

REPUBLIC OF GHANA

MINISTRY OF LOCAL GOVERNMENT,
DECENTRALISATION AND RURAL DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT POLICY (2024 - 2029) AND IMPLEMENTATION PLAN

"Optimising local resources to create opportunities for all".

JULY 2024

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FOREWORD

The 1992 Constitution (Chapter 20) and the Local Governance Act, 2016 (Act 936) designate Metropolitan, Municipal and District Assemblies (MMDAs) as the highest political, administrative, and executive authorities at the district level. In addition, Section 12 of the Local Governance Act outlines a District Assembly's functions, which include ***"promote local economic development"***.

Metropolitan, Municipal and District Assemblies (MMDAs), among other functions stated in the Act, have a responsibility to:

a) formulate and execute plans, programmes, and development of appropriate strategies for the effective mobilisation of resources for local development.

b) promote and support productive activities and social development and remove all obstacles to local development.

c) monitor the execution of all development projects under approved development plans as well as assess and evaluate their impacts on the standard of living of residents in their areas of jurisdiction.

These provisions make it imperative for MMDAs to work with sector departments and agencies, Development Partners (DPs), the private sector and relevant local groups and associations consciously to promote LED and improve income levels of the people.

The National Decentralisation Policy and Strategy (2020-2024) forms the cornerstone of our approach, defining LED as the catalyst for citizen participation in entrepreneurial ventures. At its core, the policy seeks to promote micro, small, and medium enterprises, generating sustainable employment opportunities and fostering an environment conducive for business growth. With an emphasis on improving the quality of life, particularly for women, youth, Persons with Disabilities (PWDs) and other marginalized groups, the policy aims to fortify the economic capacity of local economies.

Within this context, the concept of Local Economic Development (LED) comes in useful as a "strategy that seeks to improve a community's economic well-being and quality of life by creating and retaining jobs and supporting or growing incomes".

Unfortunately, the implementation of the 2020 Policy was bedevilled with the following challenges:

- limited understanding of the concept of LED;
- diverse interests and perspectives of stakeholders;
- poor leadership, especially at the MMDA level to drive LED initiatives;
- limited resources to promote LED initiatives; and
- bureaucratic local regulations and processes resulting in slow or stalled LED actions.

These challenges have been addressed by the LED Policy (2024-2029) and Implementation Plan which further builds on opportunities captured by the Coordinated Programme of Economic and Social Development Policies (2021-2025); Agenda for Jobs; National Decentralisation Policy and Strategy (2020-2024) and other key policies and strategies, to ensure coherence and synergies within the economic development space.

The goal of the Policy is ***"to promote a conducive environment at the district level for sustained local business growth, decent employment opportunities and economic empowerment for all Ghanaians."***

The core values of this Policy include optimism; a paradigm shift from an inward to an outward-looking mechanism to fully harness local resources; and create an enabling environment for the private sector to thrive. Additionally, the Policy proffers objectives that are hinged

on inclusivity through support for marginalised and vulnerable people particularly women and youth to achieve local income growth and decent jobs. The Policy also has eight (8) Objectives, 29 Strategies and 124 Activities to be implemented over a 5-year period, i.e. 2024-2029.

I am optimistic that by implementing this Policy, MMDAs will fully harness their respective economic potentials by creating an enabling business environment and reforms, to leverage on private sector response that leads to dynamic growth, increased employment opportunities, income generation, accelerated poverty reduction that would further culminate in a higher and improved standard of living for the people.

This policy outlines specific expectations, roles and responsibilities of MMDAs in the promotion of LED as well as forging linkages through territorial planning.

The LED Policy (2024 -2029) and the Implementation Plan provides a well-coordinated and democratic local initiative which involves all local stakeholders, private sector, civil society organisations and other stakeholders while recognising formal and informal economies in developing MMDAs. The emphasis on consultation and coordination will no doubt, ensure a successful implementation of the policy.



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ACRONYMS

AGI	Association of Ghana Industries
AfCFTA	African Continental Free Trade Area
ASSI	Association of Small-Scale Industries
BACs	Business Advisory Centres
BoG	Bank of Ghana
BOT	Build Operate and Transfer
CBO	Community-Based Organisation
CLGF	Commonwealth Local Government Forum
COTVET	Commission for Technical and Vocational Educational Training
CPESDP	Coordinated Programme of Economic and Social Development Policies
CSOs	Civil Society Organisations
DDS	Decentralisation Diagnostics Studies
DA	District Assembly
DACF	District Assembly Common Fund
DFI	Development Finance Institution
EOI	Expression of Interest
DCE	District Chief Executive
DACF-RFG	District Assembly Common Fund-Responsive Factor Grant
DDP	District Development Plan
DFI	Development Finance Institutions
DFR	Department of Feeder Roads
DMTDP	District Medium-Term Development Plan
DOA	Department of Agriculture
DOC	Department of Co-operatives

DOTI	Department of Trade and Industry
DPs	Development Partners
DPAT	District Assembly Performance Assessment Tool
DPCUs	District Planning Coordinating Units
DSWCD	Department of Social Welfare and Community Development
DUR	Department of Urban Roads
EIP	External Investment Plan
EPA	Environmental Protection Agency
FAGE	Federation of Associations of Ghanaian Exporters
FBO	Faith-Based Organisation
FC	Forestry Commission
FDA	Food and Drugs Authority
GAB	Ghana Association of Bankers
GCX	Ghana Commodities Exchange
GEPA	Ghana Export Promotion Authority
EXIM	Ghana Export-Import Bank (also known as EXIM Bank)
GEA	Ghana Enterprises Agency
GIIF	Ghana Infrastructure Investment Fund
GIPA	Ghana Institute for Policy Alternatives
GIPC	Ghana Investment Promotion Centre
GNCCI	Ghana National Chamber of Commerce & Industry
GoG	Government of Ghana
GRA	Ghana Revenue Authority
GSA	Ghana Standards Authority
GSGDA	Ghana Shared Growth and Development Agenda
GSS	Ghana Statistical Service
GWCL	Ghana Water Company Limited
HIV	Human Immunodeficiency Virus

HOD	Head of Department
HR	Human Resources
IAA	Internal Audit Agency
IGF	Internally Generated Funds
IGFF	Inter-Governmental Fiscal Framework
IGFT	Inter-Governmental Fiscal Transfers
ILGS	Institute of Local Government Studies
IMCCoD	Inter-Ministerial Coordinating Committee on Decentralisation
ISD	Information Services Department
KPIs	Key Performance Indicators
LD	Legal Division
LGDD	Local Governance and Decentralisation Directorate
LED	Local Economic Development
LGA	Local Governance Act
LGFB	Local Government Finances Bill
L.I.	Legislative Instrument
LoGNet	Local Governance Network
LUSPA	Land Use and Spatial Planning Authority
MASLOC	Microfinance and Small Loans Centre
MDB	Multilateral Development Bank
M&E	Monitoring and Evaluation
MELR	Ministry of Employment & Labour Relations
MESTI	Ministry of Environment, Science, Technology, and Innovation
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCD	Metropolitan/Municipal/District Coordinating Director
M&E	Monitoring & Evaluation
MCTA	Ministry of Chieftaincy and Religious Affairs
MDAs	Ministries, Departments and Agencies

MIZD	Ministry of Inner-City and Zongo Development
MLGDRD	Ministry of Local Government, Decentralisation and Rural Development
MMDCEs	Metropolitan/Municipal/District Chief Executives
MoF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOGCSP	Ministry of Gender, Children and Social Protection
MOI	Ministry of Information
MLNR	Ministry of Lands and Natural Resources
MSWR	Ministry of Sanitation and Water Resources
MOTAC	Ministry of Tourism, Arts and Culture
MOTI	Ministry of Trade and Industry
MoU	Memorandum of Understanding
MOYS	Ministry of Youth and Sports
MPs	Members of Parliament
MSMEs	Micro, Small and Medium Enterprises
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
NALAG	National Association of Local Authorities of Ghana
NCA	National Communications Authority
NDAP	National Decentralisation Action Plan
NDPS	National Decentralisation Policy and Strategy (2020-2024)
NDPC	National Development Planning Commission
NEIP	National Entrepreneurship and Innovation Programme
NHC	National House of Chiefs
NRM	Natural Resources Management
NTE	Non-Traditional Export
NYA	National Youth Authority
PFJ	Planting for Food and Jobs

NGOs	Non-Governmental Organisations
NTR	Non-Tax Revenues
OHCS	Office of the Head of Civil Service
OHLGS	Office of the Head Local Government Service
OPDAG	Oil Palm Development Association of Ghana
PAF	Performance Assessment Framework
PBME	Performance-Based Monitoring and Evaluation
PEF	Private Enterprise Federation
PEFA	Public Expenditure and Financial Accountability
PFM	Public Financial Management
PIAD	Public Investment and Assets Division
PPBME	Policy Planning, Budgeting, Monitoring & Evaluation
PPD	Public-Private Dialogue
PPP	Public-Private Partnership
PRCCs	Public Relations and Complaints Committee
PWD	Public Works Department
PWDs	Persons with Disabilities
RCCs	Regional Coordinating Councils
RDAs	Regional Development Authorities
RFQ	Request for Quotation
RFP	Request for Proposal
RGD	Registrar-General's Department
RPCU	Regional Planning Coordinating Unit
RSDFs	Regional Spatial Development Frameworks
REP	Rural Enterprises Programme
SDGs	Sustainable Development Goals
SIGA	State Interests and Governance Authority
SPCs	Spatial Planning Committees
SPEFA	Social Public Expenditure and Financial Accountability

SRID	Statistics, Research, and Information Directorate
SSNIT	Social Security and National Insurance Trust
ToR	Terms of Reference
TUC	Trades Union Congress Ghana
YEA	Youth Employment Agency
WTO	World Trade Organisation
1D1F	One District One Factory

EXECUTIVE SUMMARY

The LED Policy (2024-2029) and Implementation Plan builds on the Coordinated Programme of Economic and Social Development Policies (2021-2025): Agenda for Jobs; the National Decentralisation Policy (2020-2024) and other key policies and strategies, to ensure full coherence with Government of Ghana Vision and priorities.

The Policy Goal is ***"to promote a conducive environment at the District level for sustained local business growth, decent employment opportunities and economic empowerment for all Ghanaians".*** This Policy Goal is directly linked to the LED Policy Thrust of the NDPS (2020-2024) which is: *the creation of an enabling environment for sustained business growth, decent jobs creation and inclusive income growth.*

MMDAs are expected to play a vital role in developing an ecosystem of LED support services, by facilitating services and support activities implemented by sector departments, flagship initiatives, private sector service providers and NGOs, to address the core challenges faced by private sector.

Several challenges and weaknesses have been identified in the effective implementation of LED:

a) Primarily, the Coordinated Programme of Economic and Social Development Policies (CPESDP) identified several **key constraints for businesses** that need to be addressed at the local level, including the high cost of access to finance; relatively weak economic infrastructure including unreliable and expensive utilities, especially water and energy; poor public sector service delivery; a cumbersome licensing regime; difficult access to land, technology and other economic assets. The CPESDP also highlights the need to support skills development, and an entrepreneurial mindset and attitude for businesses, cooperatives and entrepreneurs.

b) Secondly, the LED review conducted in 2019, upon request

from the MLGDRD and supported by the IMCCoD, identified the following main challenges:

- limited understanding of the concept of LED;
- diverse interests and perspectives of stakeholders;
- poor leadership, especially at the MMDA level to drive LED initiatives;
- limited resources to promote LED initiatives; and
- bureaucratic local regulations and processes resulting in slow or stalled LED actions.

The updated LED Policy (2024-2029) and Implementation Plan recommended policy options to address these challenges and build further on some **opportunities** which underline the overall Ghana Beyond Aid Agenda.

Indeed, Ghana is characterized by a very dynamic, young, and vibrant private sector which accounts for close to 90 per cent of employment in Ghana. They play an essential role for the wellbeing of a society as successful companies are investing, improving productivity, employing people, paying salaries, providing goods and services, generating profits, and paying taxes. The creation of an enabling business environment through business environment reforms is therefore acknowledged as an important pre-requisite for unleashing a private sector response that leads to dynamic growth, and ultimately employment and income generation.

The core value of this Policy is optimism and a paradigm shift from an inward to an outward-looking view, to harness local resources and to create an enabling environment for the private sector to thrive.

Furthermore, the Local Economic Development Policy (2024-2029) and Implementation Plan is evidence-based and provides clear and relevant objectives to support the vulnerable groups to have access to local income growth and decent jobs.

The Local Economic Development Policy (2024-2029) and Implementation Plan identifies eight (8) policy objectives to achieve the Vision and Goal of this Policy. They are broadly aimed at building capacity, strengthening institutional structures and providing an enabling environment for local economic development at the MMDA level.

The first two specific policy objectives are aimed to ensure effective coordination to establish the necessary institutional structures, providing the needed capacity building required to change the mindset of actors at all levels to support the sustainable and inclusive growth of local economies.

The other six objectives provide MMDAs with a set of hands-on policy objectives to promote an enabling business-friendly environment and highlight the conditions under which the local economy can grow. These objectives are relevant for all MMDAs, but their implementation needs to be adapted to the socio-economic conditions of their localities.

The Policy is structured into two (2) parts. The first part contains (7) chapters and the second covers the Implementation Plan. Chapter one details the background and rationale and scope for the policy. Chapter Two highlights the legal, global and national policy context; Chapters Three detail the Policy Framework; whilst Chapter Four covers Objectives and Strategies; whilst Chapters Five, Six and Seven focus on Institutional Arrangements; Monitoring and Evaluation Framework and Communication Strategy, respectively.

01

CHAPTER ONE: INTRODUCTION

1.1 Background

The National Decentralisation Policy and Strategy (2020-2024) defines LED as galvanising and stimulating citizens to participate in entrepreneurial ventures to promote micro, small and medium enterprises to create sustainable employment where district assemblies provide the favourable and enabling business environment for growth. It is therefore to build the economic capacity of the local economy to improve quality of life for all, especially women, youth and the marginalised'.

The rationale of this Local Economic Development Policy (2024) and Implementation Plan is to provide policy guidelines for strengthening vibrant local economies and improving their competitive advantages while ensuring an enabling environment for sustained business growth, decent job creation and improved income of all Ghanaians. It outlines the policy direction and institutional support for facilitating the development of local economies.

It does this through eight specific policy objectives which are broadly aimed at building capacity, strengthening institutional structures and providing an enabling environment for Local Economic Development (LED) at Metropolitan, Municipal and District Assembly (MMDA) level.

This policy is intended for Ministries, Departments and Agencies (MDAs) whose activities will impact the lives of people at the local level in Ghana; as well as for MMDAs formulating local development plans and strategies with direct impacts on the quality of life for local people within their jurisdiction. Also, it is intended to guide economic development at the district level by other development-oriented organisations including development partners, private sector and

other non-state actors. It provides a new challenge and opportunity for MMDAs to make a meaningful impact on the lives of its communities.

To effectively deliver their LED mandate, human and financial resource requirements for effective LED implementation will be fully integrated into the arrangements for administrative and fiscal decentralisation to support MMDAs. The capacities of MMDAs will be strengthened to ensure effective collaboration among agencies at all levels of government and provide the enabling environment for the private sector, including the informal sector, to thrive at the local level.

The expected outcomes of implementing the LED Policy (2024) and Implementation Plan are:

a. Improved economic Governance (relationships management for business and economic initiatives, collaboration and inter-jurisdictional arrangements to harness and develop shared resources for mutual benefit);

b. Incentivised MMDAs to shift and reorient their operations to a more business-friendly engagement, based on the identified needs of the local private sector and other economic actors;

c. Growth of locally owned businesses and enterprise development at MMDA level with support from the national level;

d. Increased LED services provided by MMDAs through the provision and maintenance of targeted infrastructure and social facilities to promote businesses;

e. Local financing opportunities promoted, improved access to business development services and productive assets (such as land, water and other natural resources) in response to the needs of the local business community.

f. Enhanced social cohesion as a cornerstone of the Ghanaian society to build business trust, gender equity and the inclusion of vulnerable groups.

1.2 Policy Formulation Process

The update of the Local Economic Development Policy (2024) and Implementation Plan involved the following activities;

a. A diagnostic study was conducted to assess the level of implementation of the Local Economic Development Policy (2020) and its Practitioners' Manual and recommend areas of improvement based on existing legal and policy frameworks.

b. Series of consultations were conducted at all levels of government including MDAs, MMDAs, and Private Sector and other relevant stakeholders. It was to galvanise their input to update the existing policy and ensure that the policy formulation process was participatory.

c. Consultations were held nationwide to galvanise inputs for the update of the Policy.

d. The Draft Policy was updated based on the inputs from the consultations and was further reviewed by the National Local Economic Development Technical Committee to finalise and come out with the Final Draft of the Policy.

e. There were series of reviews sessions by the National LED Technical Committee to finetune the Policy

f. A National Validation with National LED Technical Committee and selected officials of MMDAs and RCCs.

g. The Final Local Economic Development Policy and Implementation Plan (2024) was submitted to Cabinet for consideration and Approval.

1.3 Situational Analysis

The Local Economic Development Policy and Action Plan developed in 2020, provided a framework and guideline for MMDAs to incorporate LED related activities and interventions in their Medium-Term Development Plans (MTDP) for implementation.

This previous policy created the momentum and appetite for Local Economic Development planning and implementation at the MMDA level. The update of the Policy builds on the successes and further address the gaps of the previous Local Economic Development Policies (2013 and 2020).

A diagnostic of the implementation of the Local Economic Development Policy of 2020 identified a myriad of challenges. These challenges included the following:

a. limited understanding of the concept of LED;

b. diverse interests and perspectives of stakeholders;

c. poor leadership, especially at the MMDA level to drive LED initiatives;

d. limited resources to promote LED initiatives; and

e. bureaucratic local regulations and processes resulting in slow or stalled LED actions.

f. imperfect nature of public-private partnerships at the local level

g. weak Inter-Ministerial coordination for policy steering and mainstreaming

h. near absence of adequate information management and monitoring.

The updated Policy provides a framework for MMDAs to successfully create and implement Local Economic Development strategies through a wider scope of stakeholder engagement. There is need to prioritise strong coordination (and information sharing) networks/platforms at all levels involving stakeholders and the private sector community for effective and efficient planning and implementation.

Furthermore, MMDAs capacities needs to be strengthened to ensure that the Local Economic Development planning process is more transparent and participatory to the needs of the private sector and other economic actors.

The Local Economic Development Policy (2024-2029) and Implementation Plan focuses on the needs of the private sector community. Bottlenecks such as high cost of doing business (notably, high and multiple taxes), administrative and bureaucratic processes hinder local economic development. Addressing these challenges more specifically will bring a change in the operations of MMDAs to a supportive business-oriented entity which will ultimately promote private-sector-led economic growth.

The availability of local and well-maintained infrastructure is crucial for implementing Local Economic Development and a significant determinant of production costs, product quality and market access. Through the decentralised planning system, MMDAs play a core role in ensuring access to LED-infrastructure and quality services that support economic growth.

Although the contributions of MMDAs to actual investments in infrastructure are likely to be insignificant, given their weak resource base, they can attract and facilitate investment from the private sector, projects and government agencies. Different types of Public-Private Partnerships (PPPs) are currently implemented at MMDA level. They are considered as an important vehicle for supporting Local Economic Development by leveraging resources and involving local companies in the delivery of infrastructure and services at the MMDA level.

MMDAs offer great potential for more sustainable and equitable natural resource management. Land use planning, integrated management of water resources and environmental protection is part of their mandate and needs to be ensured to generate sustainable and accelerated economic development for rural communities.

MSMEs access to finance is a fundamental prerequisite for Ghana's Local Economic Development. However, one of the most critical issues facing MSMEs is their difficulty in accessing finance. MMDAs can play a broker role to facilitate access to finance for business and cooperatives. Similarly, MMDAs can explore innovative financing options that will help make financial resources available to local business operators.

Furthermore, MMDAs play a vital role in developing an ecosystem of Local Economic Development support services, by facilitating services and support activities implemented by sector departments, flagship initiatives, private sector service providers and NGOs, to address the core challenges for business development which are linked to the workforce requirements of local employers.

In terms of other opportunities to be mentioned, Ghanaians are business-minded and are always in search of opportunities to exploit. Moreover, the Ghanaian diaspora is very active in the country and is therefore uniquely positioned to recognise investment opportunities and to exploit such opportunities by taking advantage of their ties to Ghana.

The availability of markets, both domestically and abroad, serve as a strength to boost the development of local economies to export locally produced products. Markets that function well have wider economic benefits too: they encourage firms to innovate, reduce costs and provide better quality jobs, goods and services to more people.

Finally, traditional authorities have a key role to play in local economic development through their capacity to engage communities, support social cohesion and manage land and natural resources held in trust for community benefit and future generations. A good working relationship between the traditional authorities and the MMDAs is essential as it has proven to be a key success factor in boosting Local Economic Development.

All these challenges and opportunities will be properly addressed in the policy framework of the Local Economic Development Policy (2024) and Implementation Plan.

1.4 Key Policy Issues

The Policy identifies the following issues as barriers to local economic development:

a. Weak LED coordination at all levels

b. Inadequate capacities at MMDA level for effective LED Governance;

c. Limited access to administrative and fiscal incentives;

d. Inability to facilitate access to information to attract investment;

e. Limited access to economic infrastructure and support industrialization;

f. Difficulty in accessing productive assets such as land, labour and credit;

g. Weak collaboration between private financial institutions and businesses, cooperatives, and vulnerable groups; and

h. Limited access to training and entrepreneurial skills development.

02

CHAPTER TWO: POLICY CONTEXT

2.1 Introduction

The then Ministry of Local Government and Rural Development formulated a Local Economic Development and Action Plan in 2020 to provide a framework for local economic development at the MMDA level. The 2024 Policy is an update to the 2020 Policy as response to limitations and emerging issues and opportunities.

2.2 Legal Context

i. **Constitution of the Republic of Ghana (1992)**

Article 245(a) of the Constitution of the Republic of Ghana (1992) empowers District Assemblies (DAs) to formulate and execute plans, programmes and strategies, as well as mobilise resources necessary for overall district development (Article 245a). This requires that MMDAs take all action needed to ensure that the local economy is managed in such a manner as to maximise its potential for the local people.

ii. **Local Governance Act, 2016 (Act 936)**

The Local Governance Act, 2016 (Act 936) defines the promotion of LED explicitly as a core function of District Assemblies. It establishes MMDAs as planning authority for local economic development. The Act also highlights the responsibility of MMDAs in creating an enabling environment for Local Economic Development by taking a facilitating role to "promote and support productive activity and social development in the district and remove any obstacles to initiative and development".

iii. **Land Use and Spatial Planning Act, 2016 (Act 925)**

The Land Use and Spatial Planning Act, 2016 (Act 925) establishes MMDAs as the authorities for spatial development planning at the

district level. It provides for the establishment of Spatial Planning Committees (SPC) responsible for the development of Spatial Development frameworks at regional and district levels. The Local Economic Development Policy (2024) and Implementation Plan makes it mandatory for MMDAs to integrate land use and spatial planning into local planning to support Local Economic Development.

iv. **Public Private Partnership Act, 2020 (Act 1039)**

The Public Private Partnership Act, 2020 (Act 1039) provides framework for the development, implementation, and regulation of public private partnership arrangements between contracting authorities and private parties for the provision of infrastructure and services. The Act also prescribes the establishment of institutional arrangements for the regulation of public private partnerships, and related matters.

2.3 Global Policy Context

i. **Sustainable Development Goals (SDGs)**

Local Economic Development (LED) is a key vehicle for 'integrating' and 'localising' all the 17 SDGs through strategic and comprehensive territorial planning, to generate sustainable local economic opportunities and quality of life for residents and fulfil the commitment of the SDGs to "leaving no-one behind".

By improving access to livelihoods and raised incomes, local economic development will contribute directly to the reduction of poverty (Goal 1), zero hunger (Goal 2), and reduced inequality (Goal 10). Creating an enabling environment for businesses through inclusive economic development planning that ensures social inclusion and environmental sustainability will also contribute directly to decent work and economic growth (Goal 8).

This approach to local economic development will also contribute to related SDGs, such as sustainable industrialisation through resilient infrastructure and innovation (goal 9), responsible consumption and production (Goal 12), gender equality (Goal 5), partnerships to achieve the goals (Goal 17), sustainable cities and communities (Goal 11),

sustainable environmental management addressed through life on land (Goal 15), life below water (Goal 14), and climate change (Goal 13).

ii. **African Union Agenda 2063**

The Agenda 2063 is the overarching strategic framework for Africa over the next 50 years, developed by the AU. It is "a global strategy to optimise the use of Africa's resources for the benefit of all Africans". The Agenda focuses on seven aspirations' of where Africa wants to be by 2063.

The Agenda 2063 emphasises engaging all stakeholders and harnessing and utilising local resources for development. Local economic development could become an opportunity to mobilise more resources and capacities for local solutions and innovations to achieve the seven aspirations of the agenda 2063.

iii. **African Continental Free Trade Area (AfCFTA)**

The African Continental Free Trade Area (AfCFTA) is a critical initiative aimed at fostering economic development across Africa. It aims at reducing tariffs and non-tariff barriers, thereby facilitating the free movement of people, labour and investments which are essential for local economic growth. The AfCFTA receives support from the African Union and holds great promise of enhancing economic integration and cooperation among member nations.

The agreement recognizes the importance of aligning with local economic development initiatives, emphasizing the need for countries to develop national strategies align to their unique economic contexts. This approach is key to maximizing the benefits of the AfCFTA for local economies, ensuring that the free trade agreement contributes to sustainable and inclusive growth across the continent.

2.4 National Policy Context

i. Coordinated Programme of Economic and Social Development Policies (2021-2025)

Local Economic Development is strongly aligned with the overall policy agenda set out in the Coordinated Programme of Economic and Social Development Policies (2021-2025) Agenda for Jobs: Creating Prosperity and Equal Opportunity for All.

The Policy emphasises the need to develop a business-friendly mindset among public sector agencies and the importance of Local Economic Development in facilitating economic growth and job creation at the local level. It highlights the role that government should play in delivering this policy paradigm shift by creating an enabling environment for private sector business as the driving force for economic growth, job creation and raising incomes.

Furthermore, the new Co-ordinated Programme of Economic and Social Development Policies (2021-2025) addresses the three interconnected elements of sustainable development: economic development, social inclusion, and environmental sustainability. In this regard, Local Economic Development should contribute to national economic development in harmony with environmental sustainability, through a sustainable use of local resources, including natural resources.

ii. National Decentralisation Policy and Strategy (2020-2024)

Decentralisation reforms are critical to empowering local governments to facilitate Local Economic Development. The National Decentralisation Policy and Strategy (2020-2024) provides overall guidance to the Local Economic Development Policy (2024) and Implementation Plan. Decentralisation reforms are critical to empowering local governments to facilitate Local Economic Development.

One of the six policy Thrust Areas in the National Decentralisation Policy and Strategy (2020-2024) sets out Local Economic Development objectives, to help achieve the policies and vision of Government and

provide MMDAs with the required support, to promote sustainable and inclusive social and economic development.

This policy thrust seeks to create an enabling environment for income growth, sustained business development and creation of decent jobs by making Local Economic Development planning and implementation more inclusive and an integral part of decentralised planning. It will involve strengthening Local Economic Development related institutional structures, improving the capacities of the main stakeholders, and building an eco-system of support services, including Public-Private Partnerships (PPPs) for job creation.

iii. **Local Economic Development (LED) Related Sectorial Policies**

Further to these key policies, this Local Economic Development Policy (2024) and Implementation Plan seeks to include Local Economic Development related sectorial policies such as:

a. National Public Sector Reform Strategy (2018-2023)

b. Ghana National Spatial Development Framework (2015-2035)

c. National Popular Participation Framework

d. National Urban Policy Framework (2012) and Action Plan

e. Rural Development Policy (2018)

f. National Micro, Small and Medium Enterprises (MSME) Policy (2019)

g. National Tourism Development Plan (2013-2027)

h. Ghana Infrastructure Investment Fund (GIIF)

i. National Policy on Public-Private Partnerships (2011)

j. National Social Protection Policy (2015)

k. National Gender Policy (2015)

l. Disability Policy (2000)

These policies highlight the importance of local economic development in promoting economic growth and development at both local and national levels.

2.5 National Flagship Initiatives

Several government flagship programmes are contributing to Local Economic Development at the MMDA level and serve as a great opportunity to consolidate the gains and build the local economy through a pro-growth approach of local industrialisation and territorial attraction.

These include:

a. One District, One Factory (1D1F)

b. One District, One Warehouse

c. Planting for Food and Jobs (PFJ)

d. One Village One Dam

e. One Region One Industrial Park

f. National Entrepreneurship and Innovation Programme (NEIP)

g. YouStart Programme

The implementation of national flagship initiatives will be coordinated through integrated local economic development planning, which is the responsibility of MMDAs. Furthermore, the implementation of the policy will leverage and build on the good coordinating mechanisms some of the initiatives are fostering at the local level.

03

CHAPTER THREE - POLICY FRAMEWORK

3.1 Introduction

The vision of the Local Economic Development Policy (2024-2029) and Implementation Plan is aligned to the vision of a "Ghana Beyond Aid". The Policy defines core values and nine guiding principles relevant for the improving local economic development.

3.2 Vision

The vision of this Policy is stated as follows:

"Resilient, inclusive and collaborative local economies for sustained business growth contributing to local income generation and decent job creation".

Strong local economies that support a wealthy, inclusive, sustainable, empowered, and resilient Ghana, or in short, a W.I.S.E.R. Ghana.

3.3 Policy Goal

The goal of the Policy is ***"to promote a conducive environment at the District level for sustained local business growth, decent employment opportunities and economic empowerment for all Ghanaians"***.

3.4 Policy Objectives

The Local Economic Development Policy (2024-2029) and Implementation Plan seeks to achieve the following objectives:

a. Ensure effective LED multi-stakeholder coordination at all levels;

b. Strengthen capacities at District Assembly level for effective LED governance;

c. Improve access to administrative and targeted fiscal incentives;

d. Facilitate access to information and promote the local area to attract businesses and investors;

e. Improve access to economic infrastructure to support industrialisation;

f. Facilitate access to productive assets such as land, water and other natural resources;

g. Support access to finance for businesses, cooperatives and vulnerable groups; and

h. Support access to training and entrepreneurial skills development.

3.5 Core Values

The core value of this Policy includes the following:

a. optimism and a paradigm shift from an inward to an outward-looking view, to harness local resources and to create an enabling environment for the private sector to thrive;

b. evidence-based with clear and relevant objectives to support private sector and vulnerable groups to harness local income growth and decent jobs creation;

c. incentivised and effective pro-growth and pro-poor approaches that can be applied, to adapt to local circumstances, to support the growth of their local economies;

d. enabling business environment as an important pre-requisite for unleashing private sector response that leads to dynamic growth, and ultimately employment and income generation;

e. locally driven strategy as a catalyst for poverty reduction, women's empowerment and 'inclusive growth with prominence for implementing the SDGs which promise to 'leave no one behind';

f. inclusive and participatory decision making, and partnership building with non – state actors; and

g. change in mindset, innovation, creativity and accountability to respond to the needs of the private sector and vulnerable groups.

3.6 Guiding Principles

The Local Economic Development Policy (2024-2029) and Implementation Plan is based on the following:

i. **Local economic development (LED) is not one-size-fits-all** - One of the cardinal principles of local economic development is that every locality is unique and therefore there is no single one-size-fits-all approach.

ii. **Leadership and change management** - In the context of LED, it is essential for MMDAs to assume responsibility in championing the development of local economies. This requires a change of mindset to provide business-friendly engagement with all local stakeholders involved.

iii. **Commitment of relevant Stakeholders** - Local economic development is "everybody's business", including the local communities, businesspeople, and all other non-state actors. For Local Economic Development Policy to achieve its objectives, MMDAs, private sector, communities and Civil Society will be required to participate in the economic development of the locality fully.

iv. **Public-Private Partnerships** – For MMDAs, PPPs offer the opportunity to leverage on private resources to increase the availability of public infrastructure and services and improve the quality of services to its citizens through cost-effective

means. They also serve as a tool for the promotion of LED activities within the Assemblies, as well as help to reduce the overdependence on central government funds.

v. **Dialogue between government and business** – dialogue is one of the ways to understand the concerns of the business sector, and how they can help overcome them. Enterprises are more willing to pay taxes and act in socially responsible ways if they are involved in dialogue on national and local development strategies and policy-making processes.

vi. **Transparency and Accountability** - The Policy will require an effective system of transparency and accountability to ensure generated revenue is appropriately utilised and accounted for to improve the delivery of services to citizens.

vii. **Gender Equality, Equity and Inclusiveness** - The Policy is built around the principle of gender equality, equity and inclusiveness in local economies. It therefore, encourages effective and inclusive participation of different stakeholders without distinction based on status, gender or class. MMDAs will ensure that local economic development is inclusive and provides appropriate employment and livelihood opportunities for women, youth, people with disabilities/HIV, informal economy, Zongos, Inner cities and other marginalised groups.

viii. **Digitalisation** - Technology and digitalisation have enormous potential for the promotion of local products. The Local Economic Development Policy encourages and urges local governments to adopt ICT as a strategy for delivering and improving the livelihoods of people in their localities by providing timely information and services.

ix. **Environmental Sustainability** - The integrity of the environment will not be traded for economic development. Local economies will strive to develop sustainability by giving high considerations to environmental protection and conservation. Businesses will aspire to achieve green growth that is focused on sustainable use of resources.

x. **Informal sector** - The informal sector in Ghana provides about eighty per cent (80%) of employment and makes many contributions to socio-economic development. District Assemblies should partner with the Business Advisory Centres/ Non-governmental Organisations to support the formation of sector-based associations, to ensure that informal sector workers can advocate for their needs and access social protection. They should also support informal sector operators to formalise their businesses by linking them with services.

xi. **Territorial integration and market** - This policy emphasises strengthening the potentialities of internal markets and increased mobility, to ensure locally produced goods and services reach the expected markets and consumers, within a reasonable time. The application of a territorial (or spatial) approach in Local Economic Development policy design and policymaking is essential and relevant as administrative boundaries do not limit economic dynamics. Inter-communality can be relevant to set up partnerships between Metropolitans and municipalities and to deliver integrated socio-economic services.

04

CHAPTER FOUR – POLICY OBJECTIVES AND STRATEGIES

4.1 Introduction

This Local Economic Development Policy (2024-2029) and Implementation Plan identifies eight specific policy objectives to achieve the Vision and Goal of this Policy. They are broadly aimed at building capacity, strengthening institutional structures and providing an enabling environment for local economic development at the MMDA level.

The first two (2) specific policy objectives are aimed to ensure effective the necessary institutional structures, providing the needed capacity building required to change the mindset of actors at all levels to support the sustainable and inclusive growth of local economies.

The other six (6) objectives provide MMDAs with a set of hands-on policy objectives to promote an enabling business-friendly environment and highlight the conditions under which the local economy can grow. These objectives are relevant for all MMDAs, but their implementation needs to be adapted to the socio-economic conditions of their localities.

Several strategies have been designed and adopted to respond to the stated objectives. It is envisioned that the combined implementation of these strategies will lead to the overall improvement in the local economies for sustained growth of businesses, creation of decent jobs and increased local income.

4.2 Objective 1: Ensure effective LED multi-stakeholder coordination at all levels

This objective seeks to ensure proper coordination, harmonisation and collaboration at all levels to ensure effective local economic development

regulation and steering. The strategies cut across institutional reforms and structures, planning, mainstreaming and implementation of local economic development initiatives. The objective proposes strategies to deepen stakeholder participation and engagement at all levels, especially non-state actors.

To achieve this, the following strategies will be pursued:

- *Strategy 1: Activate institutional structures for LED Coordination at the National Level;*
- *Strategy 2: Activate institutional structures for LED Coordination at the Regional Level;*
- *Strategy 3: Activate institutional structures for LED Coordination at the MMDA Level;*
- *Strategy 4: Ensure integration of national and MMDA level economic development initiatives for efficient resource management; and*
- *Strategy 5: Improve and expand the scope of stakeholder engagement especially for private sector, CSOs, Traditional Authorities and communities.*

4.3 Objective 2: Strengthen capacities at District Assembly level for effective LED governance

This objective is focused on strengthening the capacities of MMDAs in terms of planning, design, implementation, monitoring and evaluation of LED initiatives. The strategies seek to build an integrated framework and foundation to LED implementation. Critical amongst this is ensuring the advance of spatial planning and awareness to leverage private sector and other non-state actors for development.

To achieve this, the following strategies will be pursued:

- *Strategy 1: Build capacity of MMDAs to understand and commit to LED implementation;*

- *Strategy 2: Develop a capacity-building framework for LED planning and implementation;*
- *Strategy 3: Build capacity at MMDAs and Regional levels to integrate LED initiatives into Spatial Development frameworks;*
- *Strategy 4: Build capacity of MMDAs to monitor the environmental and social impacts of LED activities;*
- *Strategy 5: Create awareness and provide guidance to MMDAs on the effective use of PPPs; and*
- *Strategy 6: Develop and operationalise standardised KPIs for LED implementation at the MMDA level.*

4.4 Objective 3: Improve access to administrative and targeted fiscal incentives

The third objective seeks to simplify administrative systems and provide well-targeted fiscal incentives for MMDAs to reduce the business-costs to encourage the start-ups and expansion of businesses at the local level.

To achieve this, the following strategies will be pursued:

- *Strategy 1: Simplify, streamline and reduce the costs of doing business at the local level;*
- *Strategy 2: Support the formalisation of MSMEs to access support and social protection; and*
- *Strategy 3: Promote social inclusion and equal opportunities for women, youth, people with disabilities & HIV and other vulnerable groups in LED implementation.*

4.5 Objective 4: Facilitate access to information and promote the local area to attract businesses and investors

The objective aims at strengthening the capacities of MMDAs to attract investors through information dissemination and effective profiling

their areas of jurisdiction. The strategies seek to identify and publicise available economic opportunities, market potentials and available local economic development services within their localities.

To achieve this, the following strategies will be pursued:

- *Strategy 1: Strengthen the capacities of MMDAs to profile and promote local areas to attract potential investors and businesses;*
- *Strategy 2: Ensure adequate provision of timely and current market-relevant information to cooperatives, businesses and entrepreneurs among others; and*
- *Strategy 3: Increase the level of public awareness and participation in LED interventions.*

4.6 Objective 5: Improve access to economic infrastructure to support industrialisation

The objective highlights the need for adequate infrastructure and financing options to drive local industrialisation. The strategies seek to support MMDAs to ensure the provision of well-maintained and access to LED-infrastructure and services which contribute to local industrialisation.

To achieve this, the following strategies will be pursued:

- *Strategy 1: Ensure improved quality and access to LED Infrastructure and service;*
- *Strategy 2: Expand financing options to provide adequate LED Infrastructure to support industrialisation; and*
- *Strategy 3: Facilitate the development of light industrial and special economic zones.*

4.7 Objective 6: Facilitate access to productive assets such as land, water and other natural resources

In the sixth objective, MMDAs will facilitate access to productive assets such as land, water and natural resources for productive purposes to ensure sustainable benefits for both businesses and communities.

To achieve this, the following strategies will be pursued:

- *Strategy 1: Ensure access to land to support local investments;*
- *Strategy 2: Ensure access to other productive assets and natural resources; and*
- *Strategy 3: Identify and develop tourism potentials for local development.*

4.8 Objective 7: Support access to finance for businesses, cooperatives and vulnerable groups

This objective seeks to position MMDAs to play a broker role to facilitate access to finance for business and communities through existing financing schemes as well as exploring innovative financing options.

To achieve this, the following strategies will be pursued:

- *Strategy 1: Explore innovative and alternative financing options;*
- *Strategy 2: Improve access to finance for vulnerable groups;*
- *Strategy 3: Connect local businesses to existing MSMEs financing systems; and*
- *Strategy 4: Provide adequate financial management skills to MSMEs.*

4.9 Objective 8: Support access to training and entrepreneurial skills development

The objective urges MMDAs to promote skills development and entrepreneurship training based on the needs and opportunities of the local economy, particularly, the local labour market.

To achieve this, the following strategies will be pursued:

- *Strategy 1: Strengthen the role of MMDAs to promote social inclusion and equal opportunities for women, youth, people with disabilities & HIV and other vulnerable groups; and*
- *Strategy 2: Strengthen the role of MMDAs in facilitating access to business development services.*

05

CHAPTER FIVE – IMPLEMENTATION ARRANGEMENTS

5.1 Introduction

This chapter sets out the implementation arrangements, institutional roles and responsibilities at different levels for the Local Economic Development Policy (2024-2029) and Implementation Plan.

5.2 Implementation Arrangements, Roles and Responsibilities

5.2.1 National level

At the national level, the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) will steer the implementation of the Policy by coordinating with different state and non-state agencies implementing local economic development initiatives to achieve the expected outcome and impact as well as avoid duplication of efforts at the MMDA level. These institutions include but not limited to:

1. Ministry of Finance (MoF);
2. Ministry of Trade and Industries (MoTI);
3. Ministry of Information (MoI);
4. Ministry of Food and Agriculture (MoFA);
5. Ministry of Environment, Science, Technology and Innovation (MESTI);
6. Ministry of Chieftaincy and Religious Affairs (MoCRA);
7. Ministry of Tourism, Arts and Culture (MoTAC);
8. National Development Planning Commission (NDPC);

9. Office of the Head of Local Government Service (OHLGS);
10. Ghana Enterprises Agency (GEA);
11. Lands Commission (LC);
12. Land Use and Spatial Planning Authority (LUSPA);
13. Ghana Investment Promotion Council (GIPC);
14. Ghana Export Promotion Authority (GEPA);
15. Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD);
16. Institute of Local Government Studies (ILGS);
17. National Association of Local Authorities of Ghana (NALAG);
18. Development Authorities;
19. Private Sector;
20. Civil Society Groups, and NGOs among others.

The collaboration between these institutions is expected to facilitate and proffer innovative support to assist MMDAs to develop Local Economic Development action plans and implement the content of the plans to achieve the goal and objectives of the National Local Economic Development Policy and Implementation Plan. National level facilitation support may include:

- Enhancing access to productive assets (credit, land, labour);
- Training and capacity building;
- Fostering collaboration (local and international) and clustering Local Economic Development initiatives;
- Technical assistance and consultancy services;
- Effective communication and information dissemination; and

- Creation of specialised LED structures (Business Innovation Centres and the Business Start-up Centres) among others

A **National LED Technical Committee** chaired by MLGDRD will continue to provide oversight and technical direction for the implementation of the Local Economic Development Policy and Implementation Plan. The Technical Committee will be provided with results of the periodic monitoring and evaluation of the outcomes and impacts of the policy implementation. The National LED Technical Committee shall have representatives of Ministries, Departments and Agencies, Civil Society Organisations (CSO) and private sector players. An LED Unit will be established at the MLGDRD to provide administrative support for policy implementation. The LED Unit will be responsible for the drafting and review of quarterly and annual reports, Terms of References, preparing legal reform briefs and propose institutional arrangements in line with objectives of the Local Economic Development Policy (2024) and Implementation Plan.

The **National Development Planning Commission (NDPC)** is responsible for providing policy guidance to the MDAs and MMDAs to guide the preparation of Medium-Term Development Plans (MTDPs). The guidelines provided by NDPC to the MDAs and MMDAs for the development of the MTDPs shall include details of the mainstreaming of Local Economic Development Planning into MTDPs based on prevailing national development frameworks.

The **Ministry of Finance** through the issuance of guidelines for the preparation of composite budgets for the MMDAs shall ensure that adequate resources are made available for local economic development planning, implementation, and monitoring.

Furthermore, the allocation formula for the **District Assembly Common Fund (DACF)** may be revised to incentivise MMDA's performance in supporting local economic development initiatives to improve the business enabling environment.

5.2.2 Regional Level

At the regional level, the **Regional Coordinating Councils (RCCs)** use their supervisory, coordinating and monitoring functions, to ensure that MMDAs incorporate LED activities in their MTDPs as well as monitor and evaluate the implementation of initiatives in a cross jurisdictional and collaborative manner. This will be in line with the arrangements under the expanded RPCU.

There shall be a **Regional LED Forum**, comprising representatives of the District level LED Forum, and responsible for collating the issues of concern presented by members. The Regional LED Forum shall propose reform measures that will be undertaken by the Regional Coordinating Council as well as review the progress of implementing the reforms.

5.2.3 MMDA Level

MMDAs have a mandate to ensure a coordinated approach to local economic development, through collaboration with MDAs, private sector actors, traditional authorities and non-state actors in the MMDA, to ensure cost-effective implementation and compatibility with national local economic development frameworks.

In the short term, the Planning Unit in the MMDA will facilitate the prioritisation, planning and implementation of local economic development initiatives. In the long term, an **LED Department** at MMDA level will be created to be responsible for facilitating the implementation of the Local Economic Development Policy and Implementation Plan. The Department will report to the Coordinating Director and serve as the Secretariat of the LED Forum of the MMDA.

There shall be an **LED Sub-Committee** of the MMDA to support the operationalisation of LED activities in MMDAs.

A **District LED Forum** shall be established and comprise a representation of all economic actors and their umbrella associations/cooperatives and coalitions in the district, the Executive Committee of the Assembly, the Planning and Coordinating Unit of the MMDA, research and academic organisations, civil society representatives and the not-for-profit sector.

The District LED Forum shall hold half-yearly meetings to review the annual MMDA LED Plan and its implementation. It shall review the output and outcome of LED activities of the MMDA and how this impacts the private sector. The District LED Forum shall be represented at the regional level as part of the Regional LED Forum.

Figure 1: MMDA LED Institutional Coordination

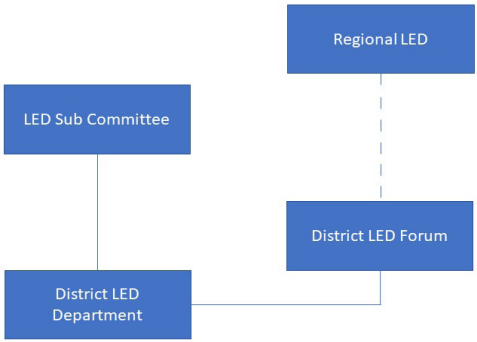


Table 1: Roles and Responsibilities of Actors in LED Planning and Implementation

MDAs/ MMDAs	Roles and responsibilities
Ministry of Local Government, Decentralisation and Rural Development (MLGDRD)	• Facilitate and coordinate efforts of different institutions implementing local economic development initiatives • Provide administrative directives • Support the preparation of MTDPs • Mid-term and end of term policy reviews
Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD)	• Coordinate inter-sectoral policy coordination on decentralisation and local governance
Ministry of Information (MoI)	• Deepen development communication and information dissemination on Government policies, programmes and projects • Provide the necessary guidance and support to promote local economic development

MDAs/ MMDAs	Roles and responsibilities
Office of the Head of Civil Service (OHCS)	• Develop a scheme of service for the establishment, staffing and administration of the LED Department. • Undertake the required institutional reforms for the establishment and staffing of the LED Department. • Establish the knowledge and skill needs for building capacity • Regulate all training aimed at enhancing the capacity of persons appointed to the LED Department at MMDA level.
Land Use and Spatial Planning Authority (LUSPA)	• Ensure the incorporation of policy activities in spatial plans • Provide for sustainable development of land through decentralised planning system • Ensure judicious use of land for economic growth and development • Create an enabling environment for MMDAs to better perform spatial planning functions

MDAs/ MMDAs	Roles and responsibilities
Ministry of Chieftaincy and Religious Affairs (MoCRA)	• Provide support to traditional authorities to facilitate territorial attractiveness and local economic development • Provide support to traditional authorities to establish relationships with MMDAs to ensure access to land and inclusive local economic development planning
Ministry of Food and Agriculture (MoFA)	• Promote sustainable agriculture and thriving agribusiness through research and technology development, effective extension and support services to farmers, processors, traders and value chain actors for improved livelihoods
Ministry of Environment, Science, Technology, and Innovation (MESTI)	• Promote sustainable environmental management, adoption and application of science and technological innovations in local economic development

MDAs/ MMDAs	Roles and responsibilities
Ministry of Lands and Natural Resources (MLNR)	• Provide advice to government, MMDAs and traditional authorities on policy frameworks on land administration • Supervise and regulate the land market through controlling the survey and demarcation of land for land use and registration
Ministry of Employment and Labour Relations (MELR)	• Coordinate employment opportunities and labour-related interventions in all sectors as well as promote decent jobs
Ghana Investment Promotion Council (GIPC)	• Promote investment opportunities in MMDAs • Provide and disseminate up-to-date information on incentives available to investors.
Ghana Export Promotion Authority (GEPA)	• Build internal systems and strategic external networks to develop Ghanaian Non-Traditional Exports throughout the value chain and promote Made-in-Ghana goods and services in strategic markets to achieve national targets for economic development.

MDAs/ MMDAs	Roles and responsibilities
Ministry of Trade and Industry / Ghana Enterprises Agency (MoTI/GEA)	• Establish business support services at MMDA level • Support with financial incentives and market information
National Development Planning Commission (NDPC)	• Establish Local Economic Development Planning Guidelines as well as impact and outcome indicators • Carry-out comprehensive monitoring and evaluation of local economic development initiatives at the MMDA level
Ministry of Gender, Children and Social Protection (MoGCSP)	• Provide a framework to mainstream gender, social protection and disability into LED • Collaborate with MLGDRD to mainstream the LED Policy into MoGCSP planning and budget

MDAs/ MMDAs	Roles and responsibilities
State Interests and Governance Authority (SIGA)	• Assist to assess the borrowing levels of state-owned enterprises and other State entities in accordance with the Public Financial Management Act, 2016 (Act 921) • Assist to decide where a request for a government guarantee, financing of capital expenditure or investment plan is submitted by a specified entity
National LED Technical Committee	• Provide oversight responsibility and technical guidance to promote local economic development • Advice and review local economic development documents including baseline study, annual reports, mid-term review

MDAs/ MMDAs	Roles and responsibilities
LED Unit - MLGDRD	• Prepare policy guidelines to guide the overall implementation of local economic development in all MMDAs • Draft and review quarterly and annual reports, Terms of References, propose and prepare legal reforms and institutional arrangements for LED implementation
Ministry of Finance	• Facilitate and provide resources for local economic development planning, implementation and monitoring
District Assembly Common Fund Secretariat (DACF)	• Revise and include local economic development in DACF formula
Office of the Head of Local Government Service (OHLGS)	• Institute reforms to establish LED department • Establish a scheme of service for LED staffs • Incorporate local economic development in capacity building framework

MDAs/ MMDAs	Roles and responsibilities
Institute of Local Government Studies (ILGS)	• Build capacities, knowledge and skill needed for LED implementation at the MMDA level • Train all persons appointed to the LED Department
Regional LED Forum	• Collate issues of concern and propose reform measures • Compile composite regional LED progress report
Metropolitan, Municipal and District Assemblies (MMDAs)	• Prepare Local Economic Development Action Plans and incorporation in MTDP • Prepare baseline of the state of local economic development for MMDAs • Monitor local economic development indicators • Carry out administrative reforms to enhance opportunities for local economic development • Engage all economic actors to promote local economic initiatives
Planning Unit/ LED Department	• Perform the secretarial function for the District LED Forum • Organise LED fora

MDAs/ MMDAs	Roles and responsibilities
LED Sub-committee	• Support the operationalisation of local economic development activities in MMDAs
District LED Forum	• Gather ideas for developing the local economy • Validate or review the annual MMDA LED plan

06

CHAPTER SIX – MONITORING AND EVALUATION ARRANGEMENTS

6.1 Introduction

The importance of monitoring the Policy's implementation cannot be overemphasised, as M&E supports that the policy objectives and the associated Implementation Plan are being delivered as envisaged and producing the desired results. It also provides feedback to inform policy review and subsequent programmes.

The policy, planning, monitoring and evaluation stages of the local economic development planning process are inextricably linked. This cycle is not complete without the backing of an effective monitoring and evaluation system, to provide valuable feedback and lessons for continuous improvement of the Local Economic Development Policy, Implementation Plan and the national budget.

6.2 Monitoring and Evaluation of the Policy

The MLGDRD will lead the monitoring of the Policy and implementation Plan in collaboration with stakeholder MDAs, through Regional Planning Coordination Units and District Planning Coordinating Units.

Monitoring and Evaluation reports will be prepared in accordance with the format recommended by the National Development Planning Commission (NDPC). The Regional Co-ordinating Councils (RCCs) shall also monitor periodically the implementation of the Policy within the MMDAs under their jurisdiction and submit quarterly reports to the MLGDRD.

The following steps will be made to track the implementation of the Policy and Implementation Plan:

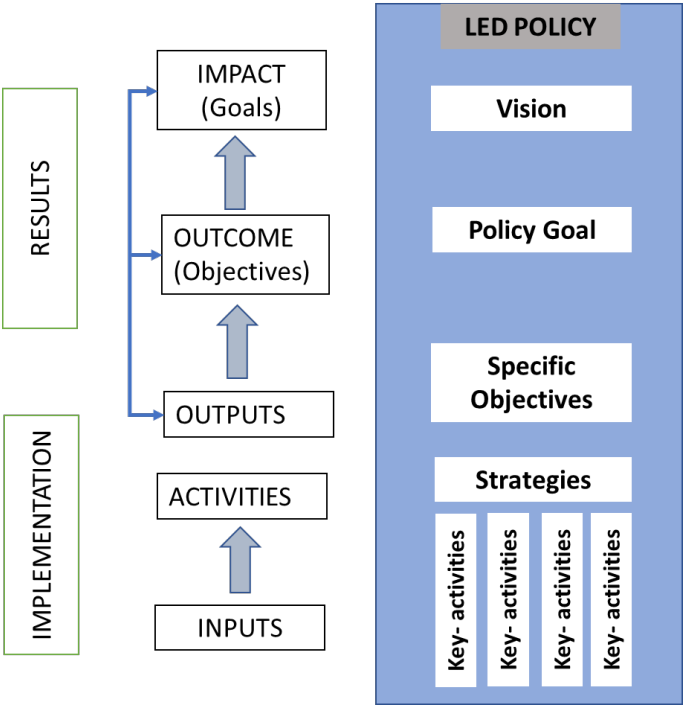
1. Stakeholders Analysis
2. Assessment of M&E Conditions and Capacity
3. Development of M&E Indicators
4. Development of M&E Workplan, Budget and Calendar
5. Data Collection, Analysis and Use of Reports
6. Reporting and Dissemination

6.3 Policy Review

There shall be an impact evaluation of the policy at the end of the Policy implementation to determine the result of implementation. A policy review shall be conducted annually, midterm and at the end of the implementation. The policy review shall be based on empirical evidence of data collected from monitoring and evaluation, operational research and lessons or ideas emanating from the implementation of the Local Economic Development Policy (2024-2029) and Implementation Plan.

The Policy shall be reviewed after five (5) years of implementation. The process shall involve the preparation of a concept note, showing the justification for review and presented to the LED Technical Committee for consideration and review. MLGDRD will lead the review process.

Figure 2: M&E Results Chain



6.4 Monitoring and Evaluation Framework

The Monitoring and evaluation of the Policy and Implementation Plan will focus on:

i. observing how the defined indicators and targets are being achieved over time;

ii. analysing and drawing lessons from key findings; and

iii. feeding these lessons back into the policy-making process.

The figure below describes the theory of change of the Policy and Implementation Plan. The effective implementation of each of the specific objectives will contribute to the overall Policy Goal and the Vision of the Policy and Implementation Plan. Through the monitoring of the Key Performance Indicators (KPIs) at the output and outcome level, the process of change will be described in annual monitoring and evaluation reports.

The MTDPs/ LED Action Plans at the MMDA level will be fully aligned with the objectives and strategies of the Local Economic Development Policy (2024-2029) and Implementation Plan.

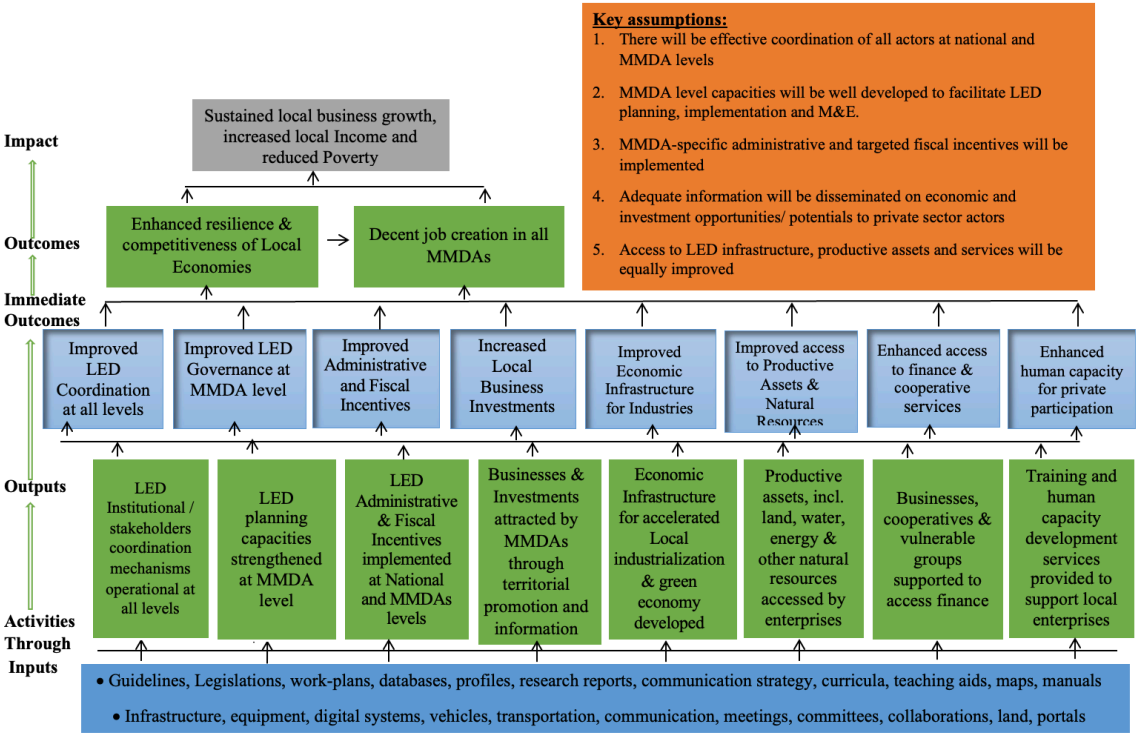


Figure 3: Theory of Change

07

CHAPTER SEVEN– COMMUNICATION STRATEGY

7.1 Introduction

The Communication strategy seeks to promote information, education and participation by all actors and stakeholders through a two-way communications approach. This approach will focus on identifying the problems, knowledge gaps, assessing available options, obtaining feedback on the implementation of the various policies, programmes and projects on local economic development, as well as to improve monitoring and evaluating progress at all levels.

The communication strategy enables MLGDRD and implementing partners of the Policy to adopt an open-door policy and communicate about the Policy and Implementation Plan with all the stakeholders.

7.2 Objectives of Communication Strategy

The key purpose of the communication strategy is to promote inclusiveness, raise awareness, understanding and appreciation of the Policy and Implementation Plan, to make things clear to all stakeholders, regarding their respective roles for a successful implementation. Specifically, this communication strategy seeks to:

a. Shift and reorient the operations of MMDAs and local actors to strategically harness local resources for the development of local economies

b. Deepen awareness creation on the concept of local economic development and its implementation at the MMDA level

c. Ensure effective dissemination and facilitate implementation of the Policy and Implementation Plan.

d. Promote peer learning and review on local economic development issues

e. Build collaborations, partnerships and coordination mechanisms for informing, educating and communicating about local economic development.

f. Facilitate the visibility of the policy through effective branding and marketing strategies

7.3 Target Audiences

To optimise communication and dissemination efforts, it is important to identify and define the target audience interested in the policy. Among the target audiences are MMDAs and their staff, Assembly Members, Heads of Departments, district sub-structures, organised labour unions, traditional authorities, NGOs, CBOs, FBOs, other CSOs and citizens whose activities directly contribute to the attainment of the goals and objectives of local economic development.

Other target audiences are MDAs, RCCs, RDAs, OHLGS, ILGS, business member organisations (e.g. AGI, FAGE, GNCCI and PEF), national business sector organisations (e.g. Oil Palm Development Association of Ghana), trade associations, cooperatives, Women Associations, Youth Associations, representatives of PWDs, Financial Institutions, Educational Institutions, Development Partners, Impact Investors, Media, Law Enforcement Agencies, and Environmental Protection Agency (EPA).

7.4 Approach and Methodology

The various methodologies include but not limited to:

a. Launch of the Local Economic Development Policy (2024-2029) and Implementation Plan.

b. Press releases, conferences and soirees

c. Nationwide dissemination workshops.

d. Delivery of copies to all MMDAs and major stakeholders.

e. Posters, brochures, infographics and flyers.

f. Community outreach programmes by MoI-ISD

g. Special events including National Policy summits, Town Hall Meeting, National Results Fair, Meet the Press series

h. Media engagement and advocacy.

i. Internal and international fairs

j. Promote local economic development on web platforms

k. Study tours

Also, MMDAs to develop, disseminate and update information packs on local economic development. MMDAs to establish repository of data on local economic development. The website of all MMDAs should be a one-stop shop for all relevant information. To continuously inform the public of the existence of this policy and the need for businesses to reach out to MMDAs for support, the Information Services Department of the Ministry of Information will be engaged.

Additionally, the network of sub-district structures is a potentially powerful resource for MMDAs, to reach out to business and economic stakeholders, to identify their needs and facilitate their access to information and services. Therefore, sensitisation on Policy and Implementation Plan and institutional strengthening to support participation, will be extended to sub-district structures.

7.5 Key Messages

This communication strategy seeks to promote certain key messages that are essential to make the implementation of this policy smooth at all levels.

i. **Changing the operations of MMDAs**

Supporting local economic development in Ghana requires an improvement in the operations of MMDAs. The environment of MMDAs comes with so many opportunities and resources that can be harnessed to for the development of the local economy. This policy emphasises on capacity building and training that seek to change the mindset of MMDAs to develop their local economies.

ii. **The needs of your local business community**

Local businesses are essential to a stable and diverse local economy. MMDAs should help grow new businesses from within and support existing businesses survive and thrive while making effort to attract large firms from outside the community to invest in their locality. MMDAs and local officials should create an environment that supports the growth and expansion of local businesses.

iii. **Local economy message**

Strong communication and compelling messages are vital to successful local economic development and a primary responsibility for MMDA officials. This policy requires that MMDAs develop a summary of opportunities in their areas and clear statements about how they intend to develop those opportunities and convey them to all key stakeholders. MMDA officials can use public speeches, and other communications to rally around their economic development message. MMDCEs to work with Assembly members to ensure that their communities have the needed information on local economic development.

iv. **Focused on enabling a conducive local business environment for all actors**

This policy employs MMDAs to make economic activities easier to undertake. It is the private sector that directly creates jobs and wealth. Therefore, establishing a more conducive environment for businesses is crucial for the success of the local economic development. MMDAs are supposed to be flexible and adopt their context in implementing policies that may affect local business growth and expansion.

ANNEX

IMPLEMENTATION PLAN

2024-2029

ANNEX 1:

IMPLEMENTATION PLAN

The Implementation Plan of the Local Economic Development Policy (2024-2029) identifies key activities for each strategy under specific objectives. The specific objectives will be achieved by implementing the strategies and the underlying key activities. Expected outputs, timeframe and agencies responsible for each key activity are specified to ensure monitoring of the Policy implementation.

OBJECTIVE 1: ENSURE EFFECTIVE LED MULTI-STAKEHOLDER COORDINATION AT ALL LEVELS

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
				Y1	Y2	Y3	Y4	Y5	
1	Activate institutional structures for LED Coordination at National Level	Conduct a nationwide institutional mapping of the public and private sectors on LED to create an overview of key actors and collaborators at all levels.	National/ MMDA LED Stakeholders Maps developed.	X	X				**Lead: MLGDRD,** **Support:** OHLGS, NDPC MoTI, MELR, MDAs, MMDAs, ILGS, GEA, DPs, MOFA NEIP, SIGA

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Expand LED Technical Committee, to include CSOs and private sector representatives.	Expanded LED Technical Committee established.	X					**Lead: MLGDRD** **Support:** MMDAs, GEA, RCCs, LoGNet, NALAG, MoGCSP, NHC, AGI, GNCCI, PEF, GEA, TUC, CSOs, Private Sector, DPs, MOFA, NEIP, SIGA
		Establish a LED/PPP unit at MLGDRD to coordinate and monitor policy implementation	LED/PPP unit established		X				**Lead: MLGDRD** **Support:** OHCS, MOF, IMCCoD, ILGS, MSD, DPs, MOFA
		Support Private Enterprise Federation (PEF) to function as the apex body for private enterprises at the National and Local levels for LED.	LED functions for PEF supported.	X	X	X	X	X	**Lead: MLGDRD,** **Support:** PEF, RCCs, MMDAs, MOTI/GEA, AGI, TUC, MELR, Private Sector, DPs, MOFA

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
2	Activate institutional structures for LED Coordination at Regional Level	Streamline collaboration between Regional Coordinating Councils (RCC) and Regional Development Agencies (RDA) for regional LED Planning	Regional LED planning enhanced through improved collaboration between RCC and RDAs.	X	X				**Lead: IMCCoD** **Support:** MLGDRD OHLGS, MMDAs, RCCs, Private Sector, DPs, MOFA
		Revise membership of the Regional Coordinating Planning Unit to include all relevant LED stakeholders	LED stakeholders included in RCPU Membership.		X				**Lead: MLGDRD** **Support:** IMCCoD, RCCs, CSOs, Private Sector
		Establish regional LED forums (Regional Enterprise councils)	Regional LED forums established		X	X			**Lead: MLGDRD** **Support:** NDPC, IMCCoD, MoTI, MELR, RCCs, DPs

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
3	Activate institutional structures for LED/PPP Coordination at MMDA Level	Include a PPP function as part of the TOR for LED focal person (Head of LED secretariat) in MMDAs	LED focal persons have a specific mandate for PPPs		X				**Lead: OHLGS** **Support:** MLGDRD, MMDAs
		Establish LED Departments in all MMDAs	LED Departments established			X	X	X	**Lead: OHLGS** **Support:** MMDAs, RCCs MLGDRD
		Institute an additional Ad-hoc Committee for LED at MMDA level including SDP Committees, SME committee, Social Welfare, Cooperatives, representations from the private sector, women and youth	ToR for MMDA LED committee finalised			X			**Lead: IMCCoD** **Support:** MLGDRD MESTI, MOGCSP, MELR, MOTI, OHLGS, RCCs MMDAs, NYA, CSOs, Private Sector, DPs,

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Designate a dedicated focal staff for LED department in all MMDAs based on clear ToR and skills requirements	LED departments in all MMDAs staffed			X	X		**Lead: OHLGS** **Support:** MMDAs, RCCs, IMCCoD, DPs
		Establish LED forum in all MMDAs	LED forum established			X			**Lead: MMDAs** **Support:** MLGDRD, MELR, MOTI, OHLGS, RCCs, CSOs, Private Sector
4	Ensure integration of national and MMDA level economic development initiatives for efficient resource management	Mainstream national flagship initiatives into LED planning and implementation	National flagship initiatives mainstreamed into LED planning and implementation		X	X	X	X	**Lead: MLGDRD** **Support:** MOTI, NDPC MoFA, NHC, YEA, DPs
		Strengthen coordination among MMDAs and environment/natural resource management institutions and integrate natural resources management into LED Plans.	NRM integrated with LED Plan		X	X	X	X	**Lead: MLGDRD** **Support:** MESTI, NDPC, MoFA, NHC, EPA, FC, DPs

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
5	Improve and expand the scope of stakeholder engagement especially for private sector, CSOs, Traditional Authorities and communities	Support MMDAs to develop LED Action Plan for integration into the MMDAs MTDPs and Composite Budget	Annual LED forums	X	X	X	X	X	**Lead: MLGDRD** **Support:** MMDAs, MELR, MOTI, MESTI, MOF, RCCs, NDPC, Private Sector, DPs, CSO/NGOs
		Coordinate implementation of LED Action Plans	Active participation of all local stakeholders	X	X	X	X	X	**Lead: MLGDRD,** **Support:** MELR MMDAs, PEF, RCCs, GEA, , DPs, CSO/ NGOs
		Facilitate engagement of PWDs, youth and women entrepreneurs to benefit from LED initiatives	Mentorship programs initiated		X	X	X	X	**Lead: MMDAs** **Support:** MoGCSP, MELR, NDPC, RCCs, DSW, FPWD, GEA, DPs
		Support the formation of local business associations	Local business associations formed		X	X	X	X	**Lead: MMDAs** **Support:** MELR, RCCs, DOC, GEA, TUC, GEA, PEF, DPs

OBJECTIVE 2: STRENGTHEN CAPACITIES AT DISTRICT ASSEMBLY LEVEL FOR EFFECTIVE LED GOVERNANCE

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
				Y1	Y2	Y3	Y4	Y5	
1	Build capacity of MMDAs to understanding and commit to LED implementation	Develop and intensify awareness-raising strategy for MMDAs, RCCs, sub-district structures and other stakeholders on the importance of LED and PPPs	Awareness-raising strategy implemented	X	X				**Lead: MLGDRD** **Support:** MOI, MoTI, MELR, GEA, , ISD, Private Sector, DPs.
		Compile good practices of LED and PPPs Success stories and share among stakeholders	Catalogue of LED good practices.	X	X	X	X	X	**Lead: MLGDRD** **Support:** OHLGS, ILGS, MOTI, MoF, GEA, MOI, RCCs, MMDAs, NDPC, GSS, ISD, Private Sector, DPs.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
2	Develop a Capacity building framework for LED planning and implementation	Conduct skills audit, capacity and training needs assessment on LED human resource capacity available in MMDAs	Audit, capacity and training needs assessment report		X	X			**Lead: OHLGS** **Support:** MLGDRD, ILGS, GEA, NEIP, NALAG, Tertiary Institutions
		Update and implement the LED Practitioners' Manual	LED manual updated	X	X	X	X	X	**Lead: MLGDRD** **Support:** MoTI, MOBD, MELR, IMCCoD, RCCs, MMDAs, ILGS, DPs.
		Train LED focal persons/ Planning Officers in local economy analysis and LED strategies for enterprise development	LED focal persons/ Planning Officers trained in local economy analysis	X	X	X	X	X	**Lead: OHLGS** **Support:** MLGDRD, MOTI, MELR MMDAs, GEA, LD, DOC, DPs, NEIP, NALAG

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Identify the full set of relevant skills and competencies for LED and develop LED capacity building framework as an input into the overall capacity building framework for the LGS	LED Capacity Framework for MMDAs developed	X	X				**Lead: MLGDRD, MELR** **Support:** OHLGS, ILGS, MMDAs, MOTI, MOE, COTVET, RCCs, LD, DOC, Private Sector, DPs, Tertiary Institutions
		Include specific capacity development for LED in Local Governance Capacity Development Framework for key MMDA & RCC staff	LED Capacity development integrated with Local Governance Capacity Development Framework			X			**Lead: OHLGS** **Support:** ILGS, MLGDRD, MMDAs, RCCs, DPs.
		Support joint training of MMDA staff, Assembly Members and enterprise development staff to ensure a shared vision and business-enabling approaches to LED	Joint training conducted for LED and Enterprise Support staff		X	X	X	X	**Lead: OHLGS** **Support:** ILGS, MLGDRD, MMDAs, MOTI, GEA, MOBD, MELR, LD, DOC, DPs, Tertiary Institutions

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
3	Build capacity at MMDAs and Regional levels to integrate LED initiatives into Spatial Development frameworks	Integrate spatial plans in local economic development mapping and analysis	LED planning integrated with spatial planning		X	X	X		**Lead: LUSPA,** **Support:** MLGDRD, MMDAs, RCCs, NDPC, DPs, ILGS.
		Train Development Planning Coordination Units on spatial analysis	MMDAS trained in the new spatial planning approach		X				**Lead: LUSPA,** **Support:** MLGDRD, ILGS, MMDAs, RCCs, DPs, Tertiary Institutions
		Post Spatial planners to all MMDAs	Spatial planners assigned to all MMDAs		X	X	X	X	**Lead: OHLGS** **Support:** LUSPA, MMDAs, RCCs.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
4	Build capacity of MMDAs to monitor the environmental and social impacts of LED activities	Train planning officers in MMDAs to develop environmental impact assessments of LED interventions.	MMDAs trained on environmental impact assessments		X	X			**Lead: EPA, ILGS** **Support:** MESTI OHLGS, MLGDRD, ILGS, FC, DPs, MGCSP, LD, DFI, DOC, DPs, Tertiary Institutions
		Train planning officers in MMDAs to develop socio-economic impact assessments of LED interventions looking at local job creation and social inclusion.	MMDAs trained on social impact assessments		X	X			**Lead: ILGS** **Support:** MDAs, MMDAs, RCCs, Private Sector, Tertiary Institutions
		Incorporate National Green Economy Interventions into MMDA LED Action Plans.	Green Economy Interventions Incorporated in MMDA LED Action Plan.		X	X			**Lead: MESTI** **Support:** MLGDRD, MOTI, MELR, GEA, EPA, FC, LD, DOC, DPs

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
5	Create awareness and provide guidance to MMDAs on the effective use of PPPs	Complete the Review and Modification of the PPP Policy to make it MMDA-friendly	Clear uses and scope of PPPs appropriate to MMDA	X	X				**Lead: MoF/PID** **Support:** OHLGS, MLGDRD, MELR, MOTI
		Complete the review of the national PPP Policy and implement the decentralised component at the district level	PPP framework revised	X	X	X	X	X	**Lead: MoF/PID** **Support:** IMCCoD, MLGDRD, MMDAs, RCCs, Private Sector, DPs.
		Develop PPP operational guidance manual and stakeholder engagement framework.	PPP operational manual developed	X	X				**Lead: MoF/PID** **Support:** MLGDRD, MMDAs, MOTI, MELR, MGCSP, DOC, LD, Private Sector, DPs.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Develop PPP portal on the MLGDRD website to provide information on process requirements, upcoming opportunities, project examples etc.	PPP portal developed			X	X	X	**Lead: MLGDRD** **Support:** MoF/PID, MMDAs, MELR, MOTI, GEA, Private Sector, DPs
		Establish knowledge sharing mechanisms on MMDA level PPP implementation (network, twining, best practice examples etc.) in the districts.	Knowledge sharing system put in place		X	X	X		**Lead: MLGDRD,** **Support:** MMDA MMDAs, MoF/PID, Private Sector, DPs, Tertiary Institutions
		Incorporate PPP component in all training programmes for new MMDA recruits.	PPP awareness training incorporated as part of MMDA staff orientation		X	X	X		**Lead: OHLGS** **Support:** MLGDRD, MoF/PID, MMDAs, ILGS, Private Sector, DPs.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Build capacity for the decentralised component on PPP for RCCs, DAs and the private sector.	Capacity built for the decentralised component on PPP for RCCs, DAs and the public		X	X	X		**Lead: MoF/PID** **Support:** MLGDRD, ILGS, MMDAs, RCCs, Private Sector,
		Train MLGDRD PPP and MMDA staff and members on PPP	MLGDRD PPP and MMDA staff and members on PPP trained on local level PPP		X	X	X		**Lead: ILGS** **Support:** MLGDRD, MoF/PID, DPs, Tertiary Institutions
		Conduct targeted PPP Trainings (e-learning) for MMDA's Management & Assembly Members	Targeted PPP training conducted		X	X	X		**Lead: MLGDRD** **Support:** MMDAs, MoF, OHLGS, DPs
		Conduct specialised PPP training for PPP focal Persons	Specialised PPP training conducted	X	X	X	X		**Lead: ILGS** **Support:** MLGDRD, MoF/PID, MMDAs, RCCs, DPs.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
6	Develop and operationalise standardised KPIs for LED implementation at the MMDA level	Revise KPIs for LED in the DPAT to measure LED outcomes.	Results based LED related KPIs included in the DPAT		X	X	X	X	**Lead: MLGDRD** **Support:** MMDAs, RCCs, Private Sector, LG Experts
		Include specific indicators for LED in the NDPC M&E Framework at the national and local levels.	LED KPIs issued by NPDC	X	X	X	X	X	**Lead: NDPC** **Support:** IMCCoD, MLGDRD, RCCs, MMDAs.
		Develop KPIs for local level PPPs based on MMDA compliance with the guiding principles of the National PPP Policy	KPIs defined for PPP at MMDA level	X	X				**Lead: MLGDRD** **Support:** MoF/PID, GSS, NDPC, MMDAs, RCCs, DPs.
		Develop an integrated M&E and reporting system for PPP operations linked to the Management information system	M & E system for PPPs at MMDA level developed	X	X				**Lead: MLGDRD** **Support:** NDPC, MMDAs, RCCs, Private Sector, DPs.
		Include PPP delivery indicators in the DPAT	KPIs for PPP delivery included in the DPAT	X	X				**Lead: MLGDRD** **Support:** MMDAs, RCCs, DACF.

OBJECTIVE 3: IMPROVE ACCESS TO ADMINISTRATIVE AND TARGETED FISCAL INCENTIVES

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
				Y1	Y2	Y3	Y4	Y5	
1	Simplify, streamline and reduce the costs of doing business at the local level	Initiate administrative reforms to make MMDAs business friendly.	Enabling services for enterprise development established at MMDAs.	X	X	X	X	X	**Lead: MLGDRD** **Support:** MMDAs RGD, GEA, FDA, GSA, GRA Copyrights Admin,
		Conduct business in partnership with private sector to facilitate access to productive assets, finance and financial services as well as Business Advisory Services, including cooperatives for local enterprise	Productive assets, finance and financial services and Business Advisory Services, cooperatives services provided.	X	X	X	X	X	**Lead: MMDAs** Support: MELR, MoGCSP, GEA, MDAs, DOC, LD Private Sector

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Develop partnerships between MMDAs, deconcentrated departments and GEA to identify opportunities to simplify administrative procedures and reduce the cost of doing business	Partnerships developed between MMDAs, deconcentrated departments, GEA and localised private groups, opportunities identified and cost of doing business reduced.	X	X	X	X	X	**Lead: MMDAs** **Support:** Deconcentrated Departments, GEA, Private sector
		Decentralise Business licensing function of the Registrar General	Business licensing functions devolved to GEA		X	X			**Lead: MoJAGD** **Support:** MLGDRD RGD, GEA
		Expand coverage of Business Resource Centres (BRCs) to all MMDAs for business support & administrative processes	Business Resource centres established at all MMDAs across the country	X	X	X			**Lead: MoTI / GEA Support:** MLGDRD, MMDAs, Private sector, DPs.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Support inter-district cooperation to harmonise local rates and fees on the same goods/ services	Procedures and processes to harmonise inter-district rates and fees established	X	X	X			**Lead: MLGDRD** **Support:** RCCs, MMDAs, GEA,
2	Support the formalisation of MSMEs to access support and social protection	Develop and implement a system for the formalisation of informal businesses	System for the formalisation of informal businesses developed and implemented	X	X	X			**Lead: MLGDRD** **Support:** IMCCoD, MELR, MoGCSP, GEA, RCCs, MMDAs, DPs
		Develop and implement a National Informal Economy Policy	National Informal Economy Policy developed	X	X	X			**Lead: MLGDRD** **Support:** MELR, NDPC, IMCCoD, MoTI, GEA, MoGCSP, Private Sector, DPs

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Establish partnerships with GEA and NGOs to support the formation of associations for informal businesses to encourage formalisation.	Partnerships between MMDAs, GEA and NGOs established	X	X	X	X		**Lead: MMDAs** **Support:** GEA, MoFA, DOC, LD, NGOs, Traditional Authorities
		Organise awareness creation programmes for informal economy operators on formalisation.	Awareness Creation Programme conducted.	X	X	X	X	X	**Lead: MMDAs** **Support:** MELR, MoGCSP, MLGDRD, GEA, ISD
		Expand enforcement of decent work standards to informal businesses.	Labour Inspections conducted.	X	X	X	X	X	**Lead: LD, DOC, DFI,** **Support:** MELR MMDAs, MMDAs, NPRA, SSNIT. Private Sector, DPs

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Link informal business operators to social protection services, including social security, Health Insurance etc.	Social Protection services provided for Informal Business operators.	X	X	X	X	X	**Lead: MELR, MoGCSP** **Support:** MLGDRD, MOTI/ GEA, MOFA, NPRA, MMDAs SSNIT, NHIA, DPs
3	Promotes social inclusion and equal opportunities for women, youth, people with disabilities & HIV and other vulnerable groups in LED implementation	Increase access of women/youth to economic opportunities through targeted interventions	Increased access of women/youth to economic opportunities	X	X	X	X	X	**Lead: MLGDRD** **Support:** MMDAs, MoGCSP, MOYS, NYA, MELR
		Support inclusion of local content targeted procurement and labour-intensive public works by favouring marginalised groups in MMDA procurement processes	Local Content Targeted projects and programmes implemented.	X	X	X	X	X	**Lead: MMDAs** **Support:** MLGDRD, MoGCSP, MELR, RCCs, Private Sector, DPs

OBJECTIVE 4: FACILITATE ACCESSS TO INFORMATIONAND PROMOTE THE LOCAL AREA TO ATTRACT BUSINESSES AND INVESTORS

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCY
				Y1	Y2	Y3	Y4	Y5	
1	Strengthen the capacities of MMDAs to profile and promote local areas to potential investors and businesses	Develop and disseminate spatial plans and local economy assessment available to potential investors highlighting potentials and opportunities	Spatial plans and local economy assessment		X	X	X	X	**Lead: MMDA** **Support:** MLGDRD, GIPC, MoTI/GEA, NHC, LUSPA, MOI, ISD, ,
		Develop economy and investment profiles to attract private funds for business development	Requirements for investment manual developed		X	X	X	X	**Lead: GIPC** **Support:** MLGDRD, MoTI/GEA, NHC, Private Sector, DPs, MMDAs
		Create awareness on existing national incentives policies that MMDAs can offer to attract investors and businesses,	Potential incentives brochure developed	X	X	X	X	X	**Lead: MoF** **Support:** MLGDRD, GIPC, MoTI/GEA, NHC, MOI, ISD, DPs, MMDAs

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCY
		Develop sustainable markets and promote local products & services by local enterprises, including fairs	Local products promoted and access to markets identified	X	X	X	X	X	**Lead: MMDAs** **Support:** MOTI, GEA, , NGOs, GIPC, GIPA
2	Ensure adequate provision of timely and current market-relevant information to cooperatives, businesses and entrepreneurs among others	Map institutional resources and catalogue economic opportunities for business development services, investment and capacity building.	Information on the local economy regularly updated	X	X	X	X	X	**Lead: MMDAs** **Support:** MLGDRD, OHLGS, RCCs, MELR, LD, GEA, GSA, FDA
		Conduct market surveys and other related market-research work	Market surveys and research work conducted	X	X	X			**Lead: MMDAs** **Support:** GEA
		Provide access to market-relevant information on prices & quality standards through websites or other ICT platforms, including MMDAs websites	Market information systems established		X	X	X	X	**Lead: MMDAs** **Support:** GEA, MoFA, MELR, GSA, FDA, MOI, ISD, Media, Private Sector, DPs.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCY
		Upload all LED relevant information on MMDA websites.	Information on local economy collected and regularly updated	X	X	X	X	X	**Lead: MMDAs** **Support:** MLGDRD, MoTI, ISD, Academia, DPs.
3	Increase the level of public awareness and participation in LED interventions	Create awareness on LED activities through traditional and social media	Digitalised information sharing platforms created	X	X	X	X	X	**Lead: MMDAs** **Support:** MLGDRD, MOI, ISD, Private Sector
		Develop and disseminate Information Education and Communication (IEC) materials on LED to stakeholders	LED IEC materials developed and Public awareness created	X	X	X	X	X	**Lead: MMDAs** **Support:** MLGDRD, MOI, ISD, DPs, Private Sector
		Improve the use of Client Service Units, Information Service Department and other platforms for LED publicity	Client Service Units, ISD and other platforms strengthened	X	X	X	X	X	**Lead: MMDAs** **Support :** MLGDRD MoTI, MOI, ISD, DPs.
		Establish strong collaboration with the media to popularize LED	Collaboration with media established	X	X	X	X	X	Lead: MMDAs Support: MLGDRD, MOI, ISD

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCY
		Empower communities to demand better services and accountability from MMDAs	Activities aimed at empowering communities to demand better services organised.	X	X	X	X	X	**Lead: MMDAs** **Support:** MLGDRD, MOI

OBJECTIVE 5: IMPROVE ACCESS TO ECONOMIC INFRASTRUCTURE TO SUPPORT INDUSTRIALISATION

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
				Y1	Y2	Y3	Y4	Y5	
1	Ensure improved quality and access to LED Infrastructure and service	Develop standards for LED infrastructure provision and services	LED infrastructure and services Standard Guidelines developed	X	X				**Lead: MLGDRD** **Support:** MOF, MESTI, MoTI, MWH, MMDAs, Private Sector, DPs.
		Facilitate the engagement between investors and service providers for provision of reliable and affordable power supply, water and telecommunication services.	Improved accessibility to reliable and affordable power supply, water and telecommunication.	X	X	X	X	X	**Lead: MMDAs** **Support:** MDAs, MOF, MoEn, Private Sector, DPs, MoTI, MESTI, MoC, MSWR, ECG GWCL, NCA, CWSA
		Promote and increase the use of innovation and technology in renewable/ clean energy resources	Renewable energy resources promoted, and usage increased	X	X	X	X	X	**Lead: MESTI, MoEn** **Support:** MMDAs, CSIR, Ghana Atomic Energy Commission, Private Sector, DPs, Academia

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Develop, Operationalise and ensure the maintenance of economic infrastructure (markets, warehouses, storehouses, roads etc.), identified by local private sector and cooperatives as a high priority	LED Infrastructure developed, used and well maintained	X	X	X	X	X	**Lead: MMDAs** **Support:** MoF/PIAD, MLGDRD, MoFA, GEA, GEXIM, GEPA, GCX, MoTI, Private Sector, DPs, LUSPA,
2	Expand financing options to provide LED Infrastructure to support industrialisation	Establish a Strategic Investment Plan for LED infrastructure development based on the local economy assessment and included in the MTDP	Strategic LED infrastructure investment plan developed and included in the MTDP	X	X				**Lead: MMDAs** **Support:** MoF/PIAD, NDPC, GEPA, GCX

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Develop guidelines to identify opportunities for PPPs in the Strategic Investment Plan	Guidelines for identifying PPP opportunities developed		X	X			**Lead: MMDAs** **Support:** MOF, MLGDRD, MMDAs, Private Sector, DPs.
		Prepare proposals for Bankable Projects for LED Infrastructure and service delivery	LED Infrastructure Proposals developed	X	X	X	X	X	**Lead: MMDAs** **Support:** MoF/PIAD, GEA, Private Sector, DPs.
		Accelerate the passage of Local Finance Bill.	Legal framework approved		X	X			**Lead: MoF** **Support:** MLGDRD, MMDAs, RCCs, Private Sector, DPs,
		Advertise MMDA Bankable Projects for private sector participation in the provision of infrastructure	Extent of private sector participation in infrastructure development increased	X	X	X	X	X	**Lead: MMDAs** **Support:** MoF/PIAD, Private Sector, DPs, GIPC

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Train PPP focal point to identify local businesses with the potential to participate in PPP's and promote potential PPP projects to local private sector associations.	PPP focal points trained to encourage local private sector participation in PPPs	X	X	X	X	X	**Lead: MLGDRD** **Support:** MOF/PIAD, GEA, MMDAs, RCCs DPs,
3	Facilitate the development of light industrial and special economic zones	Develop and implement strategic initiatives to promote local industrialization, e.g landbanks, establishment of industrial and economic zones, investment in skills development at MMDAs.	Local industrialisation promoted and Industrial/ Economic Zones developed	X	X	X	X	X	**Lead: MMDAs** **Support:** MLGDRD, MoTI, MoF, GEA, GEXIM, Private Sector, Community Leaders, LUSPA, DPs, NGOs,
		Provide the infrastructural facilities in areas demarcated for industrial zones	Industrial zones with ancillary facilities developed			X	X	X	**Lead: MMDAs** **Support:** MLGDRD, LUSPA, MoF, MoT, Private Sector, DPs.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Develop a roadmap to Attach Industrial/ Economic zones to the Free Zones Authority to attract free zones companies to MMDAs	Roadmap developed with the free zones authority to attract businesses to the local level		X	X	X		**Lead: MMDAs** **Support:** MoF, FZA, MoTI, OHLGS, Private Sector
		Provide incentives for companies ready to operate in industrial zones	Incentives instituted to support light industries		X	X	X	X	**Lead: MOF** **Support:** FZA, MoF, MMDAs, MoTI, MoT, MoE, MESTI, MASLOC, COTVET, NEIP, NBSSI

OBJECTIVE 6: FACILITATE ACCESS TO PRODUCTIVE ASSETS SUCH AS LAND, WATER AND OTHER NATURAL RESOURCES

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
				Y1	Y2	Y3	Y4	Y5	
1	Ensure access to land to support local investments	f Facilitate access to productive assets and market information systems through local economy assessments	Access to productive assets is aligned with LED priorities		X	X	X	X	**Lead: MMDAs** **Support:** MDAs, RCCs, Private Sector, DPs.
		Sensitise traditional authorities on the need to release land for local investments	Traditional authorities sensitised	X	X	X	X	X	**Lead: MMDAs** **Support:** MLGDRD, MOC, MOLNR, Traditional Authorities, Private Sector, DPs.
		Partner with traditional authorities and landowners to develop equity-based approaches to facilitate access to land	Equitable models for access to land for business are developed		X	X	X		**Lead: MMDAs** **Support:** NHC, Traditional Authorities, Private Sector.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Develop land banks at MMDA level for use by businesses and investors	Land banks are established		X				**Lead: MMDAs** **Support:** NHC, Traditional Authorities, Private Sector.
		Ensure proper acquisition and documentation of Government lands	Government lands properly acquired and documented	X	X	X	X	X	**Lead: MMDAs,** **Support:** MLGDRD MLNR, Lands Commission, Private Sector
2	Ensure access to other productive assets and natural resources	Facilitate the establishment of the Forestry, Natural Resources and Conservation to help implement access to natural resources at the local level	Department of Forestry, Natural Resources and Conservation established		X	X			**Lead: MLGDRD** **Support:** MMDAs, MOLNR, Lands Commission, Forestry Commission
		Identify and harness existing and potential natural resources for LED	Local natural resources potentials identified for LED	X	X	X	X		**Lead: MMDAs** **Support:** MLGDRD, Private Sector, DPs.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Prepare and update geological profiles on mineral resources; soil quality to support proper land use	Geo-scientific data and auto-photo maps developed		X	X	X		**Lead: MMDAs,** **Support:** LUSPA, Geological Authority, DPs., Academia
3	Identify and develop tourism potentials for local development	Identify existing and potential tourism sites for upgrading and development	New Tourism sites identified and developed		X	X	X		**Lead: MMDAs** **Support:** MOTAC, MLGDRD, MDAs, traditional authorities, Private Sector.
		Develop related ancillary tourism infrastructure at the MMDA level	Ancillary tourism infrastructure developed.		X	X	X		**Lead: MMDAs** **Support:** private sector, Community Leaders.
		Promote local festivals and culture for tourism purposes	Improvement in festival and culture tourism		X	X	X		**Lead: MMDAs** **Support:** MOTAC, traditional authorities, Private Sector.

No	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Deepen intersectoral collaboration on management and ownership of Tourist sites within localities of the MMDAs	Establishment of Periodic quarterly meetings		X	X	X	X	**Lead: MMDAs** **Support:** MOT, Water Resources Commission, MLNR, Traditional Authorities, MOTAC, Private Sector.
		Establish a tourism training institution to train persons as professional tour guides to enhance service provision in the sector	Tourism training institution established				X	X	**Lead: MOTAC** **Support:** MOF, Accademia

OBJECTIVE 7: SUPPORT ACCESS TO FINANCE FOR BUSINESSES, COOPERATIVES AND VULNERABLE GROUPS

No.	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
				Y1	Y2	Y3	Y4	Y5	
1	Explore innovative and alternative financing options	Support the role of associations and cooperatives in facilitating access to savings and credit schemes	Associations attracting savings & credit schemes for their members		X	X	X		**Lead: GEA, YEA, MASLOC** **Support:** MMDAs, GEXIM, DOC, ASSI, NEIP, Associations, financial institutions
		Identify innovative and alternative financing options to support businesses and cooperatives	Availability of innovative and alternative financing options	X	X	X	X		**Lead: MMDAs** **Support:** MLGDRD, MOFA, GEA, MASLOC, DOC, NEIP, TVET, Private Sector.
		Create an enabling environment to attract new financial service providers to operate in the local areas	New financial service providers established/ active in MMDA	X	X	X	X		**Lead: MMDAs** **Support:** MLGDRD, BoG, GAB, GEA, Research Institutions, MOFA-SRID, Ghana Statistical Service, ISSER, MoTI

No.	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
2	Improve access to finance for vulnerable groups	Promote partnerships with appropriate service providers to facilitate the accessibility, use and investment of digital finance systems	Partnerships with service providers on productive use of remittances promoted		X	X	X		**Lead: MMDAs** **Support:** MoGCSP, GEA, BoG
		Create awareness of funding opportunities for businesses.	Awareness program on funding opportunities supported	X	X	X	X		**Lead: MMDAs** **Support:** GEA, MASLOC, Cooperatives, NGOs, CSOs, ISD, NCCE, MoF, Media
3	Connect local businesses to existing MSMEs financing systems	Link businesses to financial institutions including MASLOC, REP and microfinance schemes and joint venture capital.	Businesses Linked to Financial Services.	X	X	X	X		**Lead: MMDAs** **Support**: MASLOC, GEA, MOTI

No.	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Develop business register to facilitate the provision of business support services, including access to finance.	Registration of MSMEs facilitated	X	X	X	X	X	**Lead: MMDAs,** **Support:** GEA, Registrar General Department
		Help MSMEs form groups and business associations to enable them to access financial services.	MSME groups and business associations in place to enable access to financial services	X	X	X	X	X	**Lead: MMDAs** **Support:** GEA, local businesses, DOC, NGOs, MASLOC, YEA, FBOs,
4	Provide adequate financial management skills to MSMEs	Provide business support skills to MSMEs	Business development services provided for MSMEs.	X	X	X	X	X	**Lead: MMDAs** **Support:** MoTI, MASLOC, GEA, DOC, MGCSP, DPs.
		Organise entrepreneurship seminars for MSMEs and other vulnerable groups	Entrepreneurship seminar for MSMEs and other vulnerable groups organised	X	X	X	X	X	**Lead: MMDAs** **Support:** GEA, MoTI,MoF, GIPC, Registrar General Department

No.	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Provide trainings on accessing financial support at the local level	Increased knowledge of financial access requirements	X	X	X	X	X	**Lead: MMDAs** **Support:** MASLOC, GEA, Financial Institutions

OBJECTIVE 8: SUPPORT ACCESS TO TRAINING AND ENTREPRENEURIAL SKILLS DEVELOPMENT

No.	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
				Y1	Y2	Y3	Y4	Y5	
1	Strengthen the role of MMDAs to promote social inclusion and equal opportunities for women, youth, persons with disability & HIV and other vulnerable groups.	Develop capacities of MMDA on social inclusion strategies, particularly livelihood improvement, income generation and skills acquisition for women, youth, PWD and other groups.	MMDAs trained in social inclusion interventions.		X	X	X		**Lead: ILGS** **Support:** MMDAs, MLGDRD, MELR, MOTI, MoGCSP, MOYS, NYA, OHLGS, GEA, NALAG, DPs.
		Develop disability friendly non-formal training centres for persons with disability.	Informal work training centres equipped and disability friendly	X	X	X	X		**Lead: MLGDRD** **Support:** MoGCSP, IMCCoD, MMDAs, ILGS, LoGNet/CSOs, MELR FPWD, NYA, CSOs, DPs.
		Develop innovative hubs and incubators to provide business development services to start-ups..	Comprehensive innovation hubs and incubators programme	X	X	X	X		**Lead: MMDAs** **Support:** MLGDRD, GEA, MoTI, FZA, DPs.

No.	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Provide start-up kits to MSMEs and vulnerable groups	Start-up kits to MSMEs and vulnerable groups provided	X	X	X	X	X	**Lead: MMDAs** **Support:** MoGCSP, GEA, NEIP, MELR, NGOs, CSOs, MASLOC, YEA, DPs.
		Establish support for PWDs businesses, include business & livelihoods training	Joint support for PWDs	X	X	X	X	X	**Lead: MMDAs** **Support:** GEA, MoGCSP, DOC, FPWD, NYA, DPs.
2	Strengthen the role of MMDAs in facilitating access to business development services.	Conduct a baseline and needs assessment study on MSMEs for support	Study Report		X				**Lead: MMDAs** **Support:** IMCCoD, MLGDRD, MoTI, ILGS, MELR, DOC, GSS, Academia

No.	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Conduct a study on options for linking small business to LED initiatives and the supply value chain.	Study Report		X				**Lead: MMDAs** **Support:** IMCCoD, MLGDRD, MoTI, ILGS, MELR, DOC, Academia.
		Conduct local labour market survey as part of the LED assessments	Labour market survey report generated.	X	X	X	X	X	**Lead: MMDAs** **Support:** MELR, LD, GSS, GEA, NEIP, NGOs, CSOs, Academia, DPs.
		Develop Business Service Providers and Financial Services Catalogue	Business Service Providers and Financial Service Catalogue developed.	X	X	X	X	X	**Lead: MMDAs** **Support:** MLGDRD, GEA, GSS, Academia, DPs, GIPC
		Promote research and development to support business growth.	R&D Department centres established	X	X	X	X	X	**Lead: MMDAs** **Support:** Academic/ research institutions, GEA, private sector, DPs.

No.	STRATEGY	KEY ACTIVITIES	OUTPUT	TIME FRAME					RESPONSIBLE AGENCIES
		Train MSMEs on product certification, branding, packaging, and marketing to enhance the domestic and internal appeal of local products	MSMEs trained in product packaging and branding	X	X	X	X	X	**Lead: MMDAs** **Support:** MoTI, GEA, GSA, FDA, Private Sector, DPs.
		Organise investment fairs for local entrepreneurs to introduce opportunities, processes, incentives and local PPP projects and joint ventures	Investment fairs organised for local entrepreneurs.		X	X	X		**Lead: MLGDRD** **Support:** IMCCoD, MoTI, GEA, MoF/PIAD, NDPC, Private Sector, DPs, Media.



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