing to local private sector Contractors (two in every district), to acquire construction equipment and other facilities on a work and pay contractual basis, for the construction and maintenance of all urban and feeder roads in every district.
- viii. Establish a road tolling regime that will provide a fair and competitive return for investment in the construction and maintenance of road infrastructure, in particular highways and trunk roads.
- ix. Amend existing regulations on modalities and charges associated with Road Tolls, in line with the new Road Tolling Regime to be established.
- x. Deploy proceeds from the Ghana Road Fund, exclusively to cover the cost of the maintenance of public road infrastructure, in locations where Road Tolls are not viable e.g. rural feeder roads and town roads in urban and peri-urban communities.
- xi. Liaise with the Bank of Ghana to issue Infrastructure Bonds with attractive yields, to support the financing of strategic transport infrastructural projects, with high income generating potential.
- xii. Review and rationalize the mandates of all statutory agencies and public institutions associated with the development of transport infrastructure, and consolidate those with overlapping functions.

- xiii. Strengthen existing research institutions engaged in the transport infrastructure sector, and support research into the use of local raw materials and technologies.
- xiv. Develop strategic partnerships with foreign countries to build local capacity for the delivery of transport infrastructure projects.
- xv. Improve construction design of public transport infrastructure to respond to the specific demands of client usage and cost considerations.

3.2

ENERGY SECURITY AND DIVERSIFICATION

- i. Eliminate 'Dumsor' and achieve sustained and reliable supply of power within a period of six months.
- ii. Negotiate special credit lines for the supply of Gas and Crude from existing supply sources, to optimize the use of existing thermal generation infrastructure.
- iii. Review the existing contractual agreements with Independent Power Producers (IPPs), with the view to reducing the burden on government in respect of financial commitments for the utilization of power generated by the IPPs.
- iv. Review and rationalize the mandates of all statutory agencies and public institutions associated with the development of the energy sector, and consolidate those with overlapping functions.
- v. Review the Energy Sector Strategy and Transition Plan to respond to current and emerging challenges of the sector, including but not limited to prioritizing the introduction and use of low cost, efficient, and green energy sources, such as Nuclear and Hydrogen power.
- vi. Introduce Private Sector participation into the power distribution sector, and create regional power distribution enclaves, managed by the Private sector.
- vii. Enhance revenue collection by ECG through the use of modern technologies including but not limited to Artificial Intelligence (AI) and Block Chain technology.
- viii. Outsource the Retail and Commercial aspects of ECG operations (Metering, Billing and Collection) from the Distribution function.
- ix. Ensure the effective implementation of the Cash Waterfall mechanism among the energy sector players, to promote efficiency in power Generation, Transmission and Distribution.
- x. Aggressively implement a programme of action to upgrade existing infrastructure, including transmission lines, substations, and distribution systems, to reduce technical losses.
- xi. Introduce Mini-hydro systems with accompanying Transmission infrastructure, as a means of decentralizing power generation and transmission, and to reduce transmission losses and cost of power.

- xii. Decouple thermal energy infrastructure from VRA, and introduce Public Private Partnership (PPP) into the ownership and management of all existing Government owned and controlled thermal energy systems, to compete with IPPs.
- xiii. Expand investment in Liquefied Natural Gas (LNG) production infrastructure and extend supply pipelines across the country to power regional thermal systems.
- xiv. Improve the business and investment environment to attract greater investments into the upstream and downstream oil and gas sector.
- xv. Reduce direct and indirect political interference in the management of the energy sector, and promote transparency and accountability in the sector.
- xvi. Enforce the application of local content provisions in existing legislations and regulations in respect of the energy sector.
- xvii. Enhance the provision of good quality petroleum infrastructure, including but not limited to storage facilities and distribution pipelines.
- xviii. Develop the Western region as the new Oil and Gas Processing Hub for West Africa.

3.3

PUBLIC HOUSING

- i. Reduce significantly the public housing deficit, and achieve self-sufficiency within a period of five years.
- ii. Conduct a comprehensive review of all existing public housing projects, and prepare and implement detailed proposals for the reconstruction, rehabilitation, expansion, completion, or commissioning of such projects.
- iii. Establish a Mortgage Financing institution under a Public-Private Partnership (PPP) arrangement, to promote public housing, in particular affordable and low-income housing.
- iv. Liaise with Traditional Authorities to facilitate access to large tracts of land for construction of affordable housing by private sector developers.
- v. Introduce fiscal and non-fiscal incentives to support private sector estate development, as a means of reducing the cost of housing delivery.
- vi. Strengthen existing research institutions engaged in the development and use of local raw materials and technologies for the building construction industry.
- vii. Review existing legislation and regulations on rent and rent control, with a view to protecting the interest of citizens.

3.4 DIGITAL MAINSTREAMING

Digital mainstreaming in all government and public sector activities as well as within the private sector, can only be achieved with a strong and robust national digital infrastructure platform.

In this regard, the development of digital infrastructure will be aggressively pursued, in respect of Network Infrastructure, Data Centers, Internet of Things Devices, Artificial Intelligence and Machine Learning Platforms, Cybersecurity Systems, Data Analytics and Visualization Tools, and Cloud Computing Support Infrastructure.

High quality and efficient digital infrastructure as outlined above, will enable digital services including but not limited to Virtual learning, E-commerce and online shopping, digital healthcare and telemedicine, Digital payments and transactions, Industrial automation and Remote work and offsite service provision.

Access to low-cost data is essential for increased use of digital services in the economy, fostering inclusivity, and driving innovation.

The following policy prescriptions are proposed to support the development of the sector:

- i. Undertake a comprehensive assessment of the state of all existing public digital infrastructure and facilities across the country.
- ii. Based on the findings of the assessment exercise, prepare and implement detailed proposals for the reconstruction, rehabilitation, expansion, completion, or commissioning of existing public digital infrastructure and facilities.
- iii. Review and rationalize the mandates of all statutory agencies and public institutions associated with the development of the telecommunication sector, and consolidate those with overlapping functions.
- iv. Conduct a comprehensive review of policies, programmes and projects in the telecommunications and digital space, with a view to aligning the structure and content with emerging global dynamics.
- v. Provide fiscal and non-fiscal incentives to the private sector to invest in the development of telecommunications and digital sector.
- vi. Promote research and innovation in the application of digital technology and services, including but not limited to developing curriculum for basic, secondary and tertiary institutions, as well as adult learning centers.
- vii. Deepen penetration of digital technology usage in the public service and across all sectors of the economy.
- viii. Enhance the management and operations of existing technology and innovation centers in districts across the country.

- ix. Review existing legislation and regulations in respect of cyber security, and ensure maximum enforcement and compliance with such regulations.
- x. Mainstream the application of digital technologies in the development of new urban and peri-urban communities as part of government's urban renewal strategy.
- xi. Offer tax rebates and other incentives to Telcos, in order to reduce significantly the cost of data.

3.5

WATER, SANITATION, WASTE MANAGEMENT & SEWAGE SYSTEM

There is a plethora of laws, regulations, institutions, policies and programmes in the area of Water, Sanitation, Waste management and Sewage systems. The challenge has been the enforcement of the laws and regulations, and the lack of connectivity in the execution of the policies and programmes in the sector.

Against this background, the focus of the policy prescriptions in this sector, is restricted to new institutional arrangements that will coordinate current efforts in the sector in an efficient and effective manner. The following policy prescriptions are therefore proposed:

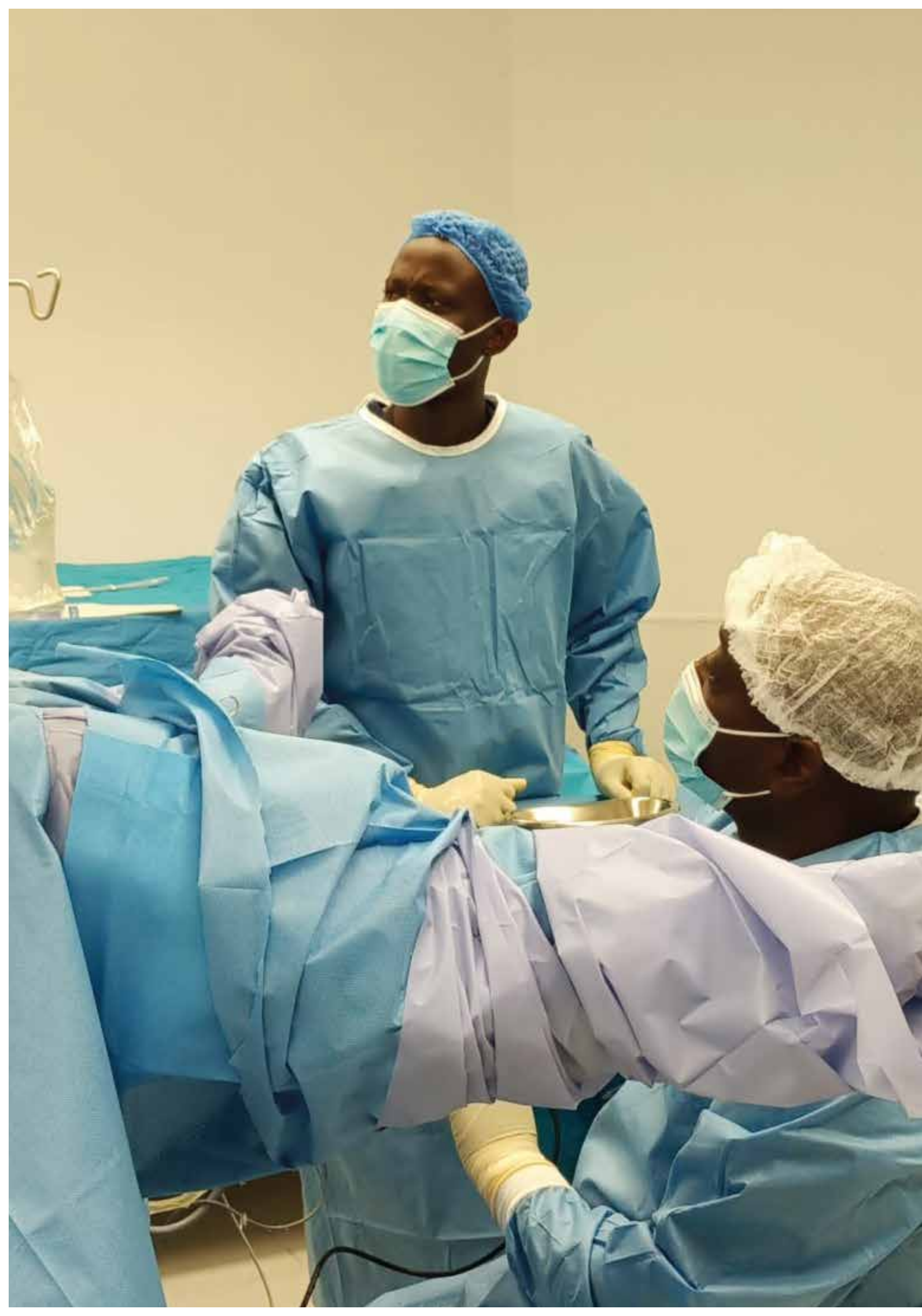
- i. Conduct a comprehensive review of existing policies and programmes in water, sanitation, waste management and sewage systems, with a view to identifying critical challenges and obstacles in respect of infrastructure, service delivery, coordination, financing and maintenance.
- ii. Review and rationalize the mandates of all public agencies and institutions engaged in the sector with overlapping mandates, as well as private sector economic operators within the sector.
- iii. Undertake a massive investment programme, with the support of the private sector, in the modernization of existing water treatment systems, distribution networks and storage facilities accros the country.
- iv. Embark on a comprehensive advocacy programme on efficient water use and promote water-saving practices.
- v. Assess turbidity levels in all major water bodies, particularly those affected by illegal mining activities and implement concrete measures to clean and clarify such water bodies.
- vi. Introduce new legislation and regulations to protect water bodies in Ghana.
- vii. Decouple sanitation management from Community Water and Sanitation Agency, and establish an omnibus National Sanitation, Waste Management and Sewage Systems Authority.
- viii. Develop a new Public-Private sector participation framework for

collaboration between the new Authority and private sector economic operators in the sanitation and waste management sector.

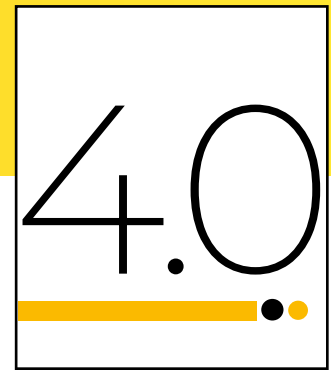
- ix. Conduct a comprehensive review of all existing projects across the country, in respect of drains and waterways for flood and sewage control, with a view to identifying gaps in the provision of infrastructure, maintenance regimes, flood risk mapping, wetlands conservation and early warning systems.
- x. Develop and implement targeted projects designed to address the deficiencies and gaps identified in the review exercise.

3.6**MAINTENANCE OF PUBLIC INFRASTRUCTURE**

- i. Introduce legislation and appropriate regulations to compel the provision of a maintenance budget in all publicly funded infrastructure development projects.
- ii. Establish, equip and provide qualified personnel for Maintenance Units in all MDAs and public sector organizations and companies, to be responsible for the efficient and regular maintenance of all physical infrastructure under the management and control of the said institutions and organisations.
- iii. Create robust mechanisms for the outsourcing of specialized maintenance services to the private sector by MDAs and public sector organizations and companies.
- iv. Establish a decentralized national audit mechanism for tracking the maintenance of all public infrastructure, and develop a comprehensive programme to compel public institutions and agencies to comply with audit outcomes.
- v. Promote a complete mindset change among citizens on developing a culture of maintenance and asset preservation, through aggressive public education and advocacy.



THE SOCIAL SERVICES CLUSTER



The Social Services Cluster seeks to enhance the quality of life of the citizenry, and provide the human capital resource for national development. In addition, it ensures that vulnerable groups are not disadvantaged in terms of access to services delivered by public sector institutions and organizations, as well as the private sector and other economic actors.

There are five pillars under the Social Services Cluster, namely:



HEALTH



EDUCATION



SPORTS



YOUTH



**VULNERABLE AND MARGINALIZED
GROUPS (WOMEN & CHILDREN;
THE AGED; PEOPLE LIVING WITH
DISABILITY - PWDs)**

4.1 HEALTH

The strategic objective under the Health sector is to progressively achieve Universal Health Coverage in Ghana. To realize this objective, the GTP proposes policy prescriptions that would generate transformational outcomes in health delivery. The policies are grouped under the following broad thematic areas:

- a. Health Infrastructure
- b. Financing of Healthcare
- c. Health Service Delivery
- d. Human Capacity Development
- e. Institutional Architecture

4.1. a HEALTH INFRASTRUCTURE

- i. Undertake a comprehensive assessment of the state of all existing public health infrastructure and facilities across the country.
- ii. Based on the findings of the assessment exercise, prepare and implement detailed proposals for the renovation, rehabilitation, retrofitting, expansion, completion, or commissioning and operationalization of the identified public health infrastructure and facilities.
- iii. Establish new health infrastructure and facilities in specific locations where required, based on the assessment exercise.
- iv. Reconstruct incrementally in phases, the two leading specialist tertiary Teaching Hospitals, namely Korle Bu and Komfo Anokye Hospitals on their existing sites, using private capital on a BOT basis or other public-private contractual arrangements.
- v. Provide appropriate healthcare equipment and logistics to ensure effective and efficient operationalization of all healthcare installations.
- vi. Provide incentives to the Private Sector to build, own and operate standardized Community Hospitals in all peri-urban centers and towns across the country, on Work- and-Pay basis.

4.1. b FINANCING OF HEALTHCARE

- i. Strengthen the operations of the National Health Insurance Authority (NHIA), by introducing new transformative policy measures, including but not limited to: i) increasing the National Health Insurance Premium ii) extending the benefit package and coverage under the Scheme iii) granting special dispensation for the non-payment of Premium to citizens who are verified to be unemployed.
- ii. Provide catalytic working capital funding at subsidized interest rates, to support the efficient and effective operations and management of privately owned healthcare facilities, based on an agreed criteria.
- iii. Ringfence proceeds from the National Health Insurance Levy and channel same directly and exclusively to support the operations of NHIA.

- iv. Introduce a comprehensive digitalized audit system, to eliminate the incidence of collusion and fraud, in the operationalisation of the National Health Insurance Scheme.
- v. Establish a Special Fund under the NHIA to subsidize the cost of managing complex chronic diseases.

4.1. c HEALTH SERVICE DELIVERY

- i. Restructure the operations of Community-based Health Planning and Services (CHPS) Compounds to significantly improve access to quality health services in rural communities.
- ii. Introduce a General Practitioners (GPs) system, based on the primary care model, by deepening private sector participation in the delivery of healthcare, and enhancing access of citizens to basic quality healthcare services, within specified catchment areas.
- iii. Install 100,000 Health Screening Booths at vantage points in all communities around the country, to provide screening for early detection of lifestyle diseases (e.g. Hypertension, Diabetes, Cholesterol), and other common ailments (e.g. Malaria, Flu, Typhoid, Cholera) for a token fee. The Booths will be owned and managed by SHS Graduates or Graduates from tertiary institutions, who will be trained to provide the screening services on a Work and Pay basis.
- iv. Upgrade existing Regional Hospitals to the status of specialist referral hospitals across the country.
- v. Provide funding at subsidized interest rates, to support the establishment, operations and management of privately owned diagnostic and laboratory facilities.
- vi. Integrate fully Herbal and Traditional Medicine practice in all public healthcare institutions across the country.
- vii. Extend the establishment of Mental Health Units to all secondary and tertiary public healthcare institutions across the country.
- viii. Improve the Labour (Amendment) Bill with the following amendments:
 - Extend Maternity Leave to 24 weeks of paid leave.
 - Provide an option of an additional 12 weeks of unpaid Maternity Leave.
 - Introduce paid Paternity Leave of 12 weeks.

4.1. d HUMAN CAPACITY DEVELOPMENT

- i. Provide fiscal and non-fiscal incentives to the corporate private sector, to contribute to the establishment of a Special Fund, dedicated to improving the work environment for health workers in the public sector.
- ii. Undertake a comprehensive assessment of the human resource and skills requirements for the health sector, and compare the findings with an audit of the current staffing capacity within the sector.
- iii. Recruit new staff to fill the skills gap identified from the assessment exercise.
- iv. Enhance opportunities for deployment and placement of qualified health workers, particularly within government facilitated privately owned health facilities.
- v. Undertake a special human resource capacity building programme for health personnel, specifically for purposes of meeting the high demand for health professionals in foreign countries.

4.1. e INSTITUTIONAL ARCHITECTURE

- i. Review and rationalize the mandates of all public institutions and agencies in the health sector, and consolidate those with overlapping functions.
- ii. Establish a new Authority for Herbal and Traditional Medicine separate from the Ghana Health Service.
- iii. Strengthen the oversight responsibilities of the Ghana Medical and Dental Council to regulate the practice of medicine in both the public and private sector.



4.2 EDUCATION

The strategic objective under the Education sector is to provide free compulsory early child, basic, secondary and tertiary education for all Ghanaians of school going age, and to equip them with knowledge and skills, that will make them employable or position them for self employment.

To realize this objective, the GTP proposes policy prescriptions that are grouped under the following broad thematic areas:

- a. Education Infrastructure
- b. Financing of Education
- c. Curriculum Development and Teaching
- d. Human Capacity Development
- e. Institutional Architecture

4.2. a EDUCATION INFRASTRUCTURE

- i. Undertake a comprehensive assessment of the state of all existing public education infrastructure and facilities across the country.
- ii. Based on the findings of the assessment exercise, prepare and implement detailed proposals for the renovation, rehabilitation, retrofitting, expansion, completion, or commissioning of the identified public education infrastructure and facilities.
- iii. Establish new education infrastructure and facilities in specific locations, where required, particularly at the basic level, based on the assessment exercise.
- iv. Expand STEM school infrastructure as well as Technical and Vocational Training infrastructure.

4.2. b FINANCING OF EDUCATION

- i. Review the operations of the Ghana Education Trust Fund (GET Fund) with particular emphasis on auditing the disbursement of funds for the construction of educational infrastructure.
- ii. Ringfence proceeds from the GET Fund Levy, and channel same directly and exclusively to support the development and maintenance of educational infrastructure and facilities.
- iii. Create a Special Window within the GET Fund, with an independent Board of Trustees, composed of private individuals of high integrity, to which development partner institutions, non-governmental entities, corporate bodies and individuals could contribute funds, to support the financing of education.

- iv. Provide catalytic working capital funding at subsidized interest rates, to support the efficient and effective operations and management of privately owned educational institutions, particularly at the pre-basic, basic and secondary school levels, based on agreed criteria.
- v. Review the operations of the Ghana Scholarship Secretariat, and ensure transparency and accountability in its operations. In addition, reposition the Secretariat from the Office of the President to the Ministry of Education, and ensure that its activities are aligned to the strategic human resource requirements for national development.
- vi. Conduct a comprehensive review of the Free SHS programme, with a view to improving its operationalization, particularly in respect of:
 - Financial Sustainability
 - Infrastructural Requirements
 - Curriculum Development
 - Capacity Building for Teachers and Non-Teaching Staff
 - Transitioning Free SHS Graduates to tertiary education and the world of work.

4.2 c SERVICE DELIVERY, CURRICULUM DEVELOPMENT AND TEACHING

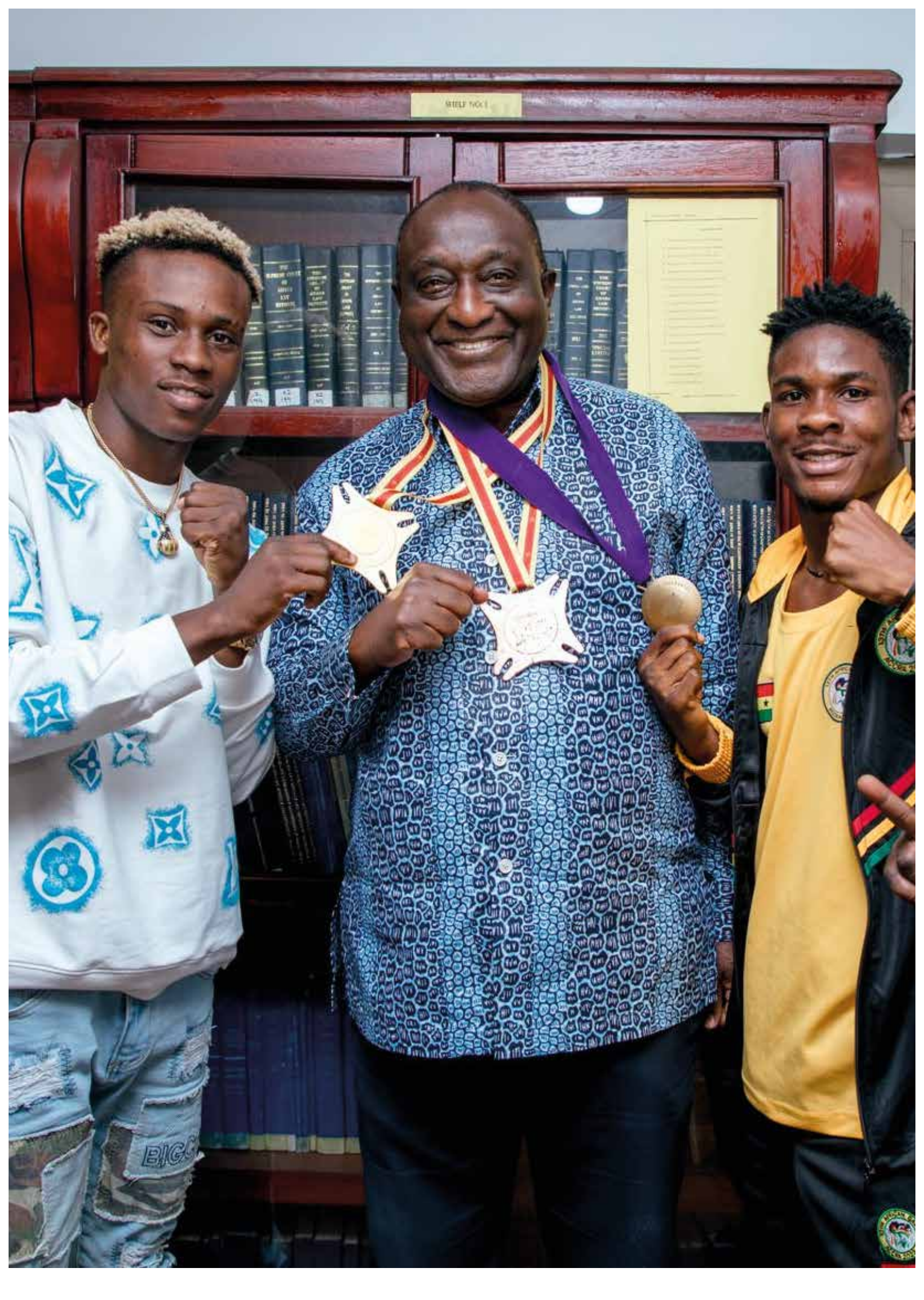
- i. Institute a compulsory Certificated Programme of Apprenticeship and
- ii. Internship for all Senior High School (SHS) and Technical & Vocational School graduates.
- iii. Conduct a comprehensive review of Curriculum from Basic through to Senior High School, with a view to reorienting it to critical thinking, innovation and mindset development, including civic education.
- iv. Conduct a comprehensive review of conditions of service and teaching environment at all levels in the educational sector, in order to motivate and attract high level human resource into the teaching profession.
- v. Improve early childhood and basic education in all its forms and nature, including but not limited to physical infrastructure, learning facilities, and teacher and curriculum development.
- vi. Review and revamp the concept and operationalization of Community Day Schools.

4.2. d HUMAN CAPACITY DEVELOPMENT

- i. Institutionalize the link between industry, academia and educational institutions, reinforcing the importance of apprenticeship, internship and mentoring, in preparing young people for the world of work.
- ii. Institute a compulsory programme for professional attachment in relevant institutions, organisations or companies for all tertiary students, before completion of their academic studies.
- iii. Establish regulations that require all technical professionals to undertake extensive programs in management before placement into key administrative positions.
- iv. Develop a special initiative to build human resource capacity, specifically to take advantage of global opportunities for employment, under a new Ghana Skills Export Programme (GSEP), which will foster 'Brain Gain'.
- v. Develop a special initiative for the return and deployment of highly skilled Ghanaian professionals from the Diaspora, under a new Ghana Skills Bank Programme (GSBP), to reverse the 'Brain Drain'.
- vi. Develop the Volta region as the new Technical Skills Development and Training Hub for West Africa.

4.2. e INSTITUTIONAL ARCHITECTURE

- i. Review and rationalize the mandates of all public institutions and agencies in the education sector, and consolidate those with overlapping functions.
- ii. Strengthen public and private sector institutions including the Ghana Education Service (GES), National Schools Inspectorate Authority (NaSIA), and the Ghana National Council of Private Schools (GNACOPS) in the exercise of their oversight responsibilities for private secondary education in Ghana.



4.3

SPORTS

- i. Invest in world-class new-generation sports facilities, in selected competitive sporting disciplines, including the establishment of Sports Academies.
- ii. Provide special funding through GET Fund to revamp school sporting activities across the country.
- iii. Facilitate private sector investments into sports infrastructure development around the country, by providing fiscal and non-fiscal incentives to leverage corporate funding for sports.
- iv. Facilitate investments to attract long term funding in selected strategic sporting disciplines, particularly football and boxing.
- v. Promote community-based and grassroots sports development across the country to identify and groom talents.
- vi. Design and implement a comprehensive programme for managing and maintaining existing public funded sporting infrastructure across the country.

4.4

YOUTH

- i. Undertake a comprehensive assessment of the state of infrastructure of all existing Youth Leadership Institutes and Resource Centers across the country.
- ii. Based on the findings of the assessment exercise, prepare and implement detailed proposals for the renovation, rehabilitation, retrofitting, expansion, completion, or commissioning of the identified Youth Leadership Institutes and Youth Resource Centers.
- iii. Review and rationalize the mandates, management and operations of all existing Youth Leadership institutions and organizations, and consolidate those with overlapping functions.
- iv. Strengthen mentorship and counselling programmes in existing Youth Leadership institutions to support personal and professional growth of young people.
- v. Banks to allocate the equivalent of 10% of profit after tax, to the provision of new collateral free concessionary lending to youth owned Micro, Small and Medium Enterprises (MSMEs), engaged in import substitution, export development, agricultural value chains, and general manufacturing.
- vi. Leverage the Ghana Sovereign Wealth Fund (to be established) to support innovative financing arrangements for start-up companies, including but not limited to grant funding, angel investments, venture capital, leasing and loan guarantees.
- vii. Establish a Traders Bank to deepen financial inclusion for enterprises in the informal sector, including Youth owned enterprises.

- viii. Facilitate the establishment of youth owned large scale companies in sectors including industry, agriculture, forestry, aquaculture, and commerce, for groups of unemployed youth around the country.
- ix. Provide fiscal and non-fiscal incentives for new lending by banks, for youth owned companies operating in selected strategic sectors of the economy.
- x. Provide tax relief and training grants for companies that employ new and young graduates, to cover the cost of skills training, and build the experience of young people who enter into the job market.
- xi. Establish an industrial sub-contracting scheme that directly links MSMEs to the supply chain of large-scale enterprises, which will provide ready market for products manufactured and supplied by MSMEs.
- xii. Expand the operations of Business Resource Centres (BRCs) and Technology Solution Centres (TSCs) at the district level, to provide a comprehensive range of business development and technology solution services, for start-ups and existing MSMEs around the country.
- xiii. Integrate the youth in local communities in the development and promotion of tourism, by supporting youth owned business enterprises located around tourist sites.
- xiv. Enhance and enforce local content rules, especially in the energy, mining and other productive sectors, and link the youth to take advantage of such local content opportunities.
- xv. Review existing legislation and regulations on rent and rent control, with a view to facilitating housing for young people, especially first-time renters.
- xvi. Develop a new innovative affordable home ownership scheme for young people in employment, through mortgage financing arrangements.
- xvii. Install 100,000 Health Screening Booths at vantage points in communities, to provide screening for early detection of lifestyle diseases and other common ailments eg. High Blood Pressure, Diabetes, Cholesterol, Malaria, Flu, Typhoid etc. The booths will be owned and operated on a work and pay basis, by SHS graduates and graduates from tertiary institutions.
- xviii. Undertake a special human resource capacity building programme for health and education personnel, particularly for young people, specifically for purposes of meeting the high demand for health and educational professionals in foreign countries, under the Ghana Skills Export Programme (GSEP).
- xix. Develop a special programme for the return and deployment of highly skilled Ghanaians from the diaspora, including young diasporans, under a new Ghana Skills Bank Programme (GSBP) to reverse the brain drain.
- xx. Invest in world-class new-generation sports facilities, in selected

- competitive sporting disciplines, including the establishment of Sports Academies, to build the capacity of the youth in sports and sporting activities.
- xxi. Promote community-based and grassroots sports development across the country to identify and groom young talents.
 - xxii. Provide special funding to revamp school sporting activities across the country, eg. Intercollege Sports Competition (Interco).
 - xxiii. Aggressively promote and mainstream entrepreneurship training and economic empowerment initiatives, through all second cycle and tertiary institutions.
 - xxiv. Design and implement a comprehensive national programme for graduates of all tertiary institutions to start a small business, under a new programme 'Start Your Own Business' (SYB), with financing from a Youth Entrepreneurship Development Fund.
 - xxv. Revamp, recapitalize and refocus the National Service Scheme, including but not limited to providing opportunities for national service personnel to engage in large scale agro-industrial commercial enterprises.
 - xxvi. Establish a National Reserve Force to be composed of graduates from tertiary institutions, who opt for a one-year period of training in the security services, upon graduation.
 - xxvii. Develop a comprehensive programme for certificated artisanal training and craftsmanship for the unskilled youth, to be implemented through existing Youth Resource Centers, Technical Training Institutions and other informal Artisanal entities and groupings eg. Suame Magazine, Kokompe etc.
 - xxviii. Review and revamp the operations of existing Job Centers and other recruitment entities, to enhance opportunities for job placement for the youth.
 - xxix. Institute a compulsory Certificated Programme of Apprenticeship and Internship for all Senior High School and Technical & Vocational School graduates.
 - xxx. Develop and implement a new business model for dealing substantively with illegal mining (Galamsey), by facilitating the establishment of small-scale mining companies, to be owned by groups of young people currently engaged in Galamsey.
 - xxxi. Grant the youth owned small-scale mining companies licensing rights, appropriate equipment and other facilities, technical and managerial assistance, as well as access to organized marketing and distribution channels.
 - xxxii. Establish and operationalise a Youth Employment Digital Platform, which will create employment and internship opportunities for at least three million (3,000,000) youth, within a period of two years.
 - xxxiii. Promote among the youth, a sense of meritocracy, creativity and innovation, and reward diligence and commitment to excellence.

4.5

VULNERABLE AND MARGINALIZED GROUPS (WOMEN & CHILDREN; THE AGED; AND PEOPLE LIVING WITH DISABILITY – PWDs)

- i. Review and strengthen existing social safety net programmes e.g. School Feeding, Livelihood Empowerment Against Poverty (LEAP), etc.
- ii. Enforce existing regulations for the payment of a specified percentage of the District Assembly Common Fund (DACF) to People Living with Disability.
- iii. Enforce regulations providing access to PWDs in both public and private buildings and facilities.
- iv. Provide incentives to the private sector for the construction and operations of Retirement Homes for the benefit of the aged.
- v. Facilitate the establishment of a Ghana Executive Service Organization (GESO) for retirees and semi retired professionals, and harness their expertise to support youth-led private sector initiatives, and small and medium enterprises.



**THE ENVIRONMENT,
SCIENCE,
TECHNOLOGY &
INNOVATION AND
NATURAL RESOURCE
CLUSTER**

5.0



5.1 ENVIRONMENT AND CLIMATE CHANGE

One of the development imperatives for Ghana is the responsible management of our environment, and how we deal with climate change. Scaling up Government's current efforts at reducing Ghana's carbon footprints and facilitating access to the carbon trading markets, as well as establishing mechanisms to strengthen the country's preparedness against the negative effects of climate change, is a major strategic objective of this cluster.

The following policy prescriptions are designed to address some of the critical issues in respect of the Environment and Climate Change:

- i. Undertake a comprehensive review of the management and operations of the Environmental Protection Agency (EPA), and identify key interventions that will strengthen EPA as a Regulatory Institution, and enhance its programmes and service delivery.
- ii. Establish EPA as an independent Authority under a new Act of Parliament, with a renewed mandate to coordinate the inter-sectoral activities required under the National Climate Change Policy.

5.2 SCIENCE, TECHNOLOGY & INNOVATION

The strategic objective under the Science, Technology and Innovation thematic pillar, is to promote policies and initiatives that will mainstream scientific research, innovation and technological advancement in our national development agenda.

In order to achieve this strategic objective, the following policy prescriptions are proposed:

- i. Appoint a high-level Policy Advisor on Science, Technology and Innovation to the President.
- ii. Undertake a comprehensive review of the mandate, management and operations of the Council for Scientific and Industrial Research (CSIR), with a view to realigning its operations with current and emerging challenges and dynamics.
- iii. Upscale research and innovation funding activities under the Ghana National Research Fund (GNRF), and refocus its application to advance the use of science and technology in national development.
- iv. Establish the Eastern Region as the Science, Research and Innovation Hub for West Africa.

5.3 NATURAL RESOURCE MANAGEMENT

The efficient and effective management and control of Ghana's natural resources, has the greatest prospect of transforming the country's socioeconomic development. The business model for the exploitation of these resources has since independence, been controlled by foreign commercial interests, with very little impact on Ghana's development.

The following policy prescriptions under this thematic pillar are designed to add value to our natural resources, optimize the benefits to be accrued, ensure that the resources are managed in a sustainable way, and enhance the participation of local economic operators in their exploitation:

- i. Eliminate Galamsey within a period of two years.
- ii. Aggressively enforce existing legislation and regulations against mining in water-bodies and forest reserves, in order to avoid the pollution of water-bodies and degradation of forest reserves.
- iii. Develop and implement a new business model for dealing substantively with illegal mining (Galamsey), by facilitating the establishment of small-scale mining companies to be owned by groups of young people currently engaged in Galamsey.
- iv. Grant the small-scale mining companies licensing rights, appropriate equipment and other facilities, technical and managerial assistance, as well as access to organized marketing and distribution channels.
- v. Undertake a comprehensive review of all legislation and regulations in respect of the mandate, management and operations of institutions in the natural resource sector.
- vi. Based on the review exercise, consolidate institutions with overlapping mandates, clarify regulatory functions and establish a new regime for optimizing benefits from our natural resources.
- vii. Review all existing contracts in the natural resource sector, with a view to optimizing benefits to the country, and enhancing local content.
- viii. Introduce new legislation and regulations, that will significantly reduce the export of raw materials from Ghana in any form, without a minimum of 60% value addition by the year 2030.
- ix. Enforce existing legislation and regulations in respect of land use in Ghana.
- x. Amend Article 257(6) to establish Traditional Authorities as co-trustees with the President, in respect of all mineral rights in Ghana.
- xi. Develop the Western region as the new Minerals Resource Processing Hub for West Africa.



NEW
RESULTS



NEW
MINDSET

THE BEHAVIOURAL & MINDSET CHANGE CLUSTER



The success of the GTP will depend among other things, on behavioural and mindset change in the conduct of citizens. This includes the following:

**1 RESPECT FOR LAW
AND ORDER**

2 PATRIOTISM

**3 ATTITUDE TO
WORK**

**4 ENFORCEMENT OF
DISCIPLINE**

**5 THE ARROGANCE OF
POWER**

6.1 RESPECT FOR LAW AND ORDER

All thriving democracies and matured economies are anchored on respect for law and order. This is a fundamental requirement for social cohesion, the conduct of business and execution of commercial transactions.

To promote respect for law and order among the citizens, the following policy prescriptions are proposed:

- i. Provide extensive support including but not limited to financial, logistics and technical resources, to all institutions mandated to maintain law and order in Ghana.
- ii. Eliminate government interference in the management and operations of institutions charged with the responsibility of maintaining law and order.
- iii. Enforce compliance with provisions in existing legislation and regulations designed to preserve public peace and order.
- iv. Enhance citizens advocacy against lawlessness and irresponsible behaviour and conduct in society.
- v. Foster a sense of respect for social norms and national values among the citizenry.

6.2 PATRIOTISM

Patriotism is a fundamental value enshrined in the Constitution of Ghana. It can inspire Ghanaian citizens to work towards the betterment of the nation, foster a sense of belonging and commitment to the national cause and also cultivate a shared identity and promote unity. To enhance patriotism, the following policy prescriptions are proposed:

- i. Rebrand and revamp the operations of the National Commission for Civic Education (NCCE), in order to ensure effectiveness and efficiency in programme and service delivery.
- ii. Mainstream civic education in the curriculum of educational institutions at all levels, particularly at the pre-basic, basic and secondary levels, including but not limited to maintaining familiarity and respect for national Symbols, Anthem and Pledge.
- iii. Strengthen Non-Governmental Bodies, Civil Society and Non-State Actors in their advocacy and public outreach activities, in respect of promoting citizens values, rights and responsibilities.

6.3 ATTITUDE TO WORK

A positive attitude to work is a prerequisite for achieving efficiency and productivity, in both the public and private sectors. To promote a culture of commitment and dedication to work, the following policy prescriptions are proposed:

- i. Promote meritocracy, creativity and innovation, and reward diligence and commitment to excellence.
- ii. Enhance the quality of work environment with emphasis on team building, mutual respect, inclusivity and collective responsibility.
- iii. Strengthen supervision and institute monitoring and evaluation mechanisms at all levels, particularly in the public sector.
- iv. Provide training, mentorship and opportunities for growth and advancement among workers.
- v. Promote a culture of timeous execution and implementation of responsibilities in any field of endeavour.

6.4 ENFORCEMENT OF DISCIPLINE

Maintaining discipline in all spheres of our national life, is a prerequisite for progress and prosperity. A lack of discipline would undermine the success of any transformational agenda.

To address this challenge, the following policy prescriptions are proposed:

- i. Fast track the enactment of the Public Officers Code of Conduct Bill, which prescribes standards of behaviour and consequences for misconduct, in respect of public officers.
- ii. Ensure fair and firm application and enforcement of rules, regulations and other administrative guidelines in all spheres of national life.
- iii. Enhance citizens advocacy on the need for maintaining discipline in the conduct of everyday activities.

6.5 THE ARROGANCE OF POWER

The arrogance of power is a major obstruction to progress in our country. Positions of authority must not be used capriciously. Leadership is an opportunity to serve the people, and not to lord over them.

To address this challenge, the following policy prescriptions are proposed:

- i. Promote a culture of servant leadership and humility in the exercise of power and authority, particularly in the public sector.
- ii. Enhance citizens advocacy against abuse of power by people in authority.
- iii. Empower independent bodies mandated with oversight responsibilities for public accountability and transparency, to monitor the conduct of people in authority.
- iv. Enforce provisions in existing legislation and regulations, designed to expose and punish misconduct by public officers.

PROFILE



HON. ALAN KYEREMATEN MOVEMENT FOR CHANGE

Alan Kyerematen is a Presidential Candidate for the 2024 General Elections in Ghana, and a former Minister for Trade and Industry. He is the founder and leader of the Movement for Change, a political organization established to inspire and lead the process to change and transform Ghana into a prosperous, united and peaceful nation. He is also the Leader of Alliance for Revolutionary Change.

He was appointed in January 2017 by President Akufo-Addo as Minister for Trade and Industry and resigned honourably in January 2023, after six years of service to pursue his Presidential ambition. Mr. Kyerematen had previously served in a similar capacity as Minister for Trade, Industry and President Special Initiatives (PSI) under former President John Agyekum Kufuor, between 2003 and 2007. Prior to that, he served as Ghana's Ambassador to the United States of America from 2001 to 2003.

Alan has had an extensive and distinguished record in international trade, public policy, enterprise development, politics, diplomacy and law. He was a Senior Trade Policy Advisor for the United Nations Economic Commission for Africa. He was also Regional Director for UNDP's flagship programme for enterprise development in Africa, Enterprise Africa, establishing Enterprise Support Programmes in 13 African countries.

As Minister for Trade and Industry, he led the implementation of the Government of Ghana's Industrial Transformation Agenda which is anchored on a Ten Point Plan, including the One District One Factory (1D1F) Initiative, the establishment of Strategic Anchor Industries, including the Automobile Industry, the development of Small and Medium Scale Enterprises (SMEs), the establishment of Industrial Parks and SEZs including the Greater Kumasi Industrial City, and enhancing Export Development in Ghana.

Mr. Kyerematen was the leading architect for the African Continental Free Trade Area (AfCFTA) project between 2011 and 2012, and successfully led Ghana's bid in 2018 to host the Headquarters Secretariat of the AfCFTA in Accra.

Prior to his role in politics, Alan Kyerematen was responsible for establishing and managing the EMPRETEC Programme in Ghana, a leading business development institution sponsored by the United Nations. He led the transformation of EMPRETEC from a UN project into an independent Foundation, which is recognized as a world-class institution and best practice model for entrepreneurship development in Africa.

Between 1984 and 1990, he managed a number of major private and public sector consulting assignments in Ghana, as a Principal Consultant and Head of Public Systems Management with the Management Development and Productivity Institute (MDPI), a leading management development institution in Ghana. Prior to this, he was a senior corporate executive with UAC Ghana Ltd, a subsidiary of Unilever International, where he worked in various managerial positions with distinction between 1977-1984.

Alan Kyerematen is a graduate in Economics from the University of Ghana and is also a qualified Barrister-at-Law from the Ghana Law School. In addition, he is a Hubert Humphrey Fellow of the School of Public Affairs and the School of Management of the University of Minnesota, USA under the US Fulbright Fellowship Programme. His secondary school alma maters are Adisadel College and Achimota School of Cape Coast and Accra respectively.

In 1994, Mr. Kyerematen was listed as one of the top 100 Global Leaders for the New Millennium by the Time International Magazine together with other personalities such as Bill Gates and John F Kennedy Jnr. of the United States of America. In 2013, he was nominated by the Heads of States of the African Union to contest as Africa's Candidate for the position of Director General of the World Trade Organization (WTO).

Alan was born on 3rd October 1955 in Kumasi in the Ashanti Region of Ghana. He is married to Patricia Christabel Kyerematen. They are blessed with two sons, Alexander and Victor.

**MOVEMENT
FOR CHANGE**

