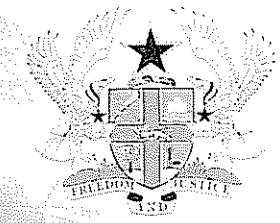
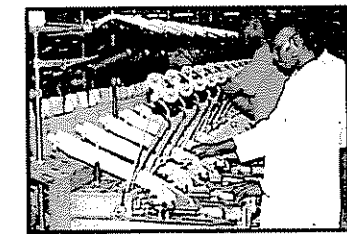




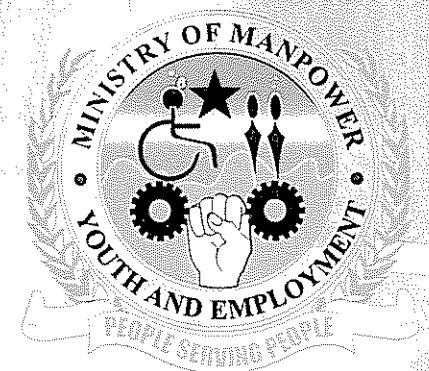
GOVERNMENT OF GHANA



Ghana Youth :
"Working to Build our Future"



**YOUTH EMPLOYMENT
IMPLEMENTATION
GUIDELINES
(GHANA YOUTH JOB CORPS PROGRAMME)**



MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT



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LIST OF ACRONYMS AND ABBREVIATIONS

CPS	- Community Protection System
DELTA-Force	- District Employment Task Force
GPRS	- Growth and Poverty Reduction Strategy
ICT	- Information, Communication and Technology
MMDA	- Metropolitan, Municipal and District Assembly
MMYE	- Ministry of Manpower, Youth and Employment
MOES	- Ministry of Education and Sports
NET-Force	- National Employment Task Force
NHIS	- National Health Insurance Scheme
NVTI	- National Vocational Training Institute
NYF	- National Youth Fund
OIC	- Opportunities Industrialization Centre
PSI	- Presidential Special Initiative
SIFE	- Students in Free Enterprise
STEP	- Skills Training and Employment Placement
YLTl	- Youth Leadership Training Institute



His Excellency John Agyekum Kufuor
President of the Republic of Ghana



FOREWORD

There is no doubt that the youth of any country deserve as their basic human right, the opportunity to work and to contribute to the development of their country. The objective of providing employment for the youth of Ghana, both to enable them support the national effort, as well as to plan for their own future security, has always remained a central aspect of my government's development agenda. We also recognize in this, the need to harness the innate talents and energies of the youth to further enhance the achievement of these important goals, hence my government's emphasis on human resource development as a major pillar in our growth and accelerated development agenda. We remain steadfast in our commitment to deliver in these areas.

When we undertook a registration exercise of unemployed youth in 2001, it was to give us a good understanding of the nature and scope of the unemployment situation among the youth so as to be able to deal with it very effectively. From this position, we undertook the Skills Training and Employment Placement Programme as a start, to give readily employable skills to our youth and also to provide them with employment opportunities. The success of this programme can be found in many young men and women who have gone on to start small businesses for themselves while others have been employed by various established organizations.

In the second term of my administration, we find it imperative to continue the improvement of these measures, thus our desire to implement a more comprehensive and integrated system of engaging the attention of the youth positively. While the introduction of the Technical, Vocation and Education Testing Policy (TVET) will help to sharpen the technical and vocational skills of our young men and women and make them more competitive and therefore supports the human resource development programme, we also desire that they be placed in employment opportunities that are productive and rewarding.

The Ghana Youth Job Corps Programme or Youth Employment Programme, as it is popularly known, is an enhanced programme that has built on the experiences of our earlier initiatives and is designed to provide more employment opportunities for the youth. The programme is also rooted in helping to achieve the Millenium Development Goals and thus places emphasis on poverty reduction, improved health service delivery, access to education and good governance.

I wish to draw the attention of all Ghanaians to the fact that my government has placed employment high on our national development agenda and this is why employment has been mainstreamed in the Growth and Poverty Reduction Strategy. This youth employment initiative is therefore simply one aspect of achieving our larger employment objective. The adoption and implementation of a National Employment Policy will address the sustainability of employment in Ghana. This government will not relent in its efforts to ensure that Ghanaians have the opportunity to work, to earn incomes and to support the development of their nation. Such is a right that we uphold and will work hard to defend.

His Excellency John Agyekum Kufuor
President of the Republic of Ghana



Hon. Joseph Kofi Adda
Minister for Manpower Youth & Employment
(Member of Parliament - Navrongo Central)



INTRODUCTION

The need to develop our youth cannot be overemphasized. Creating employment opportunities to enable the youth engage themselves productively as well as to prepare for their future security has been this government's objective and still remains a national priority. This new programme is further evidence of the government's commitment to providing jobs for the youth of this country. The programme is part of the general drive to reduce poverty and improve the social well-being of our citizenry.

Our past experience as a nation has demonstrated that many well-intentioned initiatives may not have yielded the desired results due to difficulties during implementation. It has also been argued that the implementation problems often emanate, in part, from the lack of very clear and user-friendly guidelines. The need also to bring together various initiatives into a comprehensive and integrated approach to avoid duplication of efforts and inefficiency of resource use, has become clearer from our recent attempts to implement poverty reduction-related and employment creation projects.

In the government's continued bid to empower the youth economically through the Skills Training and Employment Placement Programme (STEP) and the National Youth Fund (NYF) among others, have now been integrated into the Youth Job Corps (Youth Employment) Programme as presented in the document.

These guidelines have been prepared to facilitate the implementation of this enhanced initiative and therefore contains information for use by programme managers, potential beneficiaries as well as current and future sponsors of activities that would create employment opportunities for the youth.

The document describes the objectives and expected outcome of the programme, the management structure and operational systems required for managing it, as well as the responsibility areas of the respective stakeholders who will be responsible for the success of the programme. The use of the guidelines would be preceded by various orientation and training activities to enhance the understanding of its use. It is a practical hands-on set of instructions which require compliance but also remains flexible to fit into the peculiarities of any local environment.

While the government considers this programme to be a critical national assignment and must be pursued with vigorousness, it must be stated that its success requires the full participation of everyone. The youth are our future and their welfare is our insurance for a prosperous and secure tomorrow. Let us make this programme work. The government stands committed to this goal. Let each and every one of us play our roles effectively. It is only by so doing will we be building a future for our children.

Hon. Joseph Kofi Adda
Minister for Manpower Youth & Employment
(Member of Parliament - Navrongo Central)



1.0 BACKGROUND

1.1 RATIONALE

1.1.1 The Youth Unemployment Problem

Reliable statistics on the exact nature and the levels of unemployment in Ghana are not readily available as the figures vary from agency to agency and are subject to various forms of interpretations. What is generally accepted however is that a fairly high proportion of the 26% of the population which constitutes the youth in Ghana, falling within the age bracket of 15 to 35 years; is largely made up of both unemployed and under-employed young men and women.

The current situation has resulted out of a number of factors which include the following:

- the introduction of the JSS and SSS system without adequate planning for integration into the trades/vocations and job placement;
- education and training have no link to the needs of the important sectors of the economy (i.e. Agriculture, Commerce and industry, etc).
- the near collapse of Ghana's industrial base due to ineffective management of the divestiture process which resulted in the closure of many factories without a structural transformation of the economy to generate alternative jobs for people;
- the shrinking of public sector employment opportunities coupled with a relatively slow growth of the private sector; and
- the lack of a coherent national employment policy and comprehensive strategy to deal with the employment problems.

These factors have contributed in part to the ever growing unemployment and underemployment problems which need to be addressed.

1.1.2 Recent Government Initiatives

The Government, since 2001, has made a number of attempts at addressing the problem of unemployment and underemployment, beginning with the registration of about 950,000 people, mainly the youth, from different educational, trades and professional backgrounds who were said to be in need of employment. Other well-known initiatives that followed included the Skills Training and Employment Placement (STEP) Programme, the National Youth Fund (NYF), the Presidential Special Initiatives (PSI) as well as various micro-credit schemes to support small-scale enterprises all of which have yielded some relative success in the area of providing self-employment opportunities for the youth.



While the Government's efforts have largely been acknowledged as being a step in the right direction, the problem is still persisting and therefore there is the need for a well-coordinated and integrated national programme which will address the youth unemployment problem in a concerted and much more focused manner. Although the Government recognizes the need for a National Employment Policy and Strategy which should come out of a national stakeholders' session in the form of a national summit. It is acknowledged that this might take some time. Given the Government's commitment to addressing the youth unemployment problem, some immediate action is required while awaiting the outcome of the summit.

1.1.3 The New Direction

In view of this, the Ministry of Manpower, Youth and Employment (MMYE), under a Presidential directive, has had to establish a National Employment Task Force together with the National Security Secretariat and other sector ministries and agencies, to develop a well-structured and coordinated youth employment programme to facilitate job creation and placement for the youth in various economic ventures as well as social services.

The purpose of the Programme therefore is to explore, recommend and provide additional employment opportunities for the youth in all districts throughout the country and thereby create conditions that will facilitate their economic empowerment.

1.2 OBJECTIVES

1.2.1 Broad Objective

The overall objective of the programme is:

To empower the youth to be able to contribute more productively towards the socio-economic and sustainable development of the nation.

1.2.2 Specific Objectives

The specific objectives of the programme are:

- To identify projects with economic potential that can generate employment for as many of the youth as possible;
- To check the drift of the youth from the rural to urban communities in search of jobs by creating those opportunities in the rural areas;



- To create employment opportunities for the youth through self-employment; and
- To inculcate into the youth, a sense of patriotism, self-discipline and hard work so as to promote good morals and help reduce deviance.

1.3 THE PROGRAMME

1.3.1 Nature of the Programme

The National Youth Job Corps Programme is a special national exercise embarked upon based on a Presidential directive to ensure that a significant proportion of the youth are actively engaged in some productive employment. This will help reduce unemployment, underemployment and satisfy national needs such as national food security, etc. The nature of the programme includes the following features:

- A combination of self-employment opportunities, wage-earning jobs and voluntary service activities;
- The provision of essential social services that promote good governance through the maintenance of law and order and environmental cleanliness as well as enhancing access to good education and health services;
- The provision of commission/fee-earning commercial activities that are not productive in the agricultural or industrial sense, but which also support activities that form part of the production chain such as the provision of marketing and post-harvest services;
- It is based on the formation of cooperative groups and set to enable members of the groups gain synergy from the groups' activities and also wean themselves into financially independent individuals, gainfully employed and capable of supporting/employing other members of the community;
- The target beneficiaries are principally the youth, including JSS, SSS, Technical/Vocational School graduates as well as school dropouts and the illiterate youth;
- Its operations are centrally directed by a designated national team while implementation is local-based with flexibility for adaptation to local conditions and circumstances; and
- It is designed to be eventually absorbed into a broader national framework based on and directed by a National Employment Policy and Strategy to be developed later.



1.3.2 Programme Scope

The programme is intended to cover a wide spectrum of economic ventures and social service activities available to all the youth in their respective communities. Each district is expected to choose a combination of such activities or modules based on the relative comparative advantages possessed in that locality.

The programme has been developed as a Ten-Module Youth Employment Programme to form the first phase of a two-phased programme. Phase I focuses on short-term activities which will create employment opportunities to engage the youth in various gainful ventures.

Phase II will take a longer term view of employment issues within the context of the Growth and Poverty Reduction Strategy (GPRS).

The scope of Phase I of the Programme will cover all the modules of the ten-point programme. The modules under consideration in Phase I are the following:

- Module 1 – Youth-In-Agri-Business
- Module 2 – Youth-In-Trades and Vocations (Non-Agriculture Services)
- Module 3 – Youth-In-ICT (Information, Communication & Technology)
- Module 4 – Community Protection System
- Module 5 – Waste and Sanitation Management Corps
- Module 6 – Rural Education Teachers Assistants
- Module 7 – Auxiliary Health Care Workers Assistants
- Module 8 – Paid Internships and Industrial Attachments
- Module 9 – Vacation Jobs
- Module 10 – Volunteer Services

These modules and their components are elaborated in Section 5 of this document.

It is important also to note that there could be certain employment activities that have not been listed in this document but may be on-going in some of the districts or may be areas of great interest to others. These may also be considered as employment avenues peculiar to the respective district that may be generating or has the capacity to generate employment for the youth which districts may pursue. However, clearance must first be obtained from the National Employment Task Force for funds to be applied in these areas.



1.3.3 Timing

Phase 1 will target all modules of the programme. However, emphasis will be placed on the modules which have the potential to show results within 6 to 12 months. Phase I will have duration of 24 months. There will be a mid-term review to evaluate the programme. The mid-term review will inform full-scale development of Phase II encompassing the scope, content and scale of the programme.

1.4 PURPOSE AND STRUCTURE OF GUIDELINES

1.4.1 Purpose

The primary purpose of these guidelines is to serve as a useful step-by-step handbook to assist all National, Regional and District level officers managing the programme to ensure that the Presidential directive is adhered to. In addition, the guidelines will prescribe the procedures, rules and regulations to be followed to facilitate the creation of employment opportunities as well as to help sustain the programme by getting the youth productively engaged. Operators would as much as possible be required to be practical in their use of the guidelines to ensure that opportunities at the local level are not unduly constrained by the strict adherence to the stipulations in it.

1.4.2 Structure of Guidelines

The implementation guidelines document is organized to give users an understanding of the principles, structure and operational procedures for managing the programme. Section 1 covers the background information and details the objectives, scope, time frame of the programme and the purpose of the guidelines. Section 2 gives the Guiding Principles and Standard Requirements of the programme; Section 3 indicates the management arrangements for the programme; Section 4 deals with the funding requirements and sources, while Section 5 addresses the core employment activity areas in which the youth would actually be engaged. The last two sections, 6 and 7 respectively highlight the potential challenges and problems as well as the way forward.



2 GUIDING PRINCIPLES AND STANDARD REQUIREMENTS

2.1 KEY PROGRAMME PRINCIPLES

The National Youth Employment Programme has been developed based on certain fundamental principles which have become necessary partly as a result of the findings from the earlier initiatives and programmes which have highlighted certain problems. These principles are intended to give the programme a strong foundation and a more integrated scope in order to ensure that it succeeds and also becomes sustainable.

The experience with the earlier initiatives revealed that small sum credits given to the beneficiaries are often either spent on personal needs such as medical bills and/or food or that the amounts are generally insufficient as effective capital to yield significant dividends which will wean the beneficiaries out of poverty. Additionally, operating as individuals has been observed not to be as beneficial to those who sign-up for these programmes as when they undertake those economic activities in groups or as cooperatives. These are also known to contribute to the relatively poor credit recovery rate experienced in those programmes. As a result the following principles have been recommended to guide the programme managers in the conduct of their work.

2.1.1 National Priority Programme and Presidential Directive

The National Youth Employment Programme is a special priority national assignment arising out of a Presidential directive and within the context of the GPRS. The programme must therefore be regarded and dealt with as a matter of national priority and given utmost attention and dedication.

2.1.2 National Oversight and Supervisory Authority

In view of the special nature of the programme, authority for decision-making on its implementation resides in the Ministry of Manpower, Youth and Employment, through a National Employment Task Force set up by the Presidency to implement the programme. District Employment Task Forces will be set up and they will be accountable to the National Employment Task Force in all their undertakings throughout the implementation of the programme.

2.1.3 District Undertaking and Performance Measurement

All districts, led by the District Chief Executives working in consultation with the District Employment Task Forces, must commit to and undertake to ensure that the programme is implemented successfully and that their effectiveness as agents



of the Presidency at the district level, would be measured by their ability to generate the required number of jobs and self-employment opportunities for the youth in their respective districts.

2.1.4 Group Formation and Cooperatives development

The beneficiaries, particularly in the case of self-employment activities, must belong to registered cooperatives or other forms of associations and operate as members of those groups and not as individuals. In the case of wage earning beneficiaries, the employees must also form associations and operate to support one another through various arrangements that they would find appropriate for themselves.

2.1.5 Age Limit for Youth Programme

The National Youth Employment Programme is primarily designed to target the youth. In order to be eligible therefore, the beneficiaries of the programme must be the youth, who are defined by the Draft National Youth Policy to be between the ages of 15 and 35 years old. However, since international labour standards require that the legal working age is 18 years, it is expected that those actually eligible to work under the programme, must be young men and women who fall within the age of 18 and 35 years.

2.1.6 Community/Local Residence

The beneficiaries must reside within the communities or localities in which the jobs or self-employment opportunities for which they wish to be considered are set up. This is to ensure that the youth remain in their communities where they can take advantage of these opportunities and not become absentee operators in the programme, and possibly run off to the urban areas.

2.1.7 Financial Support

i) Direct Programme Cost

Direct credit or wage based payments will be paid to the beneficiaries and would be managed at the local level under the direction of the National Employment Task Force.

In cases of self-employment, the direct costs of the project which constitute the core credit a beneficiary receives will be paid back.

ii) Programme Support Services Costs

Support materials and service costs would be grants to be administered centrally



by the National Employment Task Force. They are either purely promotional or are intended to facilitate the creation of employment opportunities. These costs will not be re-paid by the beneficiaries.

2.1.8 Funding, Cost Sharing and Collaborative Ventures

While Central funding would be provided for the full cost of projects, financial institutions as well as donors must be encouraged to collaborate or enter into joint venture arrangements either with the District Employment Task Force and/or the beneficiary groups to support the programme. For instance, commercial farmers or service providers who wish to engage the services of the youth in order to expand their operations may seek to provide counterpart funding to match the Programme's funds to undertake projects.

2.1.9 Training and Participation of Private Service Providers

In some cases where the potential beneficiaries may not have the required skills to undertake the activities of their preference, competency-based training may be required. Interested service providers such as civil society organizations and private training institutes would be engaged based on selection criteria to be determined by the National Employment Task Force. Such providers must undertake to comply with the set programme principles and agreed service level standards, scope and nature of the specific engagement under a Memorandum of Understanding to be determined by the Task Force. Generally however, efforts would be made to ensure that these unskilled youth undertake their training in public training institutions such as the Youth Leadership Training Institutes (YLTI), the National Vocational Training Institutes (NVTI), the Opportunities Industrialization Centers (OIC), the Social Welfare Department Rehabilitation and Vocational Training Centers as well as the regular Technical Institutes under the Ministry of Education and Sports (MOES). Consideration would only be given to those private service providers who have specialist training programmes not available in the public institutes and whose training programmes also have follow through systems to effectively place the beneficiaries in gainful employment and facilitate the monitoring, evaluation and reporting on their progress towards maintaining sustainable ventures.

2.1.10 Payment of Stipend/Allowance

In order to ensure that the beneficiaries are able to provide for their basic necessities of life the programme will provide agreed weekly stipend/allowance to the beneficiaries for the period of their engagement or until such time that their products/produce or services can be sold. This stipend would be capitalized together with the core credit as part of the total credit to be repaid by the beneficiary.



2.1.11 Healthcare for Beneficiaries

To ensure that beneficiaries maintain good health to be able to manage their activities effectively, the cost of the first year health insurance premium of about One Hundred Thousand Cedis (¢100,000.00) under the National Health Insurance Scheme (NHIS) would be advanced to the beneficiaries and the cost of that premium must also be capitalized as part of the total credit to be paid back by the beneficiary. Where the beneficiary is in a salaried job, the cost of the premium would be deducted at agreed rates from his/her monthly pay or allowance.

2.1.12 Character Building

The programme will help the youth to develop good character through hard work and discipline and to build themselves up economically and become responsible adults. This will be done through holding leadership, motivational, civic education and religious and moral/ethical-based seminars as well as training activities for them. Programmes that would teach them how to manage business and their lives would generally be encouraged and applied extensively to continuously keep their morale up.

2.1.13 Enhancement of Existing Programmes and Initiatives

This programme will seek to enhance the existing employment programmes and initiatives such as the STEP, National Youth Fund programme as well as many others by utilizing current data and information from such programmes to rapidly implement the programme. Also, the database of the registered persons from the 2001 exercise will form readily available information for the programme's commencement. All districts will be furnished with such information relevant to their respective areas such as names of people who registered, those trained but not given credit, etc. to help the District Employment Task Forces in selecting beneficiaries for the programme. This however does not preclude any new registration of unemployed youth from being included at the district level.

2.1.14 Application of Labour Standards

In all cases, international labour standards would be applied in the implementation of the programme. Advice on this aspect can be sought from the Department of Labour. The Decent Work Pilot Programme being run with the support of the International Labour Organization (ILO) in Winneba and Ajumako would provide useful tips on how to apply labour standards to the National Youth Employment Programme. The assistance of the Institute of Local Government Studies may also be sought in this regard.



2.1.15 Sustainable Development

While satisfying the employment needs of the present generation of youth such consideration should not compromise the needs of future generation. In this respect, all activities of the programme should be environmentally friendly.

2.1.16 General Principles

The programme will take cognizance of general principles which favour socio-cultural interests of the communities. The approach of the programme will therefore ensure gender equality, non-discrimination against social and political groups, and decentralization with a focus on regional balance, partnership and decent work concerns.

2.2 STANDARD REQUIREMENTS

In order to ensure uniformity in all districts and ease of monitoring and evaluation, as well as to be able to grant equitable assistance to all districts, the under-mentioned requirements should be fulfilled by all districts.

2.2.1 Establishment of Task Force

Every Metropolitan, Municipal and District Assembly (MMDA) must set up a youth employment task force as directed by the requirements of these guidelines to supervise the implementation of the programme. Each district employment task force must in turn work under the direction of the National Employment Task Force and liaise with it for all guidance.

2.2.2 District Employment Task Force Coordinator

Each Metropolitan, Municipal and District Assembly will have an Employment Task Force Coordinator to carry out the responsibilities and duties stated in these guidelines.

2.2.3 Employment Generation Targets

The primary goal of this programme is to engage as many of the youth in either self-employment, stipend-supported volunteer projects or paid employment to support the provision of essential economic and social services at the community level. In this regard, each District will generate, for a start, at least five hundred (500) jobs for the youth under the programme over the first six-month period and then increase the figure to over six hundred over the next six months





of the year . This target figure will generally vary on the high side for the bigger districts as well as Metropolitan and Municipal Assemblies. In such cases, the National Employment Task Force will determine the specific targets for the sub-metros and other divisions of the municipalities. The levels of natural endowment and general needs of the districts will also determine the actual targets to be set for specific districts.

2.2.4 Programme Supporting Materials and Services

The organization of activities and the engagement of the youth in these ventures and services must be done to ensure that the beneficiaries are assisted with work safety materials such as uniforms, boots, hats, etc. Other inputs needed for the conduct of their work would also be provided, some at no cost to the beneficiaries.

2.2.5 Training

Various forms of training including orientations, briefing sessions, on-the-job training and refresher courses would be conducted to enhance the capacity of the different levels of people to be engaged in the programme. The target groups for these training activities will include the task force members, relevant government officials and beneficiaries. In the case of the programme's beneficiaries, some may need training prior to being placed on jobs on some of the modules while others may need the training to go and find jobs on their own. In either case, the Job Corps Programme would assist in providing the needed training.

2.2.6 Record Keeping and Information Management

Standard record keeping and information management would be expected at all levels of the programme's implementation. These records must include activity/production, financial, labour records and statistics which must be available for review, assessment and auditing purposes.



3 ORGANIZATION AND MANAGEMENT

3.1 MANAGEMENT STRUCTURE

The structure designed to oversee the implementation of the programme is organized at three levels; the National, Regional and District levels.

3.1.1 National Level

To implement the National Youth Employment Programme, there shall be established a National Employment Task Force which shall have representation from the following state agencies as well as some relevant Civil Society Organizations.

- i) Composition:
 - a. Office of the President (Micro-Finance and Small Loans Center)
 - b. Ministry of Manpower, Youth & Employment
 - c. Ministry of Finance and Economic Planning
 - d. Ministry of Local Government & Rural Development
 - e. Ministry of Private Sector Development and PSI
 - f. Ministry of Food & Agriculture
 - g. Ministry of Trade and Industry
 - h. Ministry of Communications
 - i. Ministry of Education & Sports
 - j. Ministry of Health
 - k. Two Members of Parliament
 - l. Ministry of Mines, Lands and Forestry
 - m. Ministry of Environment
 - n. Ministry of Interior
 - o. National Security Council Secretariat
 - p. National Disaster Management Organization
 - q. Two females appointed by the Minister
 - r. Two representatives of the youth groups
 - s. National Employment Task Force Coordinator

Other relevant Ministries, Departments and Agencies (MDAs) may be co-opted to contribute to the functions and deliberations of the National Youth Employment Task Force

ii) Functions of National Employment Task Force (NET-Force)

The functions of the Task Force are the following:

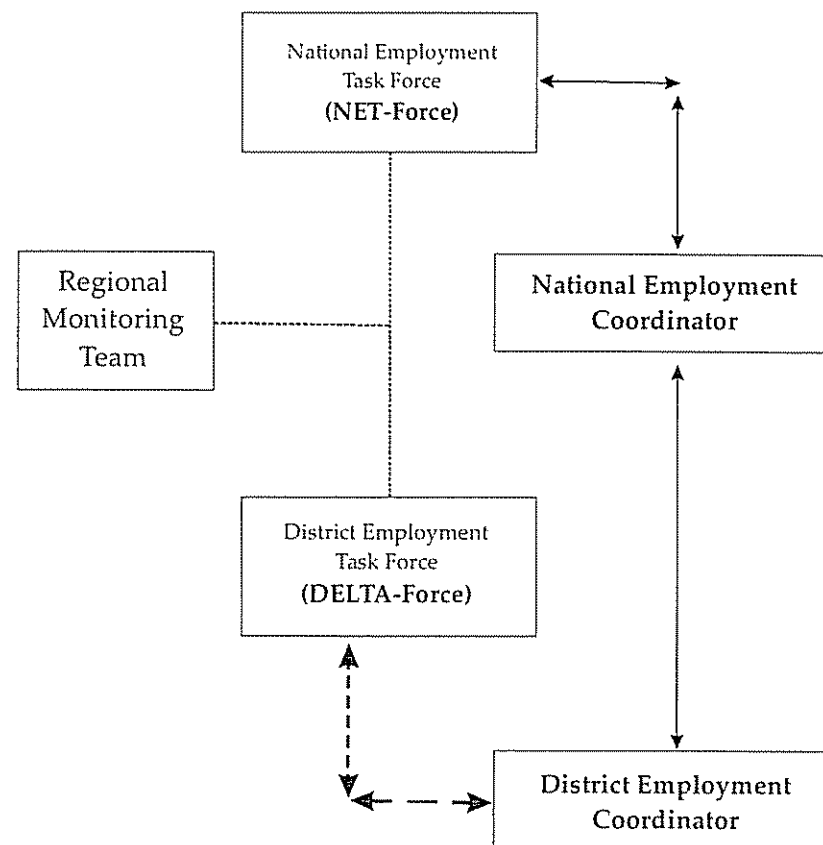


3.2 Be responsible for the provision of guidelines for the formulation of Short and Medium Term Strategic Plans for the National Youth Employment Programme; including the:

- a). design of guidelines for implementation of programme;
 - i. approving programmes and projects;
 - ii. sourcing and allocation of funds and resources;
 - iii. sensitization and training of programme managers at all levels;
 - iv. monitoring and evaluating the programme's activities.
 - v. setting targets and signing performance contracts with District Employment Task Force
- b) develop policy recommendations for government's consideration through the Ministry responsible for employment to strengthen employment programmes; and
- c) undertake any other functions assigned to it by the MMYE to ensure the success of the programme.

**MANAGEMENT STRUCTURE
ORGANOGRAM**

The management structure of the Programme is depicted in the chart below:



3.1.2 Regional Level

The implementation of the National Youth Employment Programme at the district level shall be monitored at the regional level by the Regional Monitoring Team. The Regional Monitoring Team shall have responsibility only for monitoring, evaluating and reporting on the implementation and progress of the programme. A coordinating body comprising the following shall constitute the Regional Monitoring Team:

- a) the Regional Minister or the Deputy Regional Minister
- b) the Regional Coordinator for the National Youth Council
- c) the Regional Labour Officer
- d) the Regional Cooperatives Officer
- e) the Regional Director of Agriculture
- f) the Regional Education Director
- g) the Regional Director of Health
- h) the Regional Liaison Officer – Member/Secretary

The Regional Monitoring Team will be chaired by the Regional Minister or in his absence, his Deputy. The Regional Liaison Officer will serve as Secretary to the Regional Monitoring Team.

Other relevant public and private institutions may be co-opted to contribute to the functions and deliberations of the Regional Monitoring Team.

3.1.3 District Level

Each District will have a District Employment Task Force chaired by the District Chief Executive. The Task Force shall comprise the under-listed:

- a) The District Chief Executive
- b) The District Employment Coordinator–Member/Sec.
- c) The District Director of Agriculture
- d) The District Director of Health
- e) The District Director of Education
- f) Two Representatives of youth Groups one of whom must be a female
- g) Two other members appointed by the Ministry of Manpower Youth and Employment



Functions

The main functions of the District Employment Task Force shall be the following:

- a. Identify, mobilize and sensitize the unemployed youth for participation in the programme.
- b. Identify potential economic and social activities in the districts for sponsorship.
- c. Ensure successful implementation of the programme and projects.
- d. See to the timely disbursement of funds to the beneficiary groups and be accountable for the recovery of such funds.
- e. Submit monthly, quarterly and annual reports to the NET-Force with copies to the Regional Monitoring Team by the 10th day of the following month.
- f. Undertake costing of programme and projects.

The District Employment Task Force Coordinator shall serve as the Secretary to the DELTA-Force and shall facilitate the collation and circulation of documents relevant for the successful implementation of the programme.

The District Chief Executive shall bear ultimate responsibility for this important national exercise.

3.2 OPERATIONS MANAGEMENT

3.2.1 Oversight Responsibility, Monitoring and Evaluation

The Ministry of Manpower, Youth and Employment will have ministerial oversight responsibility for the entire programme. The National Employment Task Force will have responsibility for carrying out the monitoring and evaluation activities of the programme and shall conduct regular visits to districts to examine the programme's implementation.

The District Monitoring Team shall be responsible for first level monitoring and evaluation and shall report periodically to the Regional Monitoring Team and the National Monitoring Team. The Regional Monitoring Team shall be responsible for second level monitoring and evaluation and shall report periodically to the National Employment Task Force. The details of the monitoring requirements in terms of formats and frequency would be determined by the National Employment Task Force.



3.2.2 Local Supervision and Coordination

The District Employment Task Force shall meet as regularly as it deems fit under local circumstances, or as directed by the National Employment Task Force, to deliberate on the programme's activities and to resolve issues that would affect the successful implementation of the programme. The District Employment Task Force Coordinator shall work with the team to plan, execute and report on the programme's performance. He/she shall assist to develop and keep the various records and documents needed such as beneficiary registers, group/individual credit analysis reports, project activity reports etc. Others may include records such as minutes of meetings, group attendance/beneficiary attendance reports.

3.2.3 Technical Assistance

Both the National and District Employment Task Forces may seek technical assistance from groups or individuals with certain types of expertise required to add value to the activities being undertaken under the programme.

3.2.4 Reporting

Regular monthly reports must be made available to the National Monitoring Team, with copies to the Regional Monitoring Team to apprise it of the development and progress of the programme in the district. Such reports shall include both financial and non-financial matters, with emphasis on statistics on the employment levels generated and continuous participation of the beneficiaries. The National Employment Task Force may make changes to the formats of the reports as and when necessary.



4 FUNDING AND FINANCIAL MANAGEMENT

4.1 PROGRAMME COSTS AND BUDGET

4.1.1 Expenditure Types and Unit Costs

As a national exercise, the initial expenditure on the programme will cover a wide range of items including activities that are incidental and might only add to the start up costs but are not the direct costs of some of the ventures to be undertaken by the beneficiaries.

These ancillary expenditures would include the following:

- a. Administrative
- b. Monitoring and Evaluation
- c. Training
- d. Basic programme support equipment and materials
- e. Running costs
- f. Programme Management Personnel

All these are costs that support the programme's successful implementation but may not be considered part of direct costs to be paid back by beneficiaries.

Some of the other costs that are the direct costs of the programme would include direct materials and inputs that contribute to the production of the desired outputs or delivery of required services. These may vary from activity to activity such as agricultural or industrial to the provision of health and other social services.

4.1.2 Standard Costs for Modules

After careful research from the cost of programmes in the sector ministries, some standard costing tables have been compiled to assist the District Employment Task Force in deciding levels of credit assistance to be given to the beneficiaries. The tables are available to the National Task Force and will be used by the implementers simply as guide to evaluate the proposals.

4.1.3 Programme Expenditure Items

Below is a list and description of the various expenditure items for the programme which forms the basis for the costing as well as planned disbursement:

- a. Direct Programme Costs
- b. Supporting Materials



- c. Training Costs
- d. Administration
- e. Monitoring and Evaluation
- f. National Health Insurance Scheme Premium Coverage
- g. Secretariat Operations Costs
- h. Management Fee for Private sector Operators
- i. Contingency

i. Direct Programme Costs

The cost items indicated above suggests that in the Direct Programme Costs for instance, there would be direct input costs or a monthly stipend to be paid to beneficiaries. For those engaging in self-employment activities, some of these funds would be used to purchase inputs to be supplied to the beneficiaries while a stipend or allowance of an average of €50,000 a week would also be paid to the beneficiaries till their products become marketable to generate incomes for them. For those on volunteer service or paid jobs, the amounts payable would also have to be within the established ranges issued by the National Employment Task Force. As stated earlier, the Direct Programme Costs, including advances on NHIS premiums and the allowances for the self-employed would become part of the total credit amount to be paid back by beneficiaries. However, the portion of these costs that are paid out to volunteers and wage earning beneficiaries would not have to be repaid.

ii. Other Costs

The indirect costs of the programme such as those for the Supporting Materials, Training Costs, Administration as well as Monitoring and Evaluation, are essentially indirect costs, intended to facilitate the implementation and internalization of the programme so as to be able to sustain it. These funds will be regarded as sunk costs and therefore will not be the obligation of the beneficiaries. It should also be noted that due to their nature, the funds to cover these 'Other Costs' will be managed by the Ministry of Manpower, Youth and Employment with the assistance of the National Employment Task Force as an 'Employment Facilitation Fund'.



4.2 FINANCING AND SOURCE OF FUNDS

4.2.1 Sources of Funds

The programme has identified four main sources of funds to support its implementation. Efforts would be made to pool these funds together for ease of disbursement and monitoring. Participating districts may access these funds by applying to the National Employment Task Force.

a) Dedicated Funds

These are funds earmarked specifically for certain activities within the programme. They include the following:

- i. Productivity Improvement and Employment Fund (Poverty Alleviation Fund)
- ii. Food and Agriculture Budget Support Funds (FABS)
- iii. Export Development and Investment Fund (EDIF)
- iv. Women Development Fund
- v. Rural Enterprise Development (REP) Fund
 - Ministry of Local Government
 - Ministry of Trade and Industry
 - Ministry of Environment
- vi. Microfinance & Small Loans Center
- vii. Community-Based Rural Development Programme Fund (CBRDP)
- viii. Forestry and Plantation Funds
- ix. Rural Industry Programme Fund
- x. STEP Fund
- xi. National Youth Fund
- xii. Agricultural Development Bank Young Farmers Programme Fund

b) Cost-Sharing Schemes and Collaborative Funding

Various organizations or even the programme beneficiaries themselves may wish to collaborate with other organizations or agencies on some of the modules recommended for implementation under this programme. A few of these possible collaborators are stated below for the benefit of the programme managers.

District Assemblies and Government agency funds
 Beneficiary groups and District Assemblies
 Civil Society Organizations and Assemblies
 Financial Institutions and the Assemblies



c) Credit Recovery Funds

These funds are those funds that have been recovered from loans given to beneficiaries who have been able to repay back their loans with interest. It has been reported that at the district level, some of these funds sometimes are lodged in undisclosed accounts by the rural banks and not reported to the sponsoring bodies such as the District Assemblies, particularly in the case of the Poverty Alleviation Fund and Women's Development Fund. While the National Employment Task Force, with the help of Banking Supervision/Inspection Unit of the Bank of Ghana, will undertake to assist districts to retrieve all such funds for the benefit of the programme the District Assemblies themselves should institute measures to recover all these funds and add them to their pool of funds supporting the Youth Employment Programme.

d) Government Budgetary Allocation for Employment

The Government may allocate funds to support employment for the youth without linking these funds to specific projects. The Ministry of Manpower, Youth and Employment through the National Employment Task Force may then make these funds available to various districts who apply through it in line with the laid down guidelines to use for approved activities.

4.3 FINANCIAL MANAGEMENT

The Ministry of Manpower, Youth and Employment, together with the National Employment Task Force and other collaborating ministries will have overall responsibility for the financial management of the programme. Standard accounting and financial reporting procedures would be applied in managing the financial resources of the programme at all levels. Various accounting and financial records would also be available for auditing purposes as and when required. Care should be taken to ensure that the under-mentioned key functions are performed.

4.3.1 District Programme Participation Proposal

Each district must prepare and cost an initial Programme Participation Proposal to be reviewed, assessed and approved by the National Employment Task Force. This proposal will indicate the financial implications of the district's participation requirements as well as the number of people to be employed in the programme. This will also enable the task force to ensure that the necessary funds are made available to the financial institutions in good time for disbursement to beneficiaries. The report will also facilitate the ease of monitoring by both the regional and national level teams as it will contain basic information on



performance indicators for monitoring the implementation of the programme in the District.

4.3.2 Module Cost Assessment

In preparing the Programme Participation Proposal, the indicative costs of each module, including the non-direct costs must be provided. The costing tables provided should be used for this purpose.

4.3.3 Banking and Funds Management

A financial institution which would manage the funds must be identified within or close to the participating District. All the necessary agreements or memorandum of understanding reached on how to collaborate in managing the programme and the funds must be signed prior to participating in the programme. A Draft Agreement may or may not be included in the initial proposal but would have to be provided at some point.

4.3.4 Beneficiary Credit Application, Analysis and Selection Process

Following the approval for the district to participate in the programme, some credit analysis would have to be undertaken jointly by the District Employment Task Force and the supporting financial institution. In this regard, the following must be observed:

- i Participants must qualify for a certain quantum of funds based on the modules chosen.
- ii As much as possible, funds will be disbursed not to individuals but to organized groups such as registered cooperatives.
- iii Wherever feasible and wherever necessary, funds would be provided in the form of direct inputs requested by the group.
- iv No funds will be disbursed unless the group applies in writing to the District Employment Task Force.
- v All applications to the DELTA-Force Coordinator will be examined by the DELTA-Force which will make recommendations for the approval or otherwise of the full membership or a majority of the membership of the District Task Force.
- vi A Credit Agreement will then be signed with the group to ensure repayment and accountability.
- vii The DELTA-Force will closely monitor the repayment of the loans through constant reminders and follow-up visits



4.3.5 Credit Disbursement

Disbursement shall follow the approval of the credit and opening of bank accounts and signing of agreements by the beneficiaries.

- i Funds will as far as possible be disbursed to organized groups and in exceptional cases, and with the prior approval of the NET-Force, to individuals
- ii Under the overall supervision of the DELTA-Force, the Task Force Coordinator will keep records of all disbursements to approved groups.
- iii The DELTA-Force Coordinator will facilitate the opening of Bank Accounts for the groups.
- iv The DELTA-Force Coordinator will keep the accounts of the programme in addition to the normal bank records.
- v The DELTA-Force will facilitate, coordinate and ensure all payments to be made to the recognized groups.
- vi The DELTA-Force will submit to the National Coordinator monthly Bank reconciliation statements along with the monitoring and evaluation report of the district.
- vii The DELTA-Force will closely monitor the repayment of the loans through constant reminders and follow-up visits to the work sites of beneficiaries.

4.3.6 Funds Utilization and Materials Procurement

The funds would be utilized solely for the purpose for which the task force approved the funds. Payments of stipends would be made directly to individuals but inputs would be purchased directly by the NET-Force through bulk purchase for the beneficiaries.

4.3.7 Financial Record-Keeping, Accounting and Financial Reporting

Accounting standards and financial reporting procedures would be applied and the District Youth Employment Task Force Coordinator may use the services of the district finance staff for this function.

4.3.8 Credit Recovery and Re-investment (Recapitalization)

In the case of credit granted to beneficiaries all participating districts, their respective task forces as well as the financial institutions will take responsibility for credit recovery. All recovered funds shall be lodged into the National Employment Task Force account to be reinvested as additional capital of the programme.



5 TARGET EMPLOYMENT AREAS

5.1 YOUTH IN AGRI-BUSINESS

5.1.1 Objective

To provide employment to the youth in agricultural related activities and ventures and to encourage them to take up agriculture as an occupation.

5.1.2 Major Activities

Agricultural activities would be selected based on the relative natural comparative advantages of each district. This is intended to be flexible and each District Employment Task Force is to decide what has the most potential to provide sustainable employment to as many of the youth in that locality as possible. The range of agricultural activities should cover production (cultivation), rearing and post harvest activities.

The products/produce and post-harvest activities listed here are simply to serve as a guide to the Task Force in its assessment of activities and projects to be supported. Other agricultural and agric-related activities and projects may be added based on local needs and conditions. One or more items may be selected depending on the needs or capability of each district and group of participants. It is however strongly recommended that the crops or animal production types selected should be done with a view to achieving results and to yield dividends within the short-term, an initial maximum period of six months period. If long term activities such as tree cropping are chosen, then plans should be made for intercropping of short term crops to enable beneficiaries earn incomes while awaiting the yields from these long term crops.

5.1.3 Crop Production/Cultivation

Vegetables: - Pepper
 - Cabbage
 - Onions(bulb/leafy)
 - Okra
 - Tomatoes
 - Garden Eggs
 - Mushrooms etc.

Roots and Tubers:

- Yams
 - Cassava
 - Ginger



Cereals: - Rice
 - Maize (short season)
 - Soya Bean
 - Sorghum

Major Cash/Export Crops:

- Cashew
 - Oil Palm
 - Coconut

Afforestation

- Anti-Desertification Tree Planting Campaign
 - Plantation Programme

Mass Cocoa Spraying

- Undertake spraying of cocoa trees as has already been done in some areas of the country

5.1.4 Animal Production

Small Animals/Ruminants:

- Rabbitry
 - Piggery
 - Grass Cutter
 - Goats and Sheep
 - Poultry (including Guinea Fowls, etc)

Others:

- Snail Culture
 - Beekeeping
 - Aquaculture (Fish Farming)

5.1.5 Post Harvest Activities

i) Logistics Management and Storage

This involves the purchase and storage of farm produce from the farm gate for distribution to retailers or consumers. It is intended to be driven by the Higher National Diploma (HND) holders who have majored in Purchasing and Supplies and to encourage them to apply what they have learnt in their chosen field in real life income-earning situations.



ii) **Marketing and Distribution**

This shall involve all forms of trading in the various agricultural products such as vegetables, cereals, ruminants/small animals, including goats and sheep.

Marketing cooperatives would be formed to undertake the purchasing, packaging, branding of various products for distribution to consumers.

iii) **Agro-Processing:**

- Oil Palm Extraction
- Shea Butter Extraction
- Gari Processing
- Cassava/Corn Dough Kneading
- Fish Mongering/Smoking
- Mango Processing
- Tomato Processing

iv. **Transportation**

5.1.6 **Land Acquisition**

In order to ensure that the activities of the youth are carried out without disruptions it is important that:

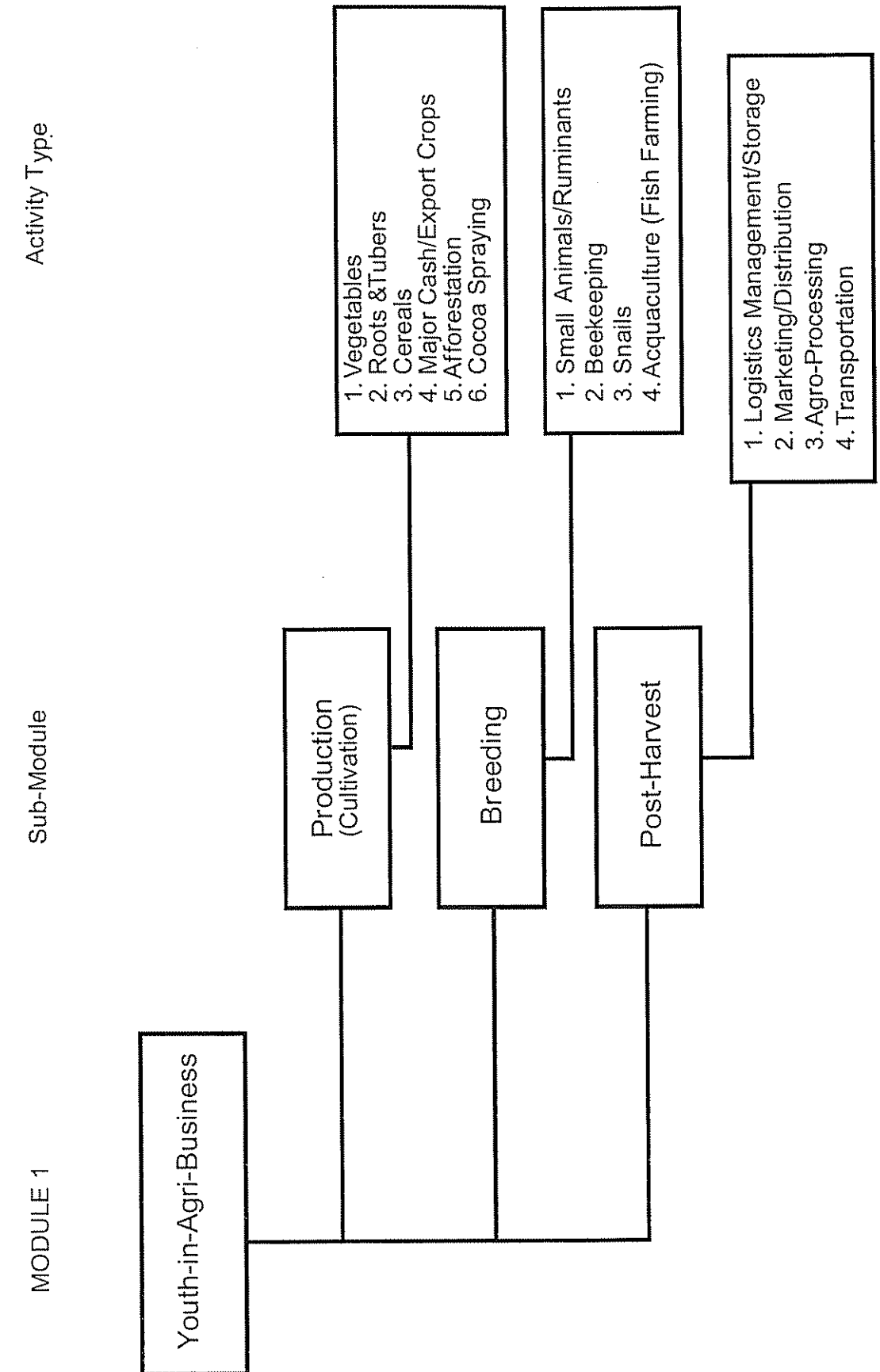
- the land must be readily available and unencumbered;
- it must be close to a reliable source of water;
- it must be made up of large tracts of contiguous arable land, rich in soil nutrients.

5.1.7 **Beneficiary Selection Criteria**

Districts will select participants from those who are 18 years or older, currently unemployed, willing to work in groups and to undergo training. Those who have been trained in agriculture such as from the farm institutes would be ideal candidates.

5.1.8 **Management Arrangements**

The District Employment Task Force will work with the district directorate of agriculture to oversee the work of the farmers.





5.2 YOUTH IN TRADES AND VOCATIONS

5.2.1 Objective

The primary objective of this employment area is to economically empower the youth who engage in non-agricultural ventures through self-employment by ensuring that they are well-organized and sufficiently supported both financially and through the provision of other resources to enable them undertake their activities in a gainful and sustainable manner.

5.2.2 Description of Activities

The activities that would be undertaken in this area comprise a wide array of trades and vocations as indicated by the suggestions below. It should be noted that while some of these activities may involve the actual production of tangible outputs which can be sold, others may simply involve the provision of intermediary services that add to the value chain of the production of both agricultural and non-agricultural outputs. For instance, the fabrication of iron, metal sheet and carpentry products and parts as well as the molding of sandcrete blocks and prefabricated products furniture would differ from the activities of these youth who are trained in marketing as well as purchasing and supplies in which case the beneficiaries would be encouraged to purchase, package and sell these products.

For the purposes of this module, the latter is referred to as Management Services while the former is referred to as Technical Services (Trades and Vocations). In either case, the beneficiaries should be made to form cooperatives to be assisted as a group depending on the specific needs of their areas.

It should also be stated here that while Rural Enterprises Project is already working with the Technical Service aspect in some districts, organizations such as Students In Free Enterprise (SIFE) are assisting the Management Services Area with marketing, etc; in some institutions. Assistance should be sought from these types of organizations for a better understanding of how to benefit from the programme.

5.2.3 Technical Services (Trades & Vocations)

Below is a list of the types of activities which beneficiaries interested in the Trades and Vocations can pursue:

- i. Iron Mongering & Metal Works;
- ii. Tailoring, Fashion Design & Dress-Making, Batik Tie & Dye;



- iii. Block-Making, Prefabricated and Concrete Works;
- iv. Construction-related Artisan Services (e.g. masonry, tiling etc);
- v. Aluminium/Glass Windows & Doors Fabrication;
- vi. Beautician and Hair-Dressing, Barbering;
- vii. Tools Fabrication and Machine Shop Services; and
- viii. Carpentry and Woodworks.

5.2.4 Management Services (Marketing/Purchasing & Supplies)

- i. Logistics and Storage Management Cooperatives
- ii. Marketing Cooperatives

5.2.5 Beneficiary Selection Criteria

It is preferred that the initial set of beneficiaries selected to participate in this programme are youth who have some professional background, qualification or competence in the areas identified here. In the case of young men and women who wish to participate in the programme as starters based on keen interest and enthusiasm in a particular area but do not possess the requisite qualification or competence, it is important that such youth are made to enroll in a Youth Leadership Training Institute, Technical/Vocational Institute or with a Master Craftsman for sometime before making the funding available to them.

5.2.6 Inputs and Resource Requirements

The specific inputs required for each activity area will depend on the type of trade, vocation or professional services. While some may be given block-making machines and sewing machines, others may be given capital for the purchase, storage and marketing of products. Bulk purchase would be made at the national level for implements and inputs required by the beneficiaries for distribution to them.

5.2.7 Management Arrangements

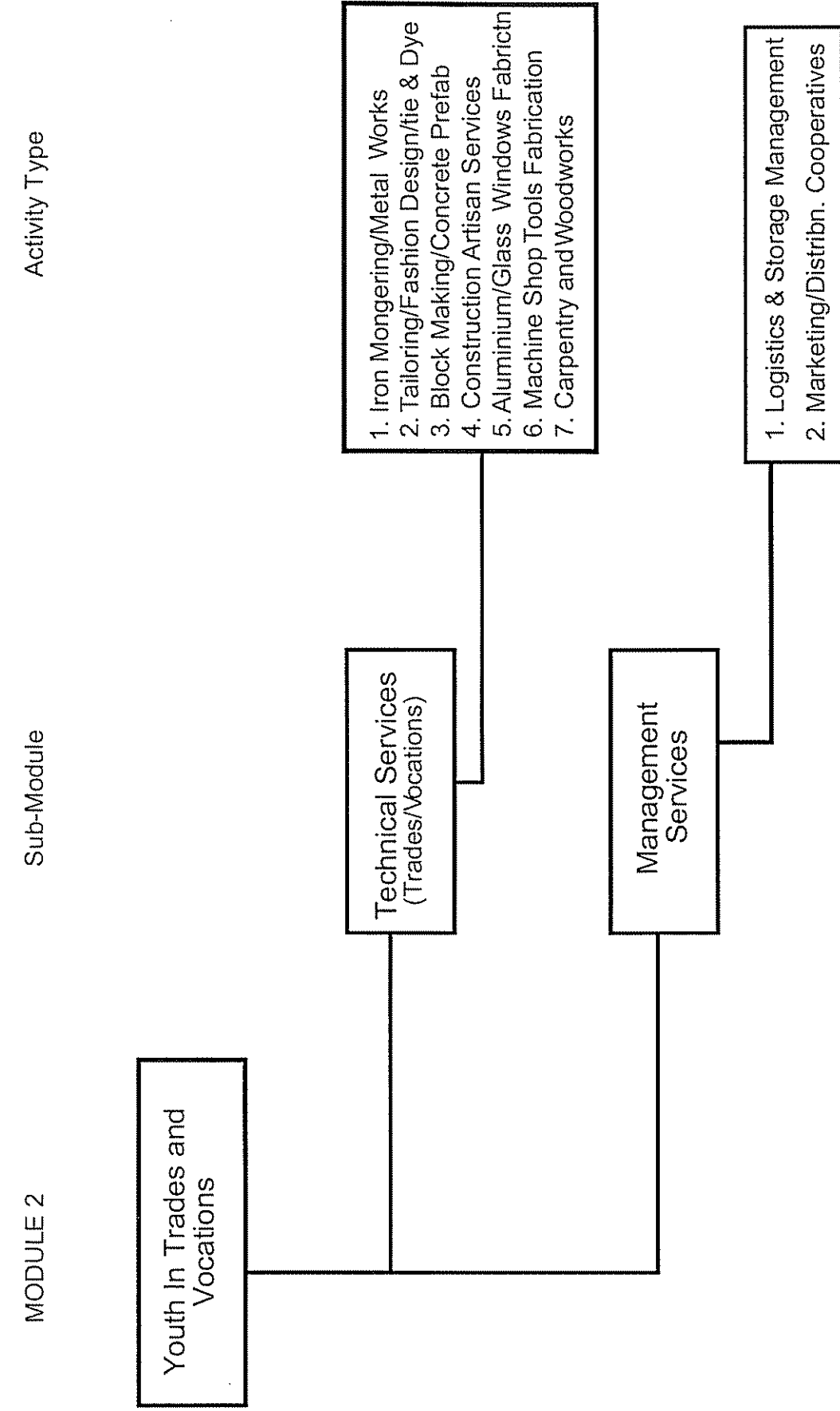
The District Employment Task Force will comply with all the programme principles as well as standard requirements in ensuring the effective organization and management of the programme while also providing adequate support for the success of the programme. The registration, screening and effective supervision of the beneficiaries should be done through the District Youth Employment Task Force Coordinator. All approved forms and monitoring and evaluation documentation would have to be prepared, used as prescribed and stored for auditing purposes.

A basic requirement for participation in the programme is to form cooperative



groups, and the leadership of these groups would liaise with the Coordinator and Task Force on all aspects of the programme to ensure smooth exchange of information.

As much as possible, the Task Force will also work with various government agencies on public sector projects to ensure that some of these projects are made available to the beneficiaries whose activities fall within the scope of the project under consideration. For example, the artisans in construction related trades should be sub-contracted to do some work on construction, while the producers of tie-and-dye batik should be encouraged to design and print materials for curtains, etc.





5.3 YOUTH IN ICT (Information, Communication and Technology)

5.3.1 Objective

The Primary objective of this component is to provide employment to the youth by developing and sustaining a pool of knowledgeable ICT workforce in critical skill areas and professions that will contribute to the process of the development of Ghana's information and knowledge economy.

5.3.2 Description of Activities

To assist in the designing, maintenance and support of ICT infrastructure of the MDA's, and other Institutions in both the Private and Public Sector (Computerization of Secondary Schools, Banks, etc.) in the districts. The development of a pool of knowledgeable ICT workforce in Business Process Outsourcing in key areas such as Call Center, Data Capturing, Medical Transcription, Legal Transcription, etc.

Below are lists of types of activities which beneficiaries interested in Information, Communication and Technology (ICT) can pursue:

5.3.3 Key Employment Areas

5.3.4 Establishment and Operations of Internet Cafes and Computer Training Facilities

This involves the establishment of Internet Cafes and Training Facilities for those trained in ICT who wish to setup their own businesses in these areas.

Beneficiaries will also be trained in the application of ICT for Administrative and Clerical duties. The main activity areas of training will include:

- Keyboarding
- Use of the Computer and Internet
- Others



5.3.5 Provision of ICT Technical Services

a) Hardware and Operating Systems

Beneficiaries will be given training in the following areas:

- i) computer hardware engineering (computer assembling and repairs), operating systems installation and maintenance;
- ii) repair and maintenance support services for printers, photocopiers and other office equipment.

b) Web Design and Software development

Beneficiaries will be trained in web design and software development and computer programming in general.

c) Data Communication and Computer Network

Beneficiaries will be given training and encouraged to undertake activities in the following activity areas:

- Network Administration
- Network Maintenance and Support
- Network Infrastructure Design
- Cabling

5.3.6 Business Process Outsourcing (BPO)

- Call Center
- Data Capturing
- Medical Transcription
- Legal Transcription

5.3.7 Beneficiary Selection Criteria

Eligibility Requirements:

- Senior Secondary School Certificate (SSS)
- City & Guilds of London Institute (in the field of study)
- HND and Degree Holders



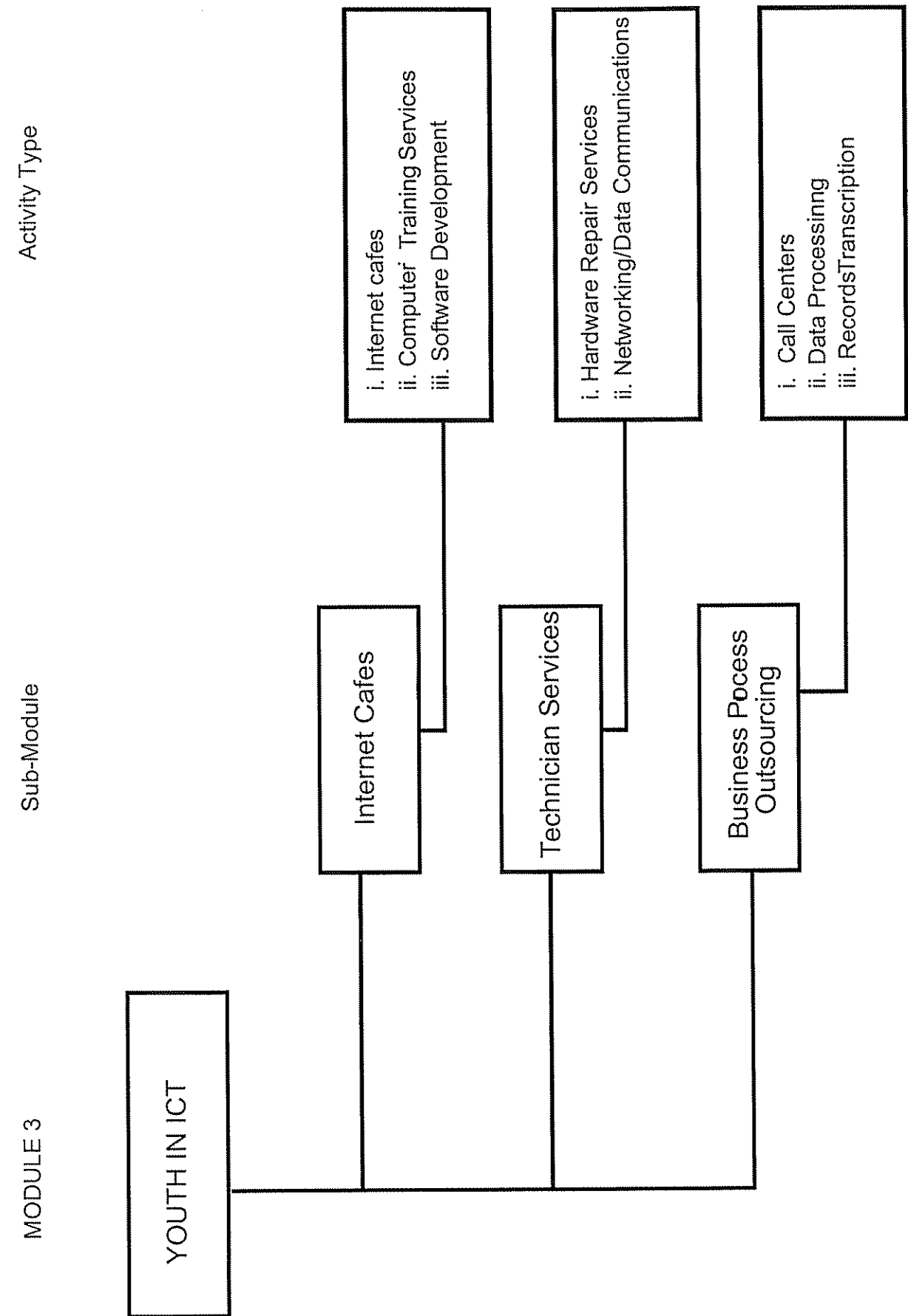
5.3.9 Management

The Ministry of Communications will liaise with the Ministry of Manpower, Youth and Employment in the management, maintenance and support of the programme.

The District Employment Task Force will comply with all the programme principles as well as standard requirements in ensuring the effective organization and management of the programme while also providing adequate support for the success of the programme.

5.3.10 Delivery Options

- i) Through Government Institutions (i.e. Polytechnics, Senior Secondary Schools, YLTI, NVTI, OIC, etc);
- ii) Public Private Partnership (in partnership with selected ICT Training Firms).





5.4 COMMUNITY PROTECTION SYSTEM

5.4.1 Objective

The objective of this component is to enhance safety and security as well as strengthen law and order in our communities.

5.4.2 Description of Activities

The Community Protection Units will comprise young men and women who would be engaged to support the law enforcement agencies in maintaining law and order and keeping the peace. They will receive basic training in community protection. The members of the CPSs will be provided with uniforms and basic accessories. Since their work would be a continuous assignment, and supplementary to that of the regular law enforcement agencies, it is recommended that they are engaged in permanent employment with reasonable remuneration that does not compete with that of the regular law enforcement agencies.

The youth who do very well and exhibit good character would be recommended for enlistment into the regular law enforcement agencies.

5.4.3 Beneficiary Selection Criteria

The youth to be engaged in these Units should be young men and women between 18 and 35 years, be able-bodied and medically fit, and of sound mind. Preferably holders of JSS and SSS Certificate should be the target beneficiaries.

5.4.4 Inputs and Resource Requirements

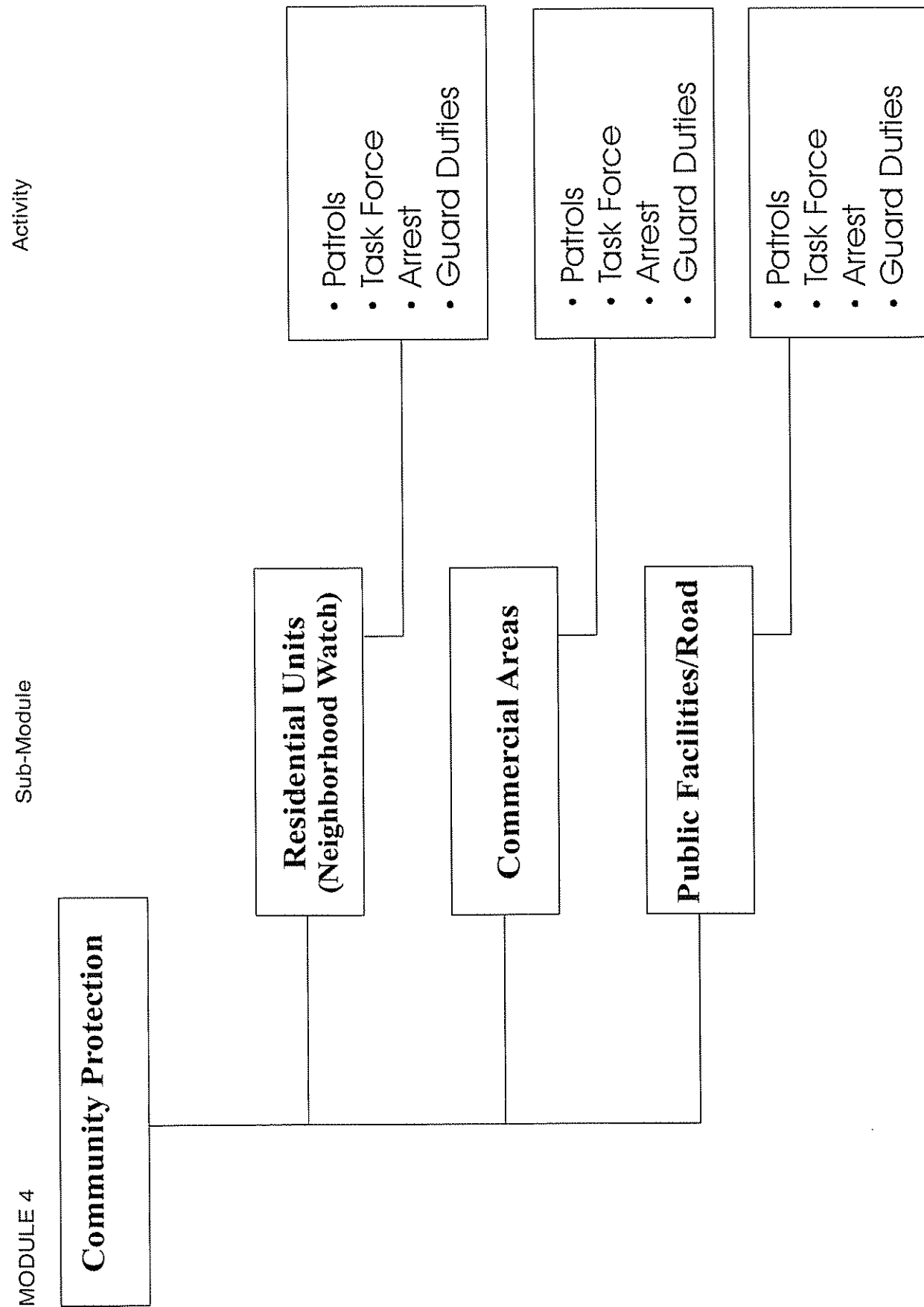
The requirements for the system would include the following:

- Uniforms
- Whistles
- Torch lights
- Communication devices, mobile phones or walkie talkie
- Container office
- Bicycles
- Training
- Compensation



5.4.5 Management Arrangements

The CPUs will be appointed by the District Assemblies and placed under the District Assembly's Public Safety and Security Committee and supervised by the local law enforcement agencies. The National Employment Task Force will sponsor the training of the members of the CPSs. Payment will be made monthly by the District Assembly to the members of the Units. Files and records would be kept on the members of the Unit as well as on the cases apprehended, investigated and dealt with. The youth who do very well and exhibit good character would be considered for enlistment into the regular law enforcement agencies.



5.5 WASTE AND SANITATION MANAGEMENT CORPS

5.5.1 Objective

The primary objective of this module is to contribute to the maintenance of clean public facilities and healthy households and thereby ensure the availability of a strong and healthy workforce for the country. Other aims of the module are to facilitate the selection, training and deployment of a dedicated corps of able and willing young men and women to assist in the cleaning of garbage in specified areas and to assist in the beautification of districts and communities and through that enable them to earn incomes.

5.5.2 Description of Activities

The main activities of the module include assisting the District Environmental and Health Teams as well as heads of any other institutions, community leaders and non-governmental organizations that have an interest to maintain a clean healthy environment for their constituents. Day-to-day activities would include cleaning, collecting of garbage, spraying of gutters and small water bodies to get rid of mosquitoes and other germs and diseases and also desilting of drains, gutters.

5.5.3 Beneficiary Selection Criteria

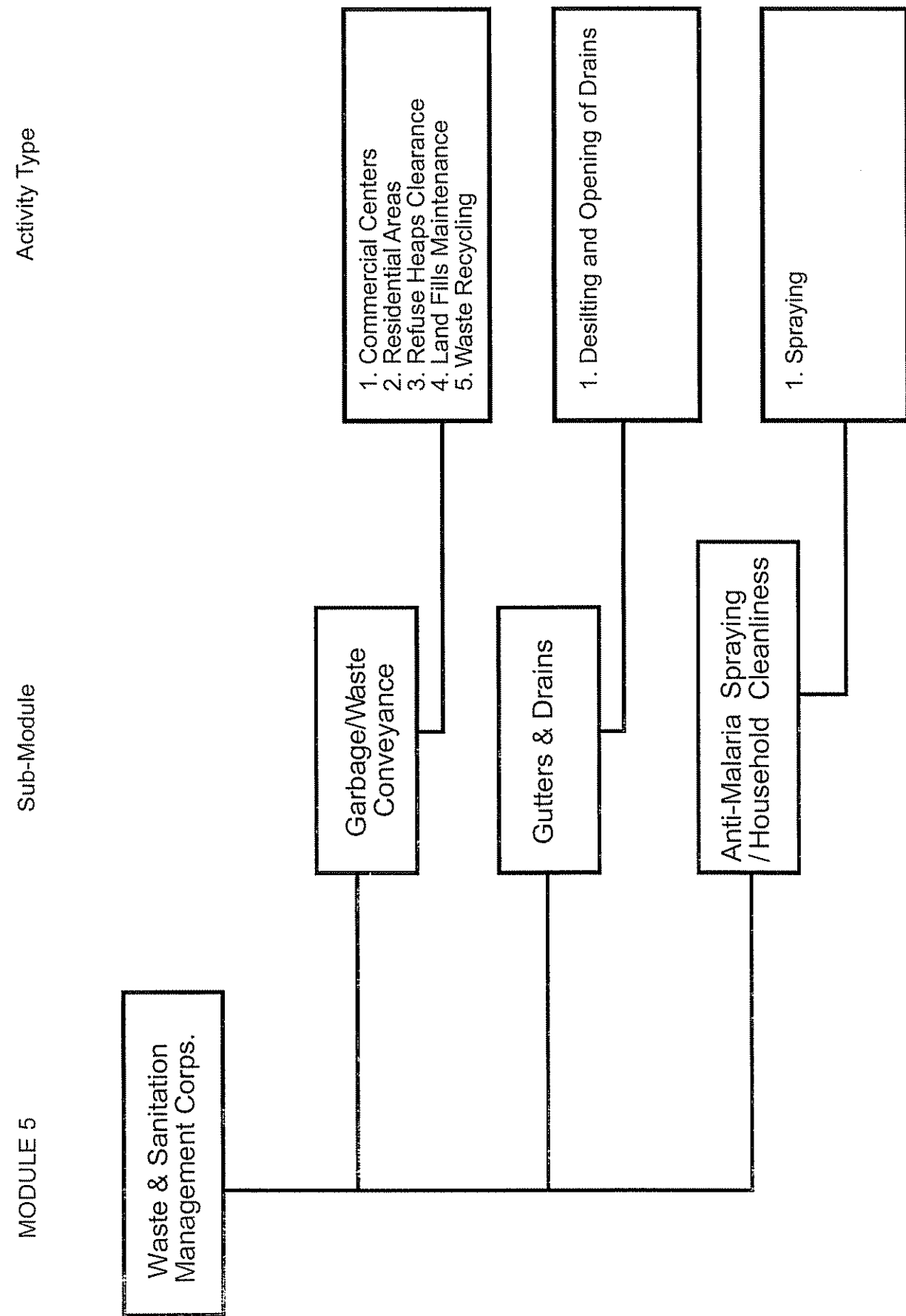
This module is the paid employment area where many of the illiterate youth can be engaged since the activities involved require more physical efforts than 'intellectual' input. Generally, able-bodied young men and women within the stipulated age limits are eligible but they must be prepared to work under the conditions that would be specified by the District Employment Task Force.

5.5.4 Inputs and Resource Requirements

The inputs required for the employees who will operate within this module will include the wheelbarrows, spades, shovels, forks and possibly donkey carts or power tillers as well as uniforms, Wellington boots, gloves and in some cases spraying gadgets. Some basic training and refresher briefing sessions may be held periodically to help the beneficiaries.

5.5.5 Management Arrangements

The members of these groups will have Supervisors who will liaise with the District Environmental and Public Health Teams. The District Employment Task Force however will have ultimate responsibility for the successful implementation of the programme.



5.6 COMMUNITY EDUCATION TEACHING ASSISTANTS

5.6.1 Objective

To create opportunities for a pool of young men and women with at least second cycle level education who will help deliver pre- and basic school level educational services in rural areas where there are not sufficient teachers.

5.6.2 Description of Activities

The young men and women in this area will generally be involved in the teaching of pre- and basic school level pupils. For those volunteers whose level of education is at the degree or HND level, they may also be made to engage in the delivery of refresher courses for those of them who may wish to retake certain examinations to further their education. In all cases, these youth are expected to work with trained teachers wherever they are posted.

5.6.3 Beneficiary Selection Criteria

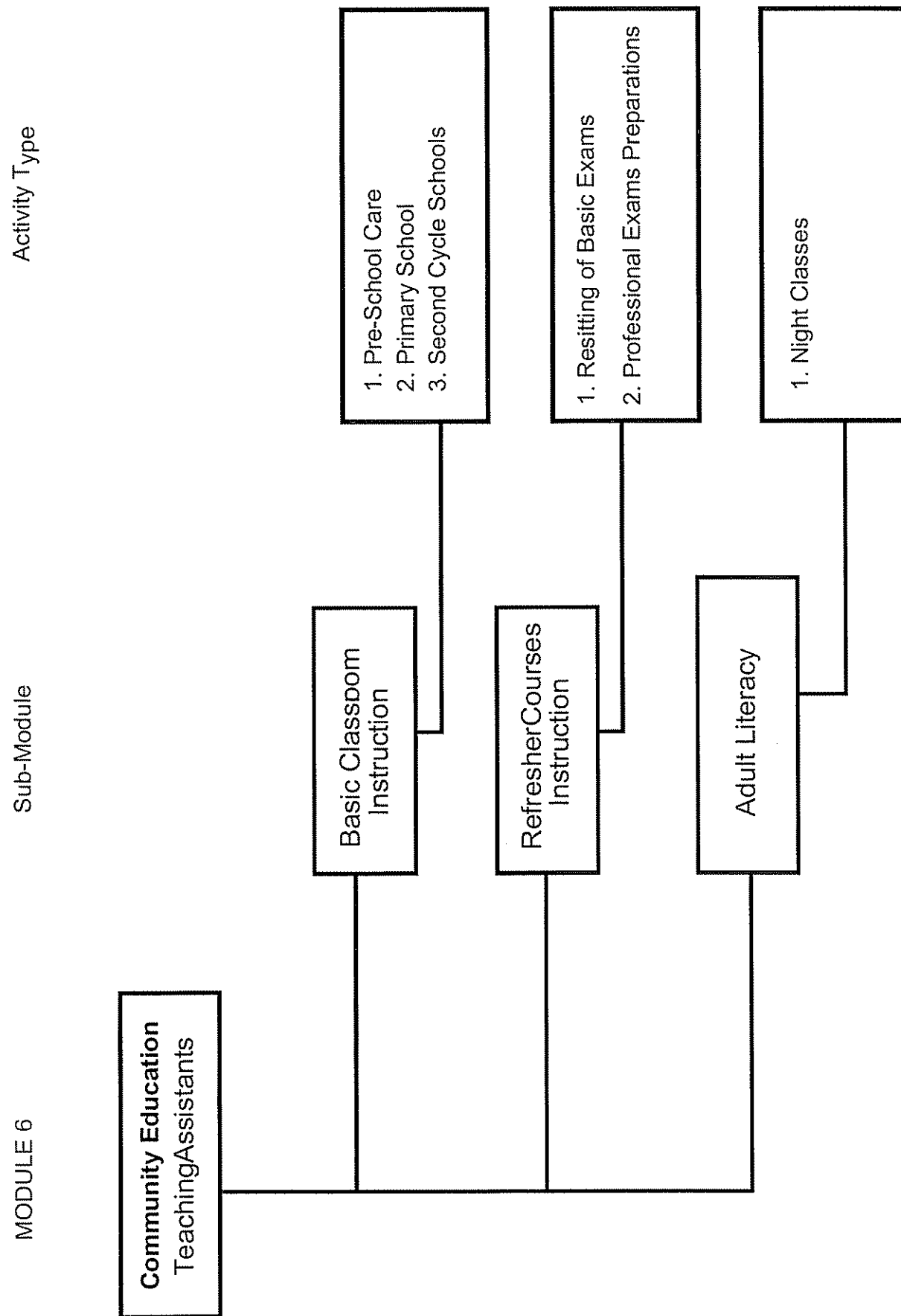
All young men and women who have met the requisite educational qualifications such as basic passes at the SSS level and are of good character and committed to working with the programme for at least one year are eligible for selection.

5.6.4 Input Requirements and Resource Requirements

Some support such as bicycles, bags, note books as well as the allowances of the volunteers and training costs will be the major inputs required for the programme to be implemented.

5.6.5 Management Arrangements

The District Employment Task Force, through the District Directorate of Education will have immediate responsibility for ensuring the successful implementation of the programme. In this regard, circuit supervisors from the GES would be mandated to report on the performance of these volunteers.



5.7 AUXILIARY HEALTH CARE WORKERS ASSISTANTS

5.7.1 Objective

To assist the health professionals to deliver basic support services at health institutions such as hospitals, clinics and health posts, particularly in the rural areas. This will ensure access to basic healthcare by most Ghanaians. The programme will also seek to encourage the Auxiliary Healthcare Workers to seek to develop themselves so as to be able to progress to professional nursing courses.

5.7.2 Description of Activities

To assist professional health service providers with basic support activities such as basic nursing and generally being available in the absence of the health professionals to give first aid services. They will also help to undertake public health education and hygiene campaigns at the community levels.

5.7.3 Beneficiary Selection Criteria

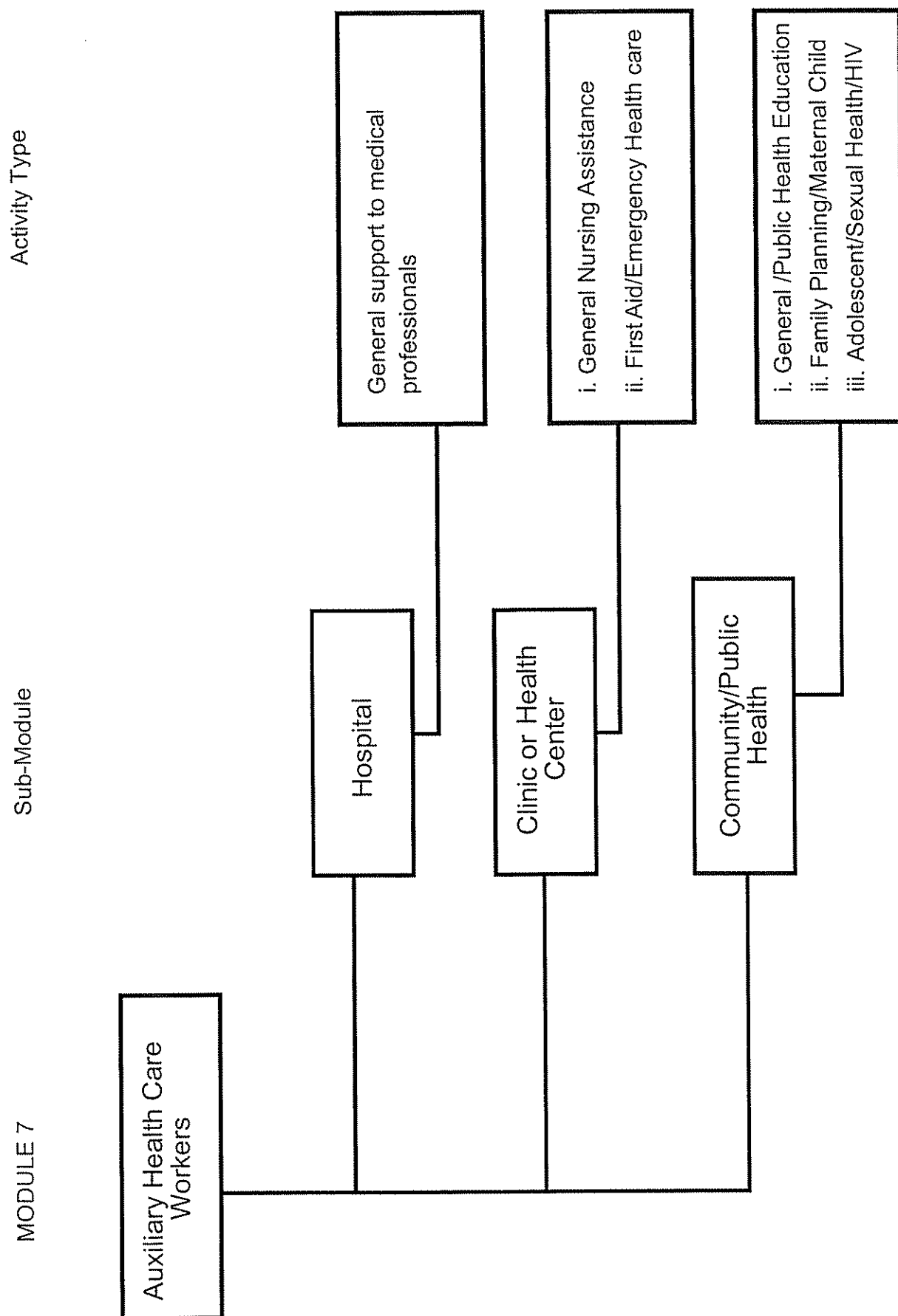
Graduates of SSS and JSS or technical institutes who have basic aptitude and analytical ability. They must fall within the youth age bracket, must hail from the communities and/or be committed to working in the communities to which they have been assigned.

5.7.4 Inputs and Resource Requirements

Basically some uniforms, first aid boxes, some bags, bicycles and short-term training would be all that is required for the work of the health aids perhaps only in addition to what the professionals may determine later.

5.7.5 Management Arrangements

The District Employment Task Force, working with the District Health Management Team, would be responsible for implementing the programme. Team leaders and/or supervisors may be appointed to monitor, assess and continue to enhance the knowledge and skills of the workers.



5.8 PAID INTERNSHIPS AND INDUSTRIAL ATTACHMENTS

5.8.1. Objective

To formalize the institution of internship and industrial attachments among in-and-out of school young men and women.

5.8.2. Description of Activities

The programme of internship and Industrial attachment already exist for trainees and undergraduates doing semi-professional and professional courses at various levels of secondary and tertiary institutions.

Having acquired competency in a particular discipline in school or college the individual is exposed to the real work environment where he/she puts into practice the knowledge or skill he/she acquired in school. The period varies from a few weeks to several months.

Whereas students in internship or industrial attachment work full time they are not remunerated in most cases. This module is to register all establishments with the potential to offer internship and industrial attachment. These may be in commerce, industry, construction, banking and health delivery, etc.

Potential student trainees will register with the NYEP requesting internship or industrial attachment. The NYEP will identify a corresponding establishment and place the trainees.

5.8.3. Beneficiary selection criteria

Tertiary level students offering professional courses

Non tertiary level students offering semi professional technical, vocational and business skills, Young men and women in apprenticeship

5.8.4. Inputs and Resource Requirements

Trainees may not need to provide any physical inputs or resources but must show some level of competency in their area of study.

A register of all establishments where trainees can do internship and industrial attachment will be kept.

When a trainee applies for placement the NYEP enters into contractual agreement with an established organization that need the services of such trainee(s). Under this new arrangement the trainee(s) in internship/Industrial attachment will be remunerated at a rate mutually determined by the NYEP and the organization.



5.9 VACATION JOBS

5.9.1 Objective

To ensure that students both in Secondary and Tertiary Institutions during vacations are offered employment opportunities to earn income, make the best of their leisure time and also offer voluntary service to their communities.

5.9.2 Description Of Activities

Years back students on long vacation (June – September) were offered jobs to earn incomes to supplement what their parents/guardian could give them.

During the long vacation many job avenues become available in the farming sector. These are in harvesting and processing of produce. In the industries, manufacturing companies running shift do engage students on vacation as factory hands. Tertiary level students may organize holiday classes for pupils in the lower levels.

5.9.3 Beneficiary Selection Criteria

Students in Secondary and Tertiary Institutions in the legal working age can be considered. Competences in some skills may be required for some jobs.

5.9.4 Inputs And Resource Requirement

No special skill is required for some of these jobs. On the other hand, technical and vocational skills may be required for work in the industries as well as those who will be engaged to teach in the mass vocation class.

5.9.5 Management Arrangement

All District Employment Task Force shall liaise with the Labour Department to identify such job opportunities and help place the students. Remuneration will be determined by the Employer, the District Employment Task Force and the Labour Department.



5.10 VOLUNTEER SERVICES

5.10.1 Objective

To provide opportunities for a pool of young men and women who would want to provide services to communities on voluntary basis as a means of contributing to the socio-economic and sustainable development of the community.

To inculcate a sense of patriotism and social belonging into the youth with a view to forging social and cultural integration.

5.10.2 Description of Activities

This module will attract young men and women willing to provide voluntary service in diverse areas of endeavour, including community service, communal labour for development projects such as schools, health posts and clinics, construction and repair of roads, etc, mass education and mass immunization projects, etc.

Some of these volunteers could provide services to the Non-Formal Education Division of the Ministry of Education and Sports in adult literacy programmes both in the rural and urban areas. The Ministry of Information could also use volunteers with requisite skills in mass education and in the dissemination and sensitization of the general public on government's programmes and policies. One particular example is the National Youth Employment Policy and Strategy being developed by the Ministry of Manpower, Youth and Employment.

Youth voluntary camps could be organized during vacations to undertake development projects in the communities. For such camps youth with diverse backgrounds in areas such as engineering, social sciences, humanities, etc. could be formed into work groups or teams and given the requisite inputs to undertake development projects (e.g. construction of a police station, a health post, etc). In addition, to the physical outputs of construction projects, this module also affords the beneficiaries an opportunity for developing team building skills.



5.10.3 Beneficiary Selection Criteria

- Tertiary level students pursuing professional courses such as engineering, architecture, medicine, law, pharmacy, etc;
- Non-tertiary level students pursuing semi-professional technical, vocational and business courses;
- Young men and women in apprenticeship; and
- Young men and women who have completed national service or apprenticeship.

It is important to note that the above selection criteria are only a guide and that any youth with skills lower than the above could also be organized for tasks commensurate with their abilities.

5.10.4 Inputs and Resource Requirements

Various task groups will require appropriate implements and tools for their activities. Uniforms and other identification gear will be provided to facilitate cohesion among the group members

5.10.5 Management Arrangements

All District Employment Task Force shall liaise with the District Assemblies to identify such job opportunities and facilitate the engagement of the volunteers. Remuneration for the services of these groups will be determined by the District Employment Task Force.



6 ISSUES AND CHALLENGES

6.1 KEY ISSUES

The following issues are anticipated:

- Inadequate cooperation from political, religious and social interests
- Inadequate cooperation from relevant Ministries, Departments and Agencies to programme implementation
- Insufficient funds to support planned activities
- Conflict between existing projects and programmes and the National Youth Employment Programme
- Difficulties with land acquisition and access to other requisite inputs
- Non-adherence to proper financial management practices
- Ineffective monitoring and evaluation mechanisms
- Personality problems, favoritism and nepotism
- Poor dissemination of the NYEP and low orientation of the youth to existing job opportunities
- Inability to deliver on planned timeframes of NYEP

6.2 MAJOR RECOMMENDATIONS

It is generally recommended that programme managers take necessary steps to eliminate or minimize these issues and ensure smooth implementation. The National Task Force is readily available to assist in addressing these issues and therefore should be contacted as soon as practicable when the problems emerge.



7 THE WAY FORWARD

7.1 IMMEDIATE ACTIONS REQUIRED

The actions required immediately to facilitate the implementation of the programme are

7.1.4 Identification and Registration of Applicants with Programme

The District Employment Task Force must also immediately build a database of potential candidates or applicants from which the youth would be selected for jobs as and when they become available.

7.1.5 Training

Various forms of training, including sensitization/orientation and other forms of capacity enhancement sessions will be planned and executed by the National Employment Task Force. The district level task force could plan and execute its own training programme that would equip them to effectively perform their duties.

To this end, the National Employment Task Force should collaborate with appropriate and relevant training institutions.

7.1.6 Placement

District Coordinators will offer jobs to the youth based on the approvals by the National Task Force after due consideration has been given to the applications and also following training, if any is needed. Records about beneficiaries placed in employment shall be captured in the database system.

7.2 FORWARD PLANNING

All activities of Phase I of the programme would be undertaken bearing in mind its eventual integration into the development and implementation of Phase II. Phase II will be based on a National Employment Policy, Strategy and Action Plan within the context of the GPRS to create a sustainable environment for employment generation in the long-term. This second phase will therefore be the medium to long-term employment agenda of government. District Employment Task Forces are therefore strongly advised to take this long-term view of the programme and begin to deliberate on more fundamental and structural transformations in their local economies and consider the potential for industrialization as well. The Ministry of Manpower, Youth and Employment and the National Employment Task Force will be assisting the districts in these activities in the near future.



APPENDIX





MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT
(NATIONAL EMPLOYMENT TASK FORCE)

SCHEDULE OF WORKING DOCUMENTS

NO.	DOCUMENT CODE	DOCUMENT NAME	EXPLANATION
1.	PPP	Programme Participation Proposal	
2.	PAR	Participation Appraisal Report	
3.	CAF	Credit Application Form	
4.	FDA	Funds Disbursement Authorization	
5.	CRS	Credit Repayment Schedule	
6.	PMR	Programme Monitoring Report	
7.	PER	Programme Evaluation Report	
8.	PDb-1 PDb-2	Programme Database Query Report - District	
9.	DFS	District Financial Statement	
10.	DAR	District Audit Report	



MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT		
NATIONAL YOUTH EMPLOYMENT PROGRAMME		
DPP	PROGRAMME PARTICIPATION PROPOSAL	CHECKLIST
1.	Transmittal Letter – To be signed by DCE and Coordinator	
2.	Cover Page 1 Name of District 2 Address 3 Contact Details – telephone, email, etc.	
3.	District Employment Task Force Membership and Profile 1 Names 2 Brief Background and Experience 3 Role in Task Force (if any)	
4.	Name of District Employment Task Force Coordinator	
5.	District Endowment Profile 1 Brief background of District or Sub-Metro 2 List of Schools, Clinics/Hospitals, Training/Voc. Institutes 3 Economic and Natural Resource Potential 4 Comparative Advantage in areas	
6.	Summary of existing programmes that generate employment 1 Indicate sponsors of existing programmes 2 How long programmes have been running 3 How much spent on each area and level of employment	
7.	Proposed/Preferred Modules for the District 1 Indicate employment target for each module 2 State specific Location of Planned Activity e.g. village	
8.	List of Beneficiaries, Associated Modules/Activities and Cost 1 Names, Age, Sex, Preferred Module/Activity 2 Credit per Beneficiary	
9.	Proposed Budget and Funding Source 1 Separate Core Credit or Wage Bill from Supporting Materials Cost 2 Indicate collaborating financial institutions	
10.	Major Challenges and General Comments and Conclusion	
NOTE: it is expected that this proposal will be as brief as possible, not to exceed fifteen (15) pages. Attachments of details such as list of beneficiaries or any other relevant documents that will enhance the proposal including MoU from a bank may also be added.		



MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT
NATIONAL YOUTH EMPLOYMENT PROGRAMME

CREDIT APPLICATION FORM (CAF)

1. Name of co-operative/Association/Group.....

2. Town..... District.....

Region..... Exact Location.....

3. Address.....

Telephone..... Fax..... Email.....

4. Module(s) of Youth Employment and Job Creation Programme undertaken by the Association/Co-operative/Group:

a)

b)

c)

5. Activity Type.....

6. State the purpose for which credit is sought.....

7. Indicate the form of the credit:

Money Inputs please (tick)

8. State the amount for which application is made.....

9. Number of person to benefit from this credit.....

10. State the period of repayment/refund (if approved).....

b) State when repayment of loan starts.....

NB: To be completed by Group/Association As much as possible credit will be in kind (inputs)

11. Indicate the bank(s) Account number(s) operated by the Association.....

FOR NETF

Loan Approved.....

Loan Approved.....

Reasons.....

Name.....

Signature of approving Authority.....

Date.....





MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT
PARTICIPATION APPRAISAL REPORT (PAR)

GENERAL INFORMATION

1. (a) Region (b) District (c)Town/Village.....
2. Exact Location
3. Name of Cooperative /Association/Group
4. (a) Address(b)Fax.....
(c)Email..... (d)Telephone.....
5. State date of Registration (with programme).....
6. State Module(s) of Youth Employment and Job Creation Programme to be undertaken by District:

Approved

Not Approved

State reasons:

- a).....
- b).....
- c).....
- d).....

7. List Programme activities to be undertaken:
Activities

Number of persons per Activity

- | | |
|---------|---------|
| a)..... | a)..... |
| b)..... | b)..... |
| c)..... | c)..... |

8. Indicate commencement date of activities

a) To be completed by NETF Coordinator

b) Extracts from PPP submitted by District





MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT
CREDIT REPAYMENT SCHEDULE

Date	Month	Principal	Interest	Total	Repayment	Balance
	0					
	1					
	2					
	3					
	4					
	5					
	6					
	7					
	8					
	9					
	10					
	11					
	12					
	13					
	14					
	15					



MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT

PROGRAMME EVALUATION REPORT (PER 1)

DISTRICT LEVEL

1. Name of District.....

2. Address.....

Telephone..... Fax..... Email.....

3. Modules:

a).....

b).....

c).....

d).....

e).....

f).....

4. Planned Activities.....

5. Performance rating on planned activities (1-10, 10 being the best).....

6. List Observed Constraints.....

7. Recommendations.....

8. Name.....

9. Signature..... Date.....





MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT

PROGRAMME EVALUATION REPORT (PER 2)

NATIONAL LEVEL

- 1. Name of District.....
- 2. Address.....
Telephone.....Fax..... Email.....
- 3. Modules:
 - a).....
 - b).....
 - c).....
 - d).....
 - e).....
 - f).....
- 4. Planned Activities.....
- 5. Performance rating on planned activities (1-10, 10 being the best).....
- 6. List Observed Constraints.....
- 7. Recommendations.....
.....
- 8. Name.....
- 9. Signature..... Date.....





MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT
PROGRAMME DATABASE (PDB-1)
QUERY REPORT – NATIONAL

1. Address.....

Telephone..... Fax..... Email.....

2. List Specific Information Required (List Group and Modules)

.....
.....
.....
.....
.....

3. Expected Date of Response.....

4. Name.....

Signature..... Date.....





MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT
BANK RECONCILIATION STATEMENT

Balance as per Cash Book			XXXXXXXXXXXX
Add Unpresented Cheques	XXXXXXX XXXXXXX XXXXXXX _____	XXXXXXXXXX	
Direct Credits	XXXXXXX XXXXXXX XXXXXXX _____	XXXXXXXXXX	XXXXXXXXXXXX
Deduct Unpresented cheques	XXXXXXXXX XXXXXXX XXXXXXX _____		XXXXXXXXXXXX
Bank Charges		XXXXXXXXXX XXXXXXXXX	XXXXXXXXXXXX
Balance as per Bank Statement			XXXXXXXXXXXX



MINISTRY OF MANPOWER, YOUTH AND EMPLOYMENT
LOAN (GROUP) RETURNS

Name of beneficiaries	Loan/Credit Granted	Date Facility Granted	Amount Paid Back for the Period	Date	Previous Amount Paid	Amount Outstanding	Remarks



PROPOSALS FOR PRIVATE SERVICE PROVIDERS

1. TRANSMITTAL LETTER
2. TITLE PAGE
 - Project Title
 - Name and Address of Company
3. PROJECT SUMMARY PAGE
 - Project Title
 - Project Description
 - Number of Beneficiaries
 - Objective
 - Location
4. PROJECT COST
5. FINANCING TYPE
 - (e.g. % Grant, % Credit and Sponsors of different components)
6. AMOUNT REQUESTED
7. DETAILED WRITE-UP NOT TO EXCEED FIFTEEN (15) PAGES
 - (APPENDIX List of beneficiaries if available at the time of submitting proposal)