



This action is funded by the European Union

ANNEX 2

of the Commission Decision on the Annual Action Programme 2015 in favour of the Republic of Ghana

Action Document for the Ghana Employment and Social Protection Programme (GESP)

1. Title/basic act/ CRIS number	Ghana Employment and Social Protection Programme (GESP) CRIS number: GH/FED/037-449 financed under the 11 th European Development Fund (EDF)			
2. Zone benefiting from the action/location	Ghana, West Africa			
3. Programming document	National Indicative Programme for Ghana 2014-2020			
4. Sector of concentration/ thematic area	Employment and Social Protection			
5. Amounts concerned	Total estimated cost: EUR 31 600 000 Total amount of EDF contribution EUR 31 600 000			
6. Aid modalities and implementation modalities	Project Modality Indirect management with Ghana: Procurement (services, supplies) and Programme Estimates Indirect management with Germany (GIZ - (Deutsche Gesellschaft für Internationale Zusammenarbeit)), Denmark (Danida)			
7. DAC codes	Main-code: 160 Other Social Infrastructure and Services Sub-code 1: 16010 Social/Welfare Services Sub-code 2: 16020 Employment Policy and Admin. Management Sub-code 3: 11330 Vocational Training Sub-code 4: 25010 Business support services and institutions Sub-code 5: 33110 Trade policy and administrative management			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagship	This action will contribute to the strategic area of Human Development specifically the objective concerning 'Employment, Decent Work, Skills, Social Protection and Social Inclusion'			

SUMMARY

This programme will contribute to inclusive growth in Ghana by strengthening social protection and employment systems in the country. It will aim at enhancing social protection services notably for vulnerable population groups and to generate decent employment opportunities, with a particular attention to the youth.

The expected key results of the programme are to achieve:

- (i) Enhanced effectiveness and efficiency of the social protection system;
- (ii) Improved employment policy management at central and local level;
- (iii) Enhanced technical and vocational education and training opportunities for the informal sector and in agricultural value chains; and
- (iv) improved access to effective business development services and finance in an enabling business environment.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

Ghana, a country with a population of about 25 million, has been among the fastest growing economies in West Africa with an average growth of 8% between 2007-2013, supported by oil revenues and strong export performance of gold and cocoa. Since 2012, the economy has suffered economic shocks driven by large fiscal and current account deficits and lower gold and oil prices, leading to a recent slow-down of growth to around 4% and inflation rates of around 16%, which is affecting the most vulnerable. To address the macroeconomic challenges, the Government requested support from the IMF (International Monetary Fund) in August 2014. The negotiations for a 3-year programme which is foreseen to support structural reforms, fiscal consolidation and to safeguard social protecting spending are expected to be concluded in the first semester of 2015.

While the strong economic growth has been associated with a reduction in the levels of poverty, inequality persists. The 6th Ghana Living Standard Survey conducted in 2012/2013¹ showed a reduction in poverty from 31.9% (2005/6) to 24.2% (2012/13). The Gini coefficient remained at 0.42 points with inequalities between the north and the south as well as between rural and urban areas being particularly significant. In addition, structural transformation of the economy over the past decades has been slow and unemployment remains a challenge; specifically youth unemployment and underemployment is considered to be a challenge to security and social peace.

Agriculture has traditionally been the major driving force of Ghana's economy, although this role has been overtaken by the industrial (24% of GDP (Gross Domestic Product)) and service sectors (55% of GDP) which have grown faster in recent years compared to agriculture, which now represents around 21% of GDP. However, agriculture still employs around 42% of the workforce and the potential of agriculture for economic growth, employment creation and poverty reduction remains significant,

¹ http://www.statsghana.gov.gh/gls6_presentation.html.

notably in the relatively poorer northern and rural regions and when compared to the less labour intensive extractive sector.

In terms of doing business, Ghana is considered a champion in West Africa ranked 70 out of 189 countries in the World Bank's Doing Business Report 2015. However, despite recent reforms, the private sector is still facing important constraints that hamper competitiveness and development. According to the Global Competitiveness Index, in 2014, access to finance remains the most significant constraint identified in Ghana, besides the non-availability of reliable power supply.

1.1.1 Public Policy Assessment and EU Policy Framework

The Ghana Shared Growth and Development Agenda II (GSGDA II), is the country's national development plan. The current plan covers the years 2014 to 2017 and is anchored on 4 pillars: *Building a strong and resilient economy; Investing in People; Expanding Infrastructure; and Maintaining Transparent and Accountable Governance*. It states as priorities among others 'Human Development, Employment and Productivity' as well as 'Competitiveness of Ghanaian private sector', which includes health and education, job creation, growth and development of Micro, Small and Medium-sized Enterprises (MSMEs) and social protection. The plan was adopted in December 2014 and a process to monitor implementation is well institutionalised. The National Development Planning Commission prepares an annual progress report on the implementation of the strategies, assessing a multitude of indicators and targets. However, the multitude of priorities coupled with the rigidity of the budget and macroeconomic challenges generally constrains the government's ability to finance major and new initiatives foreseen in the plan.

A major objective of the national development strategy is the transformation of the economy to create a significant number of decent and productive jobs, taking into account the reality that most people live and work within the informal economy and that it is therefore important to combine approaches which help people to enhance their livelihoods within the context of informality, while at the same time, promoting the growth of employment through SME development and, to the extent and at the pace at which it is possible, within different sectors and contexts to promote formalisation. Therefore, initiatives in agriculture and agro-processing as well as value addition in natural resource endowments shall shift the composition of employment in favour of industry and services.² In the area of agriculture, key interventions foreseen among others are to improve the productivity of agricultural production and processing; exploit opportunities for accelerated job creation; enhance the competitiveness of the sector and ensure its integration into the domestic and international markets. The government further acknowledges that the envisaged transformation will include a transformation of schools, colleges and universities with emphasis on among others science, technology and innovation. The following overall challenges to the transformation agenda have been identified: the low growth of the agriculture sector, which employs a considerable sized labour force; weak linkages between agriculture and industry; slow pace of job creation; non-competitiveness of Ghana's private sector; difficult access to finance; significant infrastructure deficits and growing inequality in socio-economic and spatial development.

To improve the policy framework in support of job creation, the National Employment Policy and its Action Plan for the period 2014-2018 has been adopted in February 2015. While the policy is not based on comprehensive and reliable labour market information, it identifies key and pertinent employment issues and provides a strong basis for the Ministry to strengthen governance, labour administration and the coordination of active labour market initiatives. The adequate framework to monitor and evaluate the performance of the implementation of the policy is still to be established.

The national development plan further identifies the need to make technical and vocational education and training (TVET) more responsive to the needs of the private sector. The Council for Technical and Vocational Education and Training (COTVET) was established in 2006 under the Ministry of Education to coordinate and oversee all aspects of TVET in the country notably by formulating policies for skills development. For example, a national TVET qualification framework has been

² Ghana Shared Growth and Development Agenda II (GSGDA II), p. xvi.

developed. However, a comprehensive national policy has not been adopted and challenges such as fragmentation and conflicting mandates between key stakeholders remain to be addressed.

The country strategy recognises the importance of the role of the private sector as the main driver for job creation and focuses on the need to develop a viable and efficient private sector, especially MSMEs which are by far the largest job provider in the economy. The Private Sector Development Strategy 2010-2015 (PSDS II), developed through an extensive consultative process, is in line with the key challenges faced by the private sector and aims at: i) improving the investment climate, ii) transforming the economy into a diversified efficiency driven economy, and iii) creating formal jobs and increasing economic opportunities for the poor. Its implementation, which has been delayed due to unclear repartition of roles, is about to resume. However, the adequate framework to manage and monitor effectively the implementation of the strategy is yet to be established.

With regard to Social Protection, Ghana enjoys a wide range of initiatives to address vulnerability through social protection programmes, yet these have not translated into a coherent national policy and legal framework on social protection. Public expenditure on social protection remains comparably low. The annual expenditure on Social Protection programmes in Ghana was about 0.5% of GDP in 2013³, placing Ghana at the level of average low-income Sub-Saharan African countries but below countries with similar income levels around the world.

The country's national development plan seeks to address these challenges by outlining the following relevant policy measures to improve the provision of social protection: a) preparing a comprehensive social development policy framework to enhance delivery, effectiveness, and targeting; to strengthen inter-sectoral coordination of social policies and programmes; to mainstream social protection into sector and district planning processes; and to establish a national social protection floor; b) improve the targeting mechanism of Social Protection interventions; c) enhance funding and cost effective social protection delivery and d) ensure availability of timely, reliable and disaggregated data for policy-making and planning. There is growing commitment to take this policy forward. In January 2013 the Ministry of Gender, Children and Social Protection was established and in June 2014 Cabinet approval was obtained to take up the leading role in Social Protection coordination and to promote a Social Protection Floor in Ghana. In January 2015, the process to develop a Social Protection Policy started, supported among others by the EU SOCIEUX programme. More recently⁴, the Minister announced the development of a legal and regulatory framework. In addition, plans are underway to cover the aged in society more systematically and a National Advisory Council on Ageing was inaugurated in November 2014.

This policy framework is coherent with the EU's Agenda for Change, which identifies Employment and Social Protection among the priority areas to be supported to achieve inclusive and sustainable growth in developing countries. The EU Communication "Social Protection in European Union Development Cooperation" in particular advocates capacity building support to strengthen institutions and a strong link between employment and social protection. The Commission Staff Working document on "Promoting Employment through EU Development Cooperation" set priorities such as private sector development as well as governance and institutional capacities to promote employment. The link between private sector development and decent job creation has been emphasised most recently in the EU Communication "A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries" (2014) recommending support to an enabling business environment and to micro, small and medium sized enterprises.

1.1.2 Stakeholder analysis

During the formulation process in-depth consultations have been conducted with relevant key stakeholders and target groups of this programme. The Ministry of Finance will play a key role as National Authorising Officer for this programme. The main stakeholders in the area of social protection are the Ministry of Gender, Children and Social Protection and the Ministry of Local

³ Rationalising Social Protection Expenditure in Ghana; October 2014, International Labour Office, Geneva, 2014, p. 116.

⁴ The minister made reference to the legal framework in her closing remarks at the National Social Protection high level conference on 18th Nov. 2014, Accra.

Government and Rural Development with the Local Government Service and its regional and local authorities, who are responsible for service delivery. The Ministry of Employment and Labour Relations and the public employment centres are the key stakeholders in the area of employment. The Council for Technical and Vocational Education and Training and the Ministry of Food and Agriculture will be main stakeholders in the skills development component while the Ministry of Trade and Industry and the National Board for Small Scale Industries will be closely associated in the support to job creation. In addition, the National Health Insurance Authority, the Social Security and National Insurance Trust and the Ghana Statistical Service may be associated in the programme, as they have institutionalised strong administrative and management processes which could benefit the programme objectives.

The target groups of this programme are mainly vulnerable population groups, who are in danger of being excluded from Ghana's growth path, notably the youth and poor as well as MSMEs with a view to enhance their capacity to offer decent employment opportunities for the youth.

The private sector has a central role in generating jobs and in providing feedback on the skills needed for the economy. The umbrella organisation, the Private Enterprise Federation, and its main members have been consulted during the formulation process. Two organisations are of particular interest for the programme: 1) The Association of Ghana Industries (AGI), as the biggest industrial representative organisation, will play a key role due to their knowledge of the industrial sector and their highly specialised membership; 2) The Association of Small Scale Industries, established with the support of NBSSI, which is the only association of small businesses.

Civil society organisations, such as the *Civil Society Platform for Social Protection* have been involved in the formulation process in the area of Social Protection. In order to achieve an effective civil society engagement in promoting transparency and accountability in policy implementation, their capacity needs to be strengthened.

1.1.3 Priority areas for support/problem analysis

In line with Ghana's national development plan, which identifies the low pace of job creation and growing inequality as main development issues, this programme seeks to contribute to inclusive growth by supporting social protection and labour market policies. Particular emphasis will be given to the link between social protection and decent job creation, notably in the agricultural value chain, as a key contribution to equitable development and to mitigate pressures for rural-urban, regional and South-North migration. Interventions will be designed at national, regional and local levels, to allow for coherent policy implementation at all levels.

In the priority area of **Social Protection**, the programme seeks to strengthen the capacity of government to implement the sector policy and to build an effective and efficient social protection system in Ghana by addressing the following constraints and opportunities:

- The high degree of **fragmentation**⁵ in the sector needs to be addressed, through stronger coordination among interventions, to allow efficiency and effectiveness gains and to link beneficiaries more effectively to complementary active labour market interventions and livelihood opportunities, establishing a link between social protection and employment.
- Although each social protection programme collates information on implementation and progress to some degree and some impact evaluations exist (e.g. on the Livelihood Empowerment Against Poverty and Labour Intensive Public Works programmes), there is **no comprehensive Monitoring and Evaluation (M&E) framework** in place.
- **Targeting and registration of beneficiaries** needs to be improved and the establishment of a national targeting system has been adopted recently with preparations underway to set-up a targeting unit at the Ministry of Gender, Children and Social Protection.
- **Low public sector capacity in the area of social protection** leads to varying implementation quality. Ghana's decentralisation reform places the implementation of Social Protection interventions at the responsibility of Local Government in line with the subsidiarity principle. This

⁵ As confirmed in a recent study: Rationalising Social Protection Expenditure in Ghana; October 2014, International Labour Office, Geneva, 2014.

will only be viable if accompanied by building the capacity of the regional and local implementing agencies, monitoring teams and committees.

- Civil Society can play an important role as regards policy development, capacity-building and social accountability. In Ghana **social accountability for Social Protection is still rudimentary**.

In the priority area of **Employment**, the programme aims at promoting decent employment opportunities, by strengthening the capacities and coordination role of the Ministry of Employment and Labour Relations. It further seeks to increase the employability of young Ghanaians with a focus on Technical Vocational Education and Training opportunities and to facilitate labour demand with a focus on agricultural value chains and agro-processing. These activities will address the following constraints and opportunities:

- Despite the implementation of several active labour market programmes⁶, little sustainable impact on decent employment could be observed, with 86% of the labour force involved in informal economic activities. The main challenges identified are: (i) fragmentation of interventions and lack of coordination and effective oversight⁷; (ii) limited geographic coverage; (iii) lack of adequate information and analysis of the labour market.
- On the **supply side of the labour market** the main challenge is the limited employability of the labour force. Two main issues have been identified: (i) limited access to formal Technical Vocational Education and Training (TVET) mainly due to the lack of financial means. As a result 9 out of 10 young Ghanaians acquire their professional skills in the traditional apprenticeship system; (ii) mismatch between labour market demand and formal professional education (e.g. obsolete curricula, antiquated teaching methods, lack of modern training equipment, etc.); (iii) high fragmentation in the implementation of TVET activities with 9 ministries involved; (iv) problematic perception of TVET in Ghana.
- Another challenge is the low **demand for labour**, including: (i) small size of the formal labour market and weak demand for labour in the official economy; and (ii) limited opportunities for business start-ups and development. Although Ghana has a number of nationwide MSME development programmes, their impact has barely made a dent in the aggregate statistics concerning youth unemployment or business activity in the formal economy; (iii) while there is no universal access to finance constraint among Ghanaian businesses, challenges in affordable and long term finance exist. In addition, the private sector overall and MSMEs in particular face major challenges including inadequate managerial skills, large informal sector, low product sophistication and inadequate infrastructure support.

2 RISKS AND ASSUMPTIONS

Risks	Risk Level	Strategy for mitigation
Varying level of political commitment, consensus on strategy, priorities and division of labour.	Medium	The process to develop a Social Protection Policy commenced early 2015 with active participation from the Ministry of Employment and Labour Relations. The process is being supported by EU Experts under the 'SOCIEUX' facility.
Weak capacity for adequate policy implementation, notably local level.	Medium	Capacity building will be very important and its implementation should be closely linked to the beginning of the reform process.
Possible stakeholder resistance to change, notably to accept the coordination responsibilities of the Ministries of Employment and Social protection.	Medium	Emphasis on change management will be key and will accompany the overall implementation of the programme.
Agriculture is not considered as a business and as attractive sector by the youth.	Low	Preparatory advocacy action and discussion with the institutions involved: Ministries of Employment and Agriculture, Cooperatives Department.

⁶ The National Employment Agency (ex-GYEEDA), the Local Enterprises and Skills Development Programme (LESDEP); the Rural Enterprise Program (REP), the Microfinance and Small Loans Centre (MASLOC), the Youth Employment Support Fund (YES Fund)

⁷ Most of the programmes currently are challenged by weak governance structures. An example is the GYEEDA programme, where charges of corruption have led to the cancellation of various contracts and criticism of cronyism have accompanied the implementation throughout.

Inadequate MSME response to the business growth opportunities.	Low	Proactive communication and awareness raising in cooperation with key public and private stakeholders.
Challenges in recruiting suitable Technical Assistance notably in the area of Social Protection.	Medium	Provide sufficient flexibility in the procurement notice to attract a wide range of competences and intensify publicity in various media.
Fiscal policy affecting sustainable and predictable financing of social protection and employment programmes.	Medium	Policy dialogue, promoting necessary structural reforms. Current discussions with the IMF include 'ring-fencing' of Social Protection expenditures. Plans are underway to include Social Protection in district planning and to establish a 'Social Budget' to increase budgetary transparency.
Fragmented institutional set-up in vocational training.	Low	Promote the dialogue between concerned structures within the relevant platform and clarify their specific roles in the framework of the programme.
Assumptions		
<ul style="list-style-type: none"> • Draft Social Protection policy adopted in 2015 and Government commitment to provide adequate financial means for implementation of the Employment and Social protection policies. • There is sufficient demand for vocational training in the area of the agricultural value chain. • The next government to be elected in 2016 will maintain the priorities on employment creation and expansion of Social Protection. • A sound macro-economic framework and business climate provides an enabling environment for economic growth and decent private sector job creation. 		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The general observations expressed by key stakeholders and evidenced by the recent ILO study on 'Rationalising Social Protection Expenditures in Ghana'⁸ are the need to rationalise the magnitude of existing, often parallel managed Government programmes in the area of employment and social protection, the need for clear governance structures and transparent and sustainable management of any Government programme and the need to establish, a comprehensive M&E system to base policy decisions on sound information.

In an EU background paper on "Youth Employment in Developing Countries", it is recommended to adopt a comprehensive and integrated approach involving not only the relevant authorities but also training providers and the private sector and based on strong labour market information and analysis systems. Lessons learnt from EU projects to support Technical Vocational Education and Training (TVET) reforms⁹, which are relevant for Ghana, are the importance to: 1) ensure coherence with government priorities and programmes to enable stronger synergies and coordination with other donors; 2) increase TVET attractiveness; but also highlight 3) the risks arising from the absence of clear distribution of roles and responsibilities of national institutions.

Two recent evaluations of the implementation of the Business Sector Advocacy Challenge (BUSAC) Fund in Ghana stress the importance to work with the private sector through a well-structured, independent and efficiently-managed fund to achieve a sustainable impact on the business environment and hence generate additional jobs.

Lessons learnt and comments received from key stakeholders during formulation confirm the importance of sensitisation of all relevant stakeholders and change management for a successful implementation of the envisaged rationalisation and coordination reforms. With respect to capacity building, it will be essential to coordinate with other Development Partners to avoid duplications and inefficiencies. The absence of a sector wide approach in the two main targeted sectors render sector budget support approaches not feasible currently.

⁸ Rationalising Social Protection Expenditure in Ghana; October 2014, International Labour Office, Geneva, 2014.

⁹ "TVET and Skills development in EU development Cooperation", 2012.

3.2 Complementarity, synergy and donor coordination

This programme aims at establishing synergies with on-going and planned EU programmes. It will strategically complement support foreseen to "Productive investment for agriculture in savannah ecological zones" under focal sector 2 of the 11th EDF National Indicative Programme by promoting youth employability and job opportunities with a focus on the agriculture value chain. The activities foreseen to strengthen service delivery at the local level will take into account and complement the current and future support to the decentralisation process under the 10th and 11th EDF. The programme will also establish links with the ongoing Ghana Integrated Migration Management Approach (GIMMA) project which is strengthening the capacity of migration information bureaus in Ghana to provide information on safe and legal migration and alternative livelihood options to potential migrants, returnees and migration affected communities.

In addition, the planned support to public financial management including domestic recourse mobilisation under the 11th EDF will help to address the need for sustainable domestic financing of social protection and employment policies in Ghana. Also, the EU will support, through ILO, the analysis and design of policies and programmes that would enhance employment in Ghana. Support to SMEs through Business Development Services provision and business linkages may impact positively on the on-going EIB EUR 80 million loan facility for on-lending to private companies. EU-funded regional programmes under the 10th and the 11th EDF will complement this intervention by supporting the regional private sector competitiveness and business climate. Currently the EU SOCIEUX programme is providing jointly with UNICEF technical support to the development of the social protection policy.

The EU programme seeks to support and complement government initiatives in the priority areas by enhancing coordination between existing programmes, notably the main active labour market and business development programmes and the identified 11 core programmes¹⁰ in the area of social protection. Coordination and dialogue with government takes place within a number of dedicated Sector Working Groups (SWGs). The statutes of the newly established SWG for Employment are being refined to ensure the coverage of the supply and demand-side of the labour market, by involving the existing SWG on private sector development and the main actors in the 'Technical Vocational Education and Training' sector. The SWG is currently co-chaired by the Ministry of Employment and Labour Relations and Switzerland. The SWG on Social Protection meets every quarter and is jointly co-chaired by the Minister for Gender, Children and Social Protection and a development partner (currently UNICEF). Participants span from various government agencies active in Social Protection including the Ministry of Employment and Labour Relation to Think Tanks, Research Institutions and Civil Society.

The most active Development Partners in the areas of employment and social protection such as UNICEF, World Bank, DFID, ILO, GIZ and Danida have been closely involved in the identification and formulation process through bilateral meetings and stakeholder workshops. In the area of social protection the focus of this programme will complement other Development Partners¹¹ initiatives, which are mainly focused on specific programmes, such as the Livelihood Empowerment against Poverty and the Labour Intensive Public Works, by focusing on the overall Social Protection System. In the area of employment, the World Bank support for the establishment of a Labour Market Information System will be taken into account. In the area of skills development, the EU support will expand GIZ implemented pilot programmes in the area of Agriculture-TVET and traditional apprenticeship, ensuring skills development in the informal and agricultural sector. Most other interventions referring to Vocational Education and Training (TVET) are supported by AfDB (African Development Bank), Danida and the World Bank through a Skills Development Fund. Danida, Switzerland and DFID are the main partners for the implementation of the Private Sector Development Strategy II ending in 2015. Switzerland, USAID and AfDB are also supporting MSMEs development

¹⁰ 1) National Health Insurance, 2) The Ghana Livelihood Empowerment Against Poverty Programme (LEAP), 3) Capitation Grants, 4) Free School Uniforms, 5) Free School Exercise Books, 6) School Feeding Programme, 7) GYEEDA/NYEP, 8) LESDEP, 9) Labour Intensive Public Works Programme (LIPW), 10) Maternal Cash Benefits and 11) Universal Old Age Pensions.

¹¹ UNICEF, World Bank, DFID, USAID and ILO.

notably in improving the business climate, access to business development services and financial services.

3.3 Cross-cutting issues

The programme will take into account cross cutting issues such as Gender Equality and Human Rights, by contributing to a more inclusive society where vulnerable groups are protected and empowered to participate in society through decent employment and social protection.

The support to the establishment of a legal and regulatory framework for Social Protection shall in particular enhance people's rights and entitlements to Social Protection measures. Vulnerable population groups, such as youth and women, will be targeted via a specific window of the Business Development Services Challenge Fund to address their specific needs. Special importance will also be attached to promoting youth and women in the vocational training component.

In supporting the enhancement of national monitoring and evaluation systems attention will be paid to ensure that data will be disaggregated by sex to allow for gender sensitive analysis to allow for evidence based policy decision making.

To attract 'green investments' and create more room for green growth, 'Impact Investment funds' will be the preferred target for promotion as the return on investment is measured not only on financial profit but also on decent job generation and social and environmental impact.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The overall objective of the programme is to contribute to inclusive growth in Ghana by strengthening social protection and employment systems in the country. The specific objective is to enhance social protection services notably for vulnerable population groups and to generate decent employment opportunities, with a particular attention to the youth.

The programme has 4 key result areas, which are interlinked and mutually supportive with a view to achieve the objectives of the programme:

- Key Result 1: Enhanced effectiveness and efficiency of the social protection system.
- Key Result 2: Improved Employment Policy Management at central and local level.
- Key Result 3: Strengthened technical and vocational education and training opportunities for the informal sector and in agricultural value chains.
- Key result 4: Improved access to effective Business Development Services and finance in an enabling business environment.

4.2 Main activities

Key Result 1: Enhanced effectiveness and efficiency of the social protection system

To achieve this result, main activities are:

- a) **Support the Ministry of Gender, Children and Social Protection (MoGCSP) in establishing effective coordination** mechanisms between the existing social protection programmes at national level with a view to achieve a coherent social protection floor.
- b) **Support the Local Government Service** in collaboration with the MoGCSP to implement and institutionalise **effective coordination mechanisms** at the decentralised level, through technical assistance and capacity building and with a focus on establishing strong linkages between social protection and active labour market interventions at the district level.
- c) Provide support to the modernisation of training and curricula at the **institutions active in Social Protection education and training**, such as the School of Social Work and the Institute of Local Government Studies to ensure sustainable capacity building of the public service in the new area of Social Protection.
- d) Build the capacity for efficient and **effective management processes** at the MoGCSP and the local level, notably by (i) developing a comprehensive M&E framework, (ii) supporting

effective internal controls, such as the set-up of the inspectorate unit, and (iii) enhancing the targeting mechanisms. Close cooperation will be sought with relevant social security agencies, such as the National Health Insurance Authority, the Social Security and National Insurance Trust, the National Identification Agency and the national single registry initiative (Ghana National Household Registry Database).

- e) **Strengthen the legal and regulatory framework** for social protection, and establish mechanisms to **promote social accountability** including an effective grievance system.

Key result 2: Improved employment policy management at central and local level

To achieve this result, **main activities** are:

- a) **Provide support to the Ministry of Employment and Labour Relations** for an effective management of the National Employment Policy priorities, by providing technical assistance notably in the area of coordination, institutional (re)organisation and rationalisation, change management and legal reforms.
- b) **Strengthen the Labour Departments and Public Employment Centres**, on the basis of a comprehensive analysis of their role, capacity and functioning, by upgrading their infrastructure and enhancing their capacity to carry out their functions, provide labour market information data in view of the planned establishment of a Labour Market Information System, to match jobseekers with the needs of the industry, to provide guidance to the youth as well as to mainstream decent work. In addition, linkages and cooperation with relevant stakeholders, notably in the area of skills development, business and cooperative development as well as social protection will be enhanced.

Key result 3: Strengthened technical and vocational education and training (TVET) opportunities for the informal sector and in agricultural value chains

To achieve this result, **main activities** are:

- a) Provide support to enhance the **institutional coordination, monitoring and legal framework** in technical and vocational education and training as well as promote the awareness of TVET and agriculture as important employment opportunities
- b) Develop **occupational standards and Competency Based Training (CBT)** programmes for a number of vocational profiles in agriculture value chains.
- c) Provide **capacity building and equipment for selected training providers** to implement training courses in selected vocational profiles and for linking them up with informal training providers such as trade associations, cooperatives and professional organised farmer groups.
- d) Build the **capacity of informal training providers** such as trade associations, cooperatives and professional organised farmer groups for using occupational training standards.
- e) Provide support to scale-up the pilot **financing system** for target groups from the informal sector and agricultural sector to access vocational training opportunities, such as a voucher scheme to support trainees from poor families.

Key result 4: Improved access to effective Business Development Services and finance in an enabling business environment.

To achieve this result, **main activities** are:

- a) Provide **access to Business Development Services (BDS)** to Private Sector Organisations (e.g. cooperatives and associations) and their members. This will be implemented through a competitive call for applications by a challenge fund structure with a focus on the decent job creation potential of each application. The services will respond to the needs identified by the applicant. To assure a satisfactory level of the quality of BDS providers, an appropriate training programme will be offered. Close collaboration with the National Board for Small Scale Industries (NBSSI) will be sought.
- b) Provide support for **structured business advocacy initiatives** to Private Sector Organisations through a challenge fund structure to support a business enabling environment. Emphasis will be given to sustain the impact of the activity by ensuring institutional anchoring and close collaboration with the public sector.
- c) Promoting **equity and quasi equity based investment into small and medium-sized enterprises with a focus on the agribusiness value chain** following a structured sequence of investment promotion activities, such as identifying potential investors, preparing investment briefs to key target investors, supporting promotion campaigns, providing investor

management. A preferred target of this activity will be 'Impact Investment Funds', which measure their return on investment not only in financial terms, but also in terms of jobs created as well as social and environmental impact.

- d) Promoting **business linkages** in selected value chains between large companies and local small- and medium sized enterprises. This activity will follow a structured approach, including identifying lead companies and viable local suppliers of goods and services, which will be strengthened to ensure specifications for service and product delivery can be met and contractual business relationships with large corporations can be established, which is expected to facilitate access to finance for the participating local SMEs.

Activities c) and d) will be implemented in close cooperation with the Association of Ghanaian Industries (AGI), building on their significant network of SMEs in Ghana. The Ghana Investment Promotion Centre (GIPC) will be a key stakeholder.

These activities under Key Result 4 are consistent with the principles and criteria of the respective EU communication on private sector¹² and will also contribute to the implementation of the Economic Partnership Agreement and are part of the EU's support to the EPA Programme for Development in West Africa.

4.3 Intervention logic

As decent employment is the best insurance against vulnerability and poverty, the programme aims to support employment and social protection including their linkages and coordination at all levels. The programme adopts a holistic approach by working at the national, regional and district level with interventions on the supply and demand side of the labour market and simultaneous interventions in Social Protection. The support foreseen at regional and local level and to vocational training providers will be implemented in pilot regions to be selected following objective criteria related to effectiveness and efficiency considerations as well as to ensure the overall coherence of the programme.

In the area of employment, the strengthening of the Ministry of Employment and Labour Relations with its Labour Department and Public Employment Centres will aim at gradually enhancing labour market information, better matching labour demand with supply, ensuring decent employment and linking social protection beneficiaries with active labour market programmes with a view to enhance their livelihood opportunities. Furthermore, the programme will aim at increasing the employability of mainly the youth by improving the qualification system with a specific focus on the agricultural and informal sector, linking traditional apprenticeships to the formal education sector. This will be complemented with support to increase labour demand by supporting MSMEs in their development with business development services, advocacy and promoting access to finance predominantly along the agricultural value chain. In this regard synergies will be sought with activities under the EU's blending facility and activities of the European Investment Bank. A particular focus has been given to agricultural value chains given their important employment potential and to ensure synergies and linkages with the 11th EDF main focal sector promoting productive investments in agriculture.

In order to address persistent socio-economic inequalities, the programme will support the social protection system in Ghana to effectively and efficiently cater for vulnerable portions of the populations. Emphasis is put on building efficient systems, strengthening the coordination structures and creating synergies between the different social protection interventions. This shall enhance the complementarity of services and provide a framework of sustainable livelihood opportunities with a view to achieve greater social cohesion and inclusive growth in Ghana.

By creating employment opportunities and enhancing social protection services, especially for young people and vulnerable population groups, this programme will also aim to tackle some of the root causes of rural-urban, regional and South-North migration pressures.

¹² EU Communication (COM(2014)263): "A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries".

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation modalities

5.3.1 Indirect management with a Member State agency

a) A part of this action may be implemented in indirect management with GIZ (Germany) in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) 2015/323. This implementation entails activities related to the **Key Result 3** being "*Strengthened technical and vocational education and training (TVET) opportunities for the informal sector and in agricultural value chains*". This implementation is justified because the entrusted entity has a successful experience and track record, whose results, lessons learned and methodologies can be mainstreamed into the EU Programme. The experience of the Ghana Skills Development Initiative (GSDI) has helped develop an innovative methodology to improve the traditional apprenticeship system in the informal sector and to link it with the formal TVET system. The Agriculture Technical and Vocational Education and Training (ATVET) programme has developed appropriate vocational training systems for agriculture enhancing opportunities and employability of the youth in agriculture. Both have contributed to the development of Competency-Based-Training (CBT) standards in Ghana. The activities foreseen under Key Result 3 will be a continuation and expansion of the current programme activities under GSDI and ATVET. The entrusted entity would carry out the following budget-implementation tasks: contract management cycle subject to the provisions of the Delegation Agreement signed with GIZ.

b) A part of this action may be implemented in indirect management with Danida (Denmark) in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) 2015/323. This implementation entails **activities a) and b)** of **Key Result 4** being "*Improved access to effective Business Development Services (BDS) and finance in an enabling business environment*". This implementation is justified because the entrusted entity is supporting business advocacy activities since 2004 through the Business Sector Advocacy Challenge (BUSAC) Fund. It has strong operational experience of both the MSME and BDS sectors in Ghana which will facilitate both an effective start-up and continuing execution. It has good standing in the Ghanaian business community, based on a track record of efficiency and effectiveness. It has the drive and ambition to execute the programme successfully and enhancing BDS provision to the MSME sector. It has the operational systems for- and successful experience in- effectively managing a Challenge Fund structure in the area of business advocacy and BDS. The entrusted entity would carry out the following budget-implementation tasks: contract management cycle subject to the provisions of the Delegation Agreement signed with Danida.

5.3.2 Indirect management with the partner country

A part of this action with the objective of *Enhancing the effectiveness and efficiency of the social protection system (Key Result 1)*, *Improving the management of employment policies at central and local level (Key Result 2)* as well as *Improving access to effective Business Development Services and finance in an enabling business environment (Key Result 4, activity c, d)* may be implemented in indirect management with Ghana in accordance with Article 58(1)(c) of the Regulation (EU, Euratom) No 966/2012 EDF applicable by virtue of Article 17 of Regulation (EU) 2015/323 according to the following modalities:

The partner country will act as the contracting authority for the procurement and grant procedures. The Commission will control ex ante all the procurement procedures except in cases where programme estimates are applied, under which the Commission applies ex ante control for procurement contracts above EUR 50 000 (or lower, based on a risk assessment) and may apply ex post control for procurement contracts up to that threshold. The Commission will control ex ante the contracting procedures for all grant contracts.

Payments are executed by the Commission except in cases where programmes estimates are applied, under which payments are executed by the partner country for ordinary operating costs, direct labour and contracts below EUR 300 000 for procurement and up to EUR 100 000 for grants.

The financial contribution covers, for an amount of EUR 200 000 the ordinary operating costs incurred under the programme estimates.

In accordance with Article 190(2)(b) of Regulation (EU, Euratom) No 966/2012 and Article 262(3) of Delegated Regulation (EU) No 1268/2012 applicable by virtue of Article 36 of Regulation (EU) 2015/323 and Article 19c(1) of Annex IV to the ACP-EU Partnership Agreement, the partner country shall apply procurement rules of Chapter 3 of Title IV of Part Two of Regulation (EU, Euratom) No 966/2012. These rules, as well as rules on grant procedures in accordance with Article 193 of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) 2015/323, will be laid down in the financing agreement concluded with the partner country.

5.3.3 Changes from indirect to direct management mode due to exceptional circumstances

If, for reasons beyond the control of the Commission, the activities identified for indirect management in section 5.3.2 cannot be implemented in indirect management, the procurement contracts shall be implemented in direct management. These would be: three service tenders that are planned to be launched in the first semester of 2016 as well as a supply tender and a works tender in the first semester of 2017. If indirect management is not possible, the programme estimate would be integrated into one of the aforementioned service tenders.

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.5 Indicative budget

	EU contribution (EUR)	Indicative third party contribution, in currency identified
Key Result 1: Enhanced effectiveness and efficiency of the social protection system – implemented in:	7 600 000	
Indirect Management with Ghana (5.3.2)	7 600 000	
Key Result 2: Improved employment policy management at central and local level – implemented in:	2 900 000	
Indirect Management with Ghana (5.3.2)	2 900 000	
Key Result 3: Strengthened technical and vocational education and training (TVET) opportunities for the informal sector and in agricultural value chains – implemented in:	7 000 000	
Indirect management with GIZ (5.3.1)	7 000 000	
Key Result 4: Improved access to Business Development Services (BDS) in an enabling business environment - composed of:	10 000 000	
Indirect management with Danida (5.3.1)	7 000 000	
Indirect management with Ghana (5.3.2)	3 000 000	
Evaluation and Audit (5.8 and 5.9)	500 000	
Communication and visibility (5.10)	800 000	
Contingencies	2 800 000	
TOTAL	31 600 000	

5.6 Organisational set-up and responsibilities

The programme implementation for **Key Result 1** will be managed by the Ministry of Gender, Children and Social Protection together with the Local Government Service and for **Key Result 2** by the Ministry of Employment and Labour Relations. To this end, the respective ministries will each nominate a Programme Coordinator to supervise and coordinate the activities under their component.

With regard to **Key Result 3**, the Ministry of Food and Agriculture and the Council for Technical and Vocational Education and Training (COTVET) will each nominate a Programme Coordinator to supervise and coordinate the activities of the component. For activities a) and b) under **Key Result 4**, close collaboration will be sought with the relevant public sector institutions, notably the Ministry of Trade and Industry and the National Board for Small Scale Industries (NBSSI). Activities c) and d) will be implemented through a service contract in indirect management and in partnership with the Association of Ghana Industries (AGI), who will nominate a programme coordinator to facilitate and coordinate activities as well as in coordination with the Ghana Investment Promotion Centre (GIPC) and the Ministry of Trade and Industry.

Steering Committee (SC)

A Steering Committee shall be set up to oversee and validate the overall direction of the programme and provide guidance for its implementation. It will be made up of:

- Representatives of each of the main stakeholders of the programme (Ministry of Employment and Labour Relations, Ministry of Gender Children and Social Protection, Ministry of Local Government and Rural Development, Local Government Service, Ministry of Trade and Industry, National Board for Small Scale Industries, Ministry of Food and Agriculture, Council for Technical and Vocational Education and Training (COTVET), Ghana Investment Promotion Centre (GIPC), Association of Ghana Industries (AGI), GIZ, Danida, etc).
- Representatives of the NAO.
- Representatives of the EU Delegation.

In addition, the Development Partners co-chairs of the Employment, Social Protection and PSD Sector Working Groups will be invited as observers.

The SC will be co-chaired by the European Union and the Ministry of Employment and Labour Relation or the Ministry of Gender, Children and Social Protection on a rotating basis. The SC will meet at least annually.

Technical Committees

Technical Committees shall be set up for each of the 4 key result areas, to oversee programme implementation and to feed into the Steering Committee. The Technical Committees shall meet at least every 6 months and will be made up of the main stakeholders including the NAO and EU Delegation for each of the key result areas.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.8 Evaluation

Having regard of the nature of the action, a mid-term evaluation will be carried out for this action or its components either via independent consultants contracted by the Commission or through a joint mission via an implementing partner.

The mid-term evaluation will be carried out for learning purposes, in particular with respect to the launch of a second phase under the 11th EDF focal sector on employment and social protection.

The Commission shall inform the implementing partner at least 2 weeks in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities. The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

A final evaluation is foreseen after the finalisation of the second phase of the support under the focal sector employment and social protection. However, the Commission may during the implementation decide to undertake such an evaluation for duly justified reasons, either on its own decision or on the initiative of the partner.

Indicatively, two contracts for evaluation services shall be concluded after the initial two years of implementation.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements. Indicatively, one

contract for audit services shall be concluded at the end of the implementation of each programme estimates.

5.10 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.5 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

One visibility service contract for an amount of EUR 800 000 shall be concluded under direct management indicatively in the second trimester of 2016.

APPENDIX - INDICATIVE LOGFRAME MATRIX¹³

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	Contribute to inclusive growth in Ghana by strengthening social protection and employment systems in the country	Reduction of extreme poverty and poverty overall	2013 baseline: Poverty rate: 24.2% Extreme poverty rate: 8.4%	To be set in the national development policy for 2020 (not yet available)	Ghana living standard survey	Survey is usually conducted every 5 years, with the next to be conducted around 2017
Specific objective(s): Outcome(s)	Enhance social protection services notably for vulnerable population groups and to generate decent employment opportunities, with a particular attention to the youth	1) Share of vulnerable population covered by basic social protection services* 2) Vulnerable employment rate (ILO)*	1) 2014: comprehensive baseline not available 2) 77% (2010)	1) targets for 2020 to be provided by Government 2) targets for 2020 to be provided by Government	1) Statistics provided by MoGCSP 2) ILO Statistics and relevant labour market data	Comprehensive M&E capacity will be built by the programme

¹³ * indicators aligned with the relevant programming document.

** indicators aligned to the EU Results Framework.

Outputs	Key Result 1: <i>Enhanced effectiveness and efficiency of the Social Protection system</i>	<p>1) Number of regional and district coordination teams/ committees operational</p> <p>2) Number of vulnerable people benefitting from integrated social protection services at district level disaggregated by sex*</p> <p>3) A legal and regulatory framework has been established*</p> <p>4) A sector wide accountability framework has been established</p> <p>5) Quality of sector wide M&E, internal controls and targeting*</p> <p>6) Quality of social protection curricula and training</p>	<p>1) 2014: No regional and district SP monitoring team is operational</p> <p>2) no comprehensive data available</p> <p>3) 2014: No legal and regulatory framework exist</p> <p>4) 2014: No accountability framework exists</p> <p>5) 2014: Inadequate M&E, controls and targeting</p> <p>6) N/A</p>	<p>1) Two regions are operational by 2020</p> <p>2) targets for 2020 to be provided by Government</p> <p>3) The legal framework has been submitted to Parliament;</p> <p>4) The Accountability framework is operational</p> <p>5) A sector wide M&E, internal controls (inspectorate unit) and targeting have been established</p> <p>6) Modern social protection curricula and training established</p>	<p>1) Regular implementation reports of the programme</p> <p>2) Report by the MoGCSP</p> <p>3) Draft law submitted to Parliament</p> <p>4) Accountability framework is publicly available</p> <p>5) Report by the Ministry of Social Protection</p> <p>6) Reported by the School of Social Work and ILGS</p>	
		Key Result 2: <i>Improved Employment Policy Management at central and local level</i>	<p>1) Number of Public employment centres and regional labour departments refurbished and equipped</p> <p>2) Number of job seekers supported by Public Employment Centres disaggregated by sex</p> <p>3) Organisational Development Plan for MoELR</p>	<p>1) 2014: no employment centre and labour department refurbished</p> <p>2) No comprehensive baseline available (2014)</p> <p>3) 2014: no organisational development plan exist</p>	<p>1) 2 regional labour departments and their respective Public Employment Centres refurbished and equipped</p> <p>2) Target to be agreed with MoELR depending on chosen pilot regions</p> <p>3) The MoELR has been rationalised in its institutional organisation</p>	<p>1) Refurbished offices</p> <p>2) Statistics by PEC/ Labour Departments MoELR, Annual Report</p> <p>3) Organisational Development plan adoption and implementation report.</p>

	<p>Key Result 3: <i>Strengthened technical and vocational education and training (TVET) opportunities for the informal sector and in agricultural value chains</i></p>	<p>1) Number of young people obtaining formal qualification in targeted TVET providers.* 2) Number of agriculture value chains and vocational trades with an upgraded TVET-system 3) Countrywide enrolment of Students in TVET activities, disaggregated by sex</p>	<p>1) Number of graduates in the targeted training providers in 2015 2) 2015: 5 trades in 3 regions and 2 value chains 3) 61493 (2012/2013), 31.4% female</p>	<p>1) To be agreed contingent on choice of training providers 2) 8 trades in 6 regions and 4 value chains 3) To be agreed with Government</p>	<p>1) Statistics provided by the targeted institutions 2) Regular implementation reports of the programme 3) GSGDA – Annual progress report</p>	<p>Perception and attractiveness of TVET in general and ATVET in particular is improved; Willingness and commitment to upgrade the TVET system remain high</p>
	<p>Key Result 4: <i>Improved access to effective Business Development Services (BDS) and finance in an enabling business environment</i></p>	<p>1) Number of jobs created 2) Number of Private Sector Organisations and members benefitting from the programme* 3) Ease of Doing Business rank 4) Investments generated</p>	<p>1) Number of staff in each of the targeted enterprises in 2015 2) N/A 3) 70 (2015) 4) N/A</p>	<p>1) Two additional jobs are created on average per enterprise supported 2) 200 3) 60 (2020) 4) EUR 20 000 000</p>	<p>1) Statistics provided through monitoring of beneficiaries 2) Implementation reports of the programme 3) Doing Business report (World Bank) 4) Implementation reports</p>	<p>Commitment from the Government to support the development of the private sector to generate employment remains high</p>