



**SECTOR MEDIUM-TERM
DEVELOPMENT PLAN
2026-2029**



MINISTRY OF TRADE, AGRIBUSINESS AND INDUSTRY

***THEME: RESETTING-GHANA AGENDA: CREATING JOBS,
ENSURING ACCOUNTABILITY, PROMOTING SHARED
PROSPERITY***

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LIST OF ACRONYMS

ABFA:	Annual Budget Funding Amount
AEDP:	Accelerated Export Development Programme
AfCFTA:	African Continental Free Trade Area
AfDB:	African Development Bank
AGI:	Association of Ghana Industries
AGOA:	African Growth and Opportunity Act
BAC:	Business Advisory Centre
BDS:	Business Development Services
BoG:	Bank of Ghana
BRC:	Business Resource Centre
BRR:	Business Regulatory Reform
CAPBUSS:	Coronavirus Alleviation Programme Business Support Scheme
CEDECOM:	Central Regional Development Commission
CET:	Common External Tariff
COP28:	28th UN Climate Change Conference of the Parties
CSIR:	Council for Scientific and Industrial Research
CTVET:	Commission for Technical and Vocational Education and Training
CUF:	Common User Facility
DACF:	District Assemblies Common Fund
DACF-RFG:	District Assemblies Common Fund – Responsiveness Factor Grant
DANIDA:	Danish International Development Agency
DFAT:	Department of Foreign Affairs and Trade (Australia)
DLI:	Disbursement Linked Indicator
DPs:	Development Partners
ECOWAS:	Economic Community of West African States

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EPA:	Economic Partnership Agreement
EPA:	Environmental Protection Authority
EPZ:	Export Processing Zone
ETLS:	ECOWAS Trade Liberalisation Scheme
EU:	European Union
EXIM:	Export-Import Bank
FAO:	Food and Agriculture Organization
FCDO:	Foreign, Commonwealth & Development Office (UK)
FDI:	Foreign Direct Investment
GAB:	Ghana Association of Bankers
GEA:	Ghana Enterprises Agency
GBRRP:	Ghana Business Regulatory Reform Portal
GCF:	Green Climate Fund
GCX:	Ghana Commodity Exchange
GEA:	Ghana Enterprises Agency
GEPA:	Ghana Export Promotion Authority
GES:	Ghana Education Service
GETP:	Ghana Economic Transformation Project
GEXIM:	Ghana Export-Import Bank
GFZA:	Ghana Free Zones Authority
GHAS:	Ghana Accreditation Service
GIHOC:	GIHOC Distilleries Company Limited
GIIF:	Ghana Infrastructure Investment Fund
GIPC:	Ghana Investment Promotion Centre
GITC:	Ghana International Trade Commission
GJSP:	Ghana Jobs and Skills Project
GNCCI:	Ghana National Chamber of Commerce and Industry

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GoG:	Government of Ghana
GPHA:	Ghana Ports and Harbours Authority
GRA:	Ghana Revenue Authority
GSA:	Ghana Standards Authority
GSS:	Ghana Statistical Service
GTI:	Ghana Trade and Investment
ICUMS:	Integrated Customs Management System
IFC:	International Finance Corporation
IGF:	Internally Generated Fund
IMF:	International Monetary Fund
ITC:	International Trade Centre
JICA:	Japan International Cooperation Agency
KfW:	Kreditanstalt für Wiederaufbau (German Development Bank)
L.I.:	Legislative Instrument
MEST:	Ministry of Environment, Science and Technology
MFA:	Mobilizing Finance in Agriculture
MIGA:	Multilateral Investment Guarantee Agency
MLNR:	Ministry of Lands and Natural Resources
MMDAs:	Metropolitan, Municipal, and District Assemblies
MoF:	Ministry of Finance
MoFA:	Ministry of Food and Agriculture
MoGCSP:	Ministry of Gender, Children and Social Protection
MOTAI:	Ministry of Trade, Agribusiness and Industry
MSME:	Micro, Small and Medium Enterprises
MVA:	Manufacturing Value Added
MWRWH:	Ministry of Water Resources, Works and Housing
NAP:	National Adaptation Programme

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NEDS:	National Export Development Strategy
NORAD:	Norwegian Agency for Development Cooperation
OEMs:	Original Equipment Manufacturers
ORC:	Office of the Registrar of Companies
PEF:	Private Enterprise Federation
PFI:	Participating Financial Institutions
PNDC:	Provisional National Defence Council
PPPs:	Public-Private Partnerships
R&D:	Research and Development
RGD:	Registrar General's Department
SDGs:	Sustainable Development Goals
SEZ:	Special Economic Zone
SIGA:	State Interests and Governance Authority
SME:	Small and Medium Enterprises
SMTDP:	Sector Medium-Term Development Plan
SSNIT:	Social Security and National Insurance Trust
STEP:	Skills Training and Employment Placement
STI:	Science, Technology, and Innovation
TVET:	Technical and Vocational Education and Training
UKTP:	UK Trade Partnership
UNECA:	United Nations Economic Commission for Africa
UNEP:	United Nations Environment Programme
UNIDO:	United Nations Industrial Development Organization
UNIPASS:	Universal Pass Customs System
USAID:	United States Agency for International Development
VAT:	Value Added Tax
WACOMP:	West Africa Competitiveness Programme

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WTO: World Trade Organization

YAP: Youth Agriculture-Estate Programme

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FORWARD

The 2026–2029 Sector Medium-Term Development Plan (SMTDP), of the Ministry of Trade, Agribusiness and Industry outlines our strategic priorities and actionable roadmap to drive inclusive and sustainable economic transformation over the next four years, a comprehensive framework designed to accelerate Ghana’s industrial transformation, trade competitiveness, agribusiness development, and private sector growth. This Plan reflects our collective vision to build a resilient, inclusive, and export-oriented economy that generates quality jobs and prosperity for all Ghanaians.

Ghana stands at a pivotal moment. As we emerge from recent macroeconomic shocks and global uncertainties, the need for a resilient and dynamic production and trade ecosystem has become more urgent than ever. Anchored in Ghana’s national and global development frameworks, the SMTDP builds on key reform initiatives while addressing persistent challenges, ensuring policy coherence and impactful delivery. It leverages opportunities in digital innovation, green technologies, and agro-industrial linkages to create jobs, diversify exports, and ensure equitable industrial growth across all regions.

The Plan outlines ambitious goals, including achieving \$25.3 billion in non-traditional exports, establishing new Special Economic Zones, and reducing industrial energy costs and post-harvest losses by 40%. Through strategic investments in infrastructure, MSME empowerment, and trade facilitation, we aim to strengthen Ghana’s position as a gateway to African markets while promoting climate resilience and inclusivity, particularly for women, youth, and underserved communities.

The development of this Plan was a collaborative effort, involving stakeholders from government agencies, private sector actors, development partners, and civil society. Their insights have enriched our vision and ensured alignment with national and regional priorities. I extend my gratitude to all contributors, including MoTAI’s dedicated staff, for their tireless efforts.

As we embark on this journey, I call on all stakeholders to join us in implementing this Plan with diligence and accountability. Together, we will transform Ghana into a vibrant, competitive, and sustainable economy that delivers prosperity for all.

Honourable Elizabeth Ofosu-Adjare (MP)

Minister for Trade, Agribusiness and Industry

Accra, Ghana

July 2025

EXECUTIVE SUMMARY

Introduction

In accordance with Sections 1, 10, and 11 of the National Development Planning (System) Act, 1994 (Act 480) and Sections 15 to 19 of the National Development Planning (System) Regulations, 2016 (L.I. 2232), the Ministry of Trade, Agribusiness and Industry (MoTAI) has completed the drafting of its Sector Medium-Term Development Plan (SMTDP) for the period 2026–2029. This follows a series of technical and consultative processes, including the constitution of a cross-functional planning team, engagement with all Directorates and Agencies, and a national validation workshop to harmonize inputs and ensure alignment with national priorities and stakeholder expectations.

The 2026–2029 SMTDP outlines Ghana’s strategic direction for promoting inclusive and sustainable industrialization, trade competitiveness, agribusiness transformation, and private sector-led development. The Plan is anchored in Ghana’s national development frameworks and policy priorities and is fully aligned with the Government’s Reset Agenda as articulated in the 24-Hour Plus (24H+) Programme and the Accelerated Export Development Programme (AEDP). It also reflects Ghana’s commitments to the AfCFTA, the AU Agenda 2063, the ECOWAS Protocols, and the Sustainable Development Goals (SDGs).

Situational Analysis

Between 2022 and 2025, Ghana’s trade, agribusiness, and industrial sectors recorded significant achievements, including the operationalization of 169 decentralized factories, \$1.7 billion in foreign direct investment (FDI) inflows in 2024, and an 8.9% industrial growth rate driven by mining and construction. AfCFTA participation bolstered export performance. However, challenges persist, including a 2.9% export decline in 2023 due to high inflation and currency volatility, high energy costs, unreliable power supply, weak SME financing, skills gaps, and customs inefficiencies despite reforms like UNIPASS. The sector’s reliance on a narrow export base (gold, cocoa, oil) underscores the need for diversification and structural reforms.

Key Development Priorities

The SMTDP focuses on five key priorities: trade policy reforms, export-led industrialization, infrastructure development for trade facilitation, green technology and sustainable trade, and agro-industrial transformation. These priorities aim to enhance Ghana’s competitiveness, promote sustainable practices, and ensure inclusive growth, particularly for women, youth, and rural communities, while aligning with AfCFTA and sustainable development goals (SDGs).

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Development Goals

The overarching goal is to establish Ghana as a regional leader in trade, agribusiness, and industry by 2029, transform Ghana into a competitive, manufacturing-driven, and trade-oriented economy, achieving:

- \$25.3 billion in non-traditional exports (NTEs).
- 25% increase in local raw material production.
- 40% reduction in industrial energy costs and post-harvest losses.
- Establishment of 5 new Special Economic Zones (SEZs) in underserved regions.
- 3-day trade clearance time through logistics optimization.
- Annual loans to 20,000 MSMEs, with 50% targeting women and youth.

The plan seeks to drive equitable industrialization, reduce post-harvest losses, enhance market access, and position Ghana as a gateway to AfCFTA markets, contributing to economic growth and improved livelihoods.

Objectives and Strategies

Key objectives include increasing local raw material production, establishing SEZs, reducing energy costs, enhancing trade logistics, supporting MSMEs, and reducing post-harvest losses. Strategies encompass:

- Developing contract farming and industrial subsidies.
- Integrating green energy and technologies in manufacturing.
- Offering tax incentives for R&D and innovation.
- Digitalizing customs processes and trade platforms.
- Streamlining business registration and formalization.
- Prioritizing regional equity, climate resilience, and inclusivity in project implementation.

Composite Development Programme

The SMTDP is structured around four pillars with a total funding need of approximately \$4 billion (76% from development partners, 21.74% from Government of Ghana, 2.17% from Internally Generated Funds):

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- **Industrial Development:** Includes Rapid Industrialization for Jobs, SEZ Expansion, Green Manufacturing, and Skills Alignment programmes to drive equitable industrial growth.
- **Trade and Investment:** Encompasses AfCFTA-Led Trade Accelerator, Digital Trade Infrastructure, Export Diversification, and Trade Logistics Optimization to enhance market access.
- **Private Sector Development:** Features MSME Formalization, Sustainable Investment Promotion, and Innovation Ecosystem Development to empower SMEs and foster innovation.
- **Agriculture and Agribusiness Development:** Driven by the Feed Industry Programme, Climate-Smart Agro-Manufacturing, and Market Linkages Enhancement to transform Ghana into an agro-processing hub.

Annual Action Plans

The 2026–2029 Annual Action Plans translate strategic programmes into yearly milestones, including:

- Yearly targets for SEZ completion, MSME loan disbursements, and trade facilitation reforms.
- Sector-specific interventions in petrochemicals, automotive, textiles, pharmaceuticals, and agro-processing.
- Region-specific investments in roads, energy, and ICT under initiatives like GROW24, MAKE24, BUILD24, FUND24, and CONNECT24.
- Cross-cutting actions in digitalization, climate resilience, and skills training aligned with budget cycles and development partner programming.

These plans ensure coordinated implementation with agencies like GEPA, GIPC, and the Ghana Free Zones Authority.

Monitoring and Evaluation Arrangement

A robust M&E framework ensures accountability and effective delivery through:

- Baseline and target-setting for each objective, tracked via key performance indicators (KPIs) like NTE values and job creation.

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- Mid-term (2027) and end-term (2029) evaluations using participatory tools such as scorecards, focus groups, and citizen feedback.
- Collaboration with the Ghana Statistical Service (GSS), National Development Planning Commission (NDPC), and development partners for data reliability.
- Annual performance reviews to inform policy adjustments, budgeting, and reporting on SDG and AfCFTA progress.
- A digital knowledge management system to support learning loops and evidence-based decision-making.

Plan Preparation Process and Methodology

The preparation of this Plan followed a participatory and data-driven approach, incorporating:

- A review of the 2022–2025 SMTDP, sector performance data, and global economic trends.
- SWOT and PESTLE analyses to assess risks, opportunities, and policy gaps.
- Logical framework and results-based management tools to link goals with indicators and outputs.
- Iterative planning workshops and harmonization sessions across directorates and agencies.

Composition of Plan Preparation Team and Institutional Collaboration

The planning process was led by the Policy Planning, Monitoring and Evaluation (PPME) Directorate of MoTAI, in collaboration with all technical Directorates, Agencies, and sector focal points. Key institutions consulted included GEA, GEPA, GFZA, GIPC, GSS, NDPC, and GSA.

Stakeholder Consultations

Extensive stakeholder consultations were conducted. These consultations ensured broad-based input, institutional ownership, and alignment with sectoral and national priorities. These included

- Training workshop conducted by NDPC for key stakeholders of the Ministry
- Technical consultations with sector agencies and regulatory agencies.
- Validation workshops with Directorates and sector agencies and regulatory agencies
- Targeted dialogues with development partners and AfCFTA-related institutions.

CHAPTER ONE: GENERAL INTRODUCTION

1.0 Introduction

This chapter provides an overview of MOTAI's role, structure, and strategic objectives as outlined in its Sector Medium-Term Development Plan (SMTDP) for 2026–2029. It sets the stage for understanding the Ministry's mandate, vision, and operational framework, which are designed to position Ghana as a leading manufacturing and commercial hub in West Africa.

The chapter is organized into key sections that detail MOTAI's foundation and operational scope. The Background section traces the Ministry's evolution, highlighting its redesignation under the Civil Service Act 1993 and Executive Instrument (E.I. 1 2025) to incorporate agribusiness, aligning with Ghana's broader development goals. It also outlines MOTAI's organizational structure, including its directorates, regional offices, overseas trade missions, and affiliated agencies. The Vision, Mission, Functions, Mandate, and Core Values section articulates the Ministry's strategic objectives, emphasizing its commitment to fostering a competitive, technology-driven trade and industrial sector while promoting inclusive economic growth. The Organogram provides a visual representation of MOTAI's organizational structure, illustrating the hierarchy and coordination among its various units. Finally, the Locational Map and Structure of the Plan sections offer practical details about the Ministry's headquarters and the framework of the SMTDP, respectively, ensuring a comprehensive understanding of MOTAI's operational and strategic landscape.

This introduction sets the context for the subsequent chapters, which delve deeper into MOTAI's policies, programs, and initiatives aimed at transforming Ghana's economic landscape through trade, agribusiness, and industrial development.

1.1 Background

The Ministry of Trade, Agribusiness and Industry (MOTAI) is the principal government agency responsible for initiating and formulating policies that promote trade, industrial growth, and agribusiness development in Ghana, as well as coordinate, monitor and evaluate the implementation of plans, programmes and performance of the sector for national development.

in line with sections 11 and 13 of the Civil Service Act 1993, (PNDC Law 327) and by Executive Instrument (E.I. 1 2025) the Ministry was redesignated as the Ministry of Trade Agribusiness and Industry (MOTAI). The revised mandate incorporates Agribusiness, thereby aligning the Ministry's functions more closely with Ghana's overarching development agenda.

The establishment of MOTAI represents a significant policy evolution, recognizing agriculture not only as a foundation for food security but also as a catalyst for industrialization and export-led growth. Through formally incorporating agribusiness into its mandate, the Ministry aims to strengthen value chains, boost agro-processing, and create integrated linkages among the agricultural, manufacturing, and trade sectors.

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The Ministry maintains a well-defined and functional structure with fifteen (15) Directorates, eight (8) Divisions and sixty-three (63) Units to enhance performance and efficiency in the discharge of its mandate. The Ministry's activities are undertaken in its Headquarters, Ten (10) Regional Offices, and nine (9) Overseas trade mission.

The Overseas Trade Missions are in Nigeria (Abuja), Belgium (Brussels) Switzerland (Geneva), UK (London) USA (Washington), Turkey (Ankara), Japan (Tokyo), China (Beijing) and South Africa (Pretoria) for trade and investment promotion.

Agencies under the Ministry are:

- Ghana Standards Authority (GSA)
- Ghana Export Promotion Authority (GEPA)
- Ghana Free Zones Authority (GFZA)
- GRATIS Foundation
- Ghana Enterprise Agency (formerly NBSSI)
- Ghana International Trade Commission (GITC)
- Central Regional Development Commission (CEDECOM)
- Ghana Accreditation Service (GHAS)
- Ghana Export-Import (GEXIM) Bank
- Ghana Investment Promotion Centre (GIPC)

The Ministry also has oversight over the following Limited Liability Companies:

- Ghana Trade Fair Company Limited
- GIHOC Distilleries Company Limited
- Ghana National Procurement Agency
- Ghana Heavy Equipment Limited
- Tex Styles Ghana Limited

Some key Special Projects under the supervision of the Ministry are:

- Volta Star Company Limited
- Northern Star Tomato Company Limited
- Komenda Sugar Development Company Limited
- Ayensu Starch Company Limited

In addition, the Ministry operates nine (9) overseas trade sections, which serve as strategic outposts for advancing Ghana's trade diplomacy, investment promotion, and market access in key international markets.

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1.2 Vision, Mission, Functions, Mandate and Core Values

1.2.1 Vision

The Vision of the Ministry is to establish Ghana as a major manufacturing, value-added and commercial hub in West Africa.

1.2.2 Mission

The Ministry's mission is to develop a vibrant, technology-driven, liberalized, and competitive trade and industrial sector that significantly contributes to economic growth and employment creation. This mission emphasizes the mass mobilization of rural communities and other vulnerable groups, including women, to foster inclusive economic development.

1.2.3 Functions

The core functions of the Ministry of Trade, Agribusiness and Industry are to:

- Formulate and implement policies and programmes for industrial transformation and job creation to:
- Decentralize industrial development by supporting the private sector to establish manufacturing enterprises;
- Establish strategic industries as new growth poles;
- Revitalize existing industries in key strategic sectors
- Promote investments in agribusiness
- Formulate and implement policies and programmes to enhance export development, import substitution, and internal trade
- Enhance trade and investment through the establishment of Industrial Parks, Special Economic Zones and Agro-Industrial Zones
- Implement policies and programmes, and strengthen the institutional framework to support MSME and entrepreneurship development
- Implement and coordinate programme initiatives to enhance the institutional framework and business environment for trade, agribusiness and investment, including internal trade and investment
- Enhance market access for products and services originating from Ghana by participating in multilateral, regional and bilateral trade negotiations and coordinating the implementation of trade agreements
- Develop reliable raw material supply chains with consistent volume, quality and pricing
- Contribute towards the growth of industry, protect consumers and facilitate trade through Standardization, Metrology and Conformity Assessment
- Strengthen the capacity and competitiveness of MSMEs to enable competition

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- Maximise the contribution of MSMEs to the economic and social development of the country.

1.2.4 Mandate

The mandate of the Ministry is as follows:

- To formulate and implement policies and programmes that promote trade, agribusiness, industry, and private sector development.
- To regulate and oversee trade, agribusiness and industry practices, including imports, exports and investments.
- To support small, medium-sized, large enterprises, and entrepreneurship development.
- To promote economic growth and job creation through trade, agribusiness and industry development.
- To review, monitor, coordinate, and evaluate policies, programmes, and plans of the Ministry of Trade, Agribusiness and Industry.
- Provide technical advice to the government and other stakeholders on issues relating to trade, agribusiness, and industry.

1.2.5 Core values

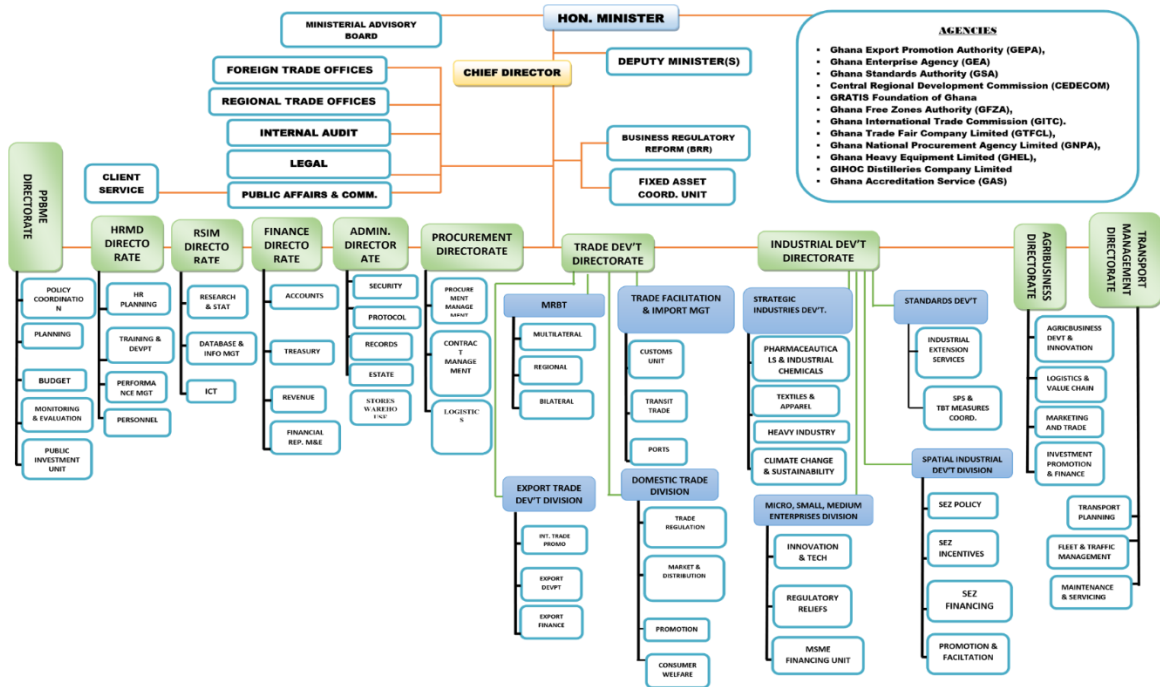
Pursuant to the delivery of efficient and excellent services, the Ministry is guided by the following core values and norms:

- Integrity
- Professionalism
- Responsiveness
- Innovation.

1.3 Organogram - Organizational Structure

Below is the ministry's organizational structure.

Figure 1: Ministry's organizational structure

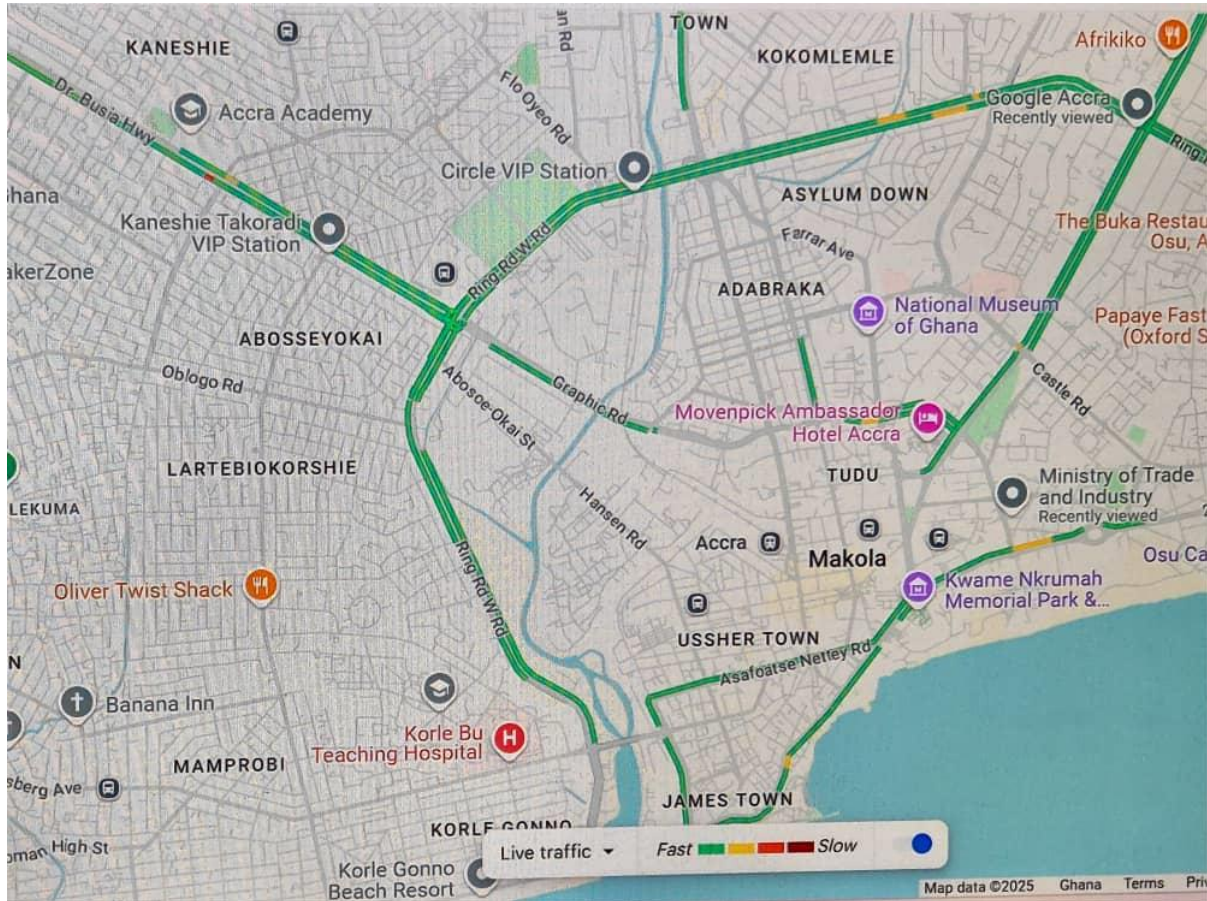


1.4 Locational Map

The Ministry of Trade, Agribusiness and Industry is headquartered in Accra, the capital city of Ghana, and is situated within the Ministries Enclave, directly behind the Ministries Police Station. Its digital address is GA-144-0150. A detailed locational map indicating the exact position of the head office is below.

Map 1. Locational Map of Ministry of Trade, Agribusiness and Industry (MOTAI)

Figure 2: Locational Map of the Ministry



Source: Google Maps.

1.5 Structure of the Plan

This Sub-sector's Sector Medium-Term Development Plan (SMTDP) 2026–2029 is structured into the following chapters:

- Chapter 1: Introduction – Background, Vision, Mission, Functions, Mandate, Core Values and Structure
- Chapter 2: Situational Analysis and Policy Context
- Chapter 3: Key Development Priorities
- Chapter 4: Development Goals, Objectives and Strategies
- Chapter 5: Composite Development Programmes
- Chapter 6: Annual Action Plans
- Chapter 7: Monitoring and Evaluation Arrangements.

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- Chapter 8: Development Communication Strategy
- Annexes include supporting documentation such as Maps, Data tables, Policy references, and Organizational charts.

CHAPTER TWO: SITUATIONAL ANALYSIS OF MDA/RCC/MMDA

2.1 Introduction

The Sector Medium-Term Development Plan (SMTDPs) for 2022–2025 aimed at driving sustainable economic growth, industrial expansion, and trade competitiveness in Ghana through decentralized industrialization, strategic sectoral support, and active participation in the African Continental Free Trade Area (AfCFTA). A comprehensive review of the plans is essential to evaluate the development outcomes achieved, identify key factors that influenced progress, and draw lessons for future planning. The following sections analyze performance, financial outcomes, existing conditions, SWOT and PESTLE analyses, and medium-term needs for 2026–2029, providing a holistic assessment to inform Ghana’s trade, agribusiness, and industrial development strategies.

2.2 Performance Review

2.2.1 Factors Contributing to the Attainment of Outcomes

1. Continued implementation of decentralized industrialization, and strategic sectoral support significantly increased the number of operational factories, contributing to job creation and industrial output.
2. Growth in private sector investment mobilized and FDI inflows supported industrial infrastructure and manufacturing expansion.
3. Improvements in export growth rates, despite volatility, and increased exported manufactured product values were aided by trade promotion programs and support for SMEs.
4. Marginal improvement in the Ease of Doing Business ¹ranking and efforts to reduce non-tariff barriers and customs clearance time reflect positive regulatory shifts.
5. A gradual rise in Intra-African trade share suggests gains from regional trade agreements and active participation in the AfCFTA framework.

¹ Business Ready Ranking

2.2.2 Factors Working Against Development Efforts

1. High inflation, currency depreciation, and fiscal pressures likely impacted industrial growth and FDI inflows, especially in 2023.
2. Inadequate power reliability and underwhelming *energy consumption by industry* suggest limitations in industrial energy supply and infrastructure.
3. Although 2022 and 2024 saw strong export performance, 2023 experienced a sharp decline (-2.9%), highlighting vulnerability to global commodity and market shocks.
4. *Tariff revenue* did not meet medium-term targets, and the *trade balance* remained unstable in 2023, reflecting revenue optimization and trade competitiveness issues.
5. The *Capital Adequacy Ratio* declined in 2023, which may limit credit availability for industry and SMEs.

2.2.3 Lessons Learned for Future Development Planning

1. The volatile export performance underscores the need for deepened diversification beyond traditional markets and commodities.
2. Strategic expansion in factories and SMEs must be backed by consistent capital inflows, implying the importance of maintaining investor confidence and improving infrastructure.
3. Industrial recovery in 2024 after a sluggish 2022–2023 highlights the need for policies that enhance sector resilience against shocks.
4. Gaps in data (e.g., missing 2024 figures for some indicators) point to the need for stronger monitoring, evaluation, and statistical systems.
5. Success in trade and industrial development depends on synergy between trade, fiscal, energy, and financial policies.

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Table 1: Performance review (2022 -2025)

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievements Year	Data	Remarks	Source
Economic Development	Merchandise Exports (\$ billion)	14.7billion	\$22 billion by 2025	2024	\$20.2 billion, surplus of 3.6% of GDP	Heavy reliance on gold (40%), cocoa (15%), and oil (20%); cocoa exports contracted 20% in 2024	BoG
	Trade Balance (% of GDP)	Surplus 2% of GDP	Maintain surplus, reduce current account deficit to <2% by 2025	2024	Surplus of 3.2% of GDP	Surplus driven by commodity exports	African Development Bank, 2023; IMF, 2023
	Customs Clearance Time (days)	8 days	Reduce to 4 days by 2025	2024	7 days	High trade costs due to redundant checkpoints and manual processes	GRA-Customs GITC
	Non-Traditional Exports (\$billion)	3.3 billion	5 billion by 2025	2024	\$3.7 billion	GEPA and AfCFTA initiatives boosted non-traditional exports	GEPA
	FDI Inflows (\$ billion)	1.29 billion	3 billion by 2025	2024	\$1.7 billion	Focus on manufacturing, mining, and agro-processing	GIPC
	Ease of Doing Business	Rank 118	Improve to top 100 by 2025	2024	Rank 118	Reforms in digitalization and GIPC Act amendments ongoing	
	SME Lending Rates	24% (average)	Reduce to 15% by 2025	2024	26% (average)	High monetary policy rate (28% in 2025) and 12% borrower default rate limit access	BoG
	Industry Sector Growth (%)	6.8%	7% annually by 2025	2024	7%	Driven by mining and construction	
	Manufacturing sector growth (%)	7.0%	8% annually by 2025	2024	-0.7%	Negative growth due to high energy costs and import reliance;	GSS, MoF
	Manufacturing Contribution to GDP (%)	14.4%	16% by 2025	2024	11.2%	Constrained by import reliance and high energy costs	GIPC GSS

NB: Impact indicators are preferred. In the absence of impact indicators, use outcome indicators. Do not report on output indicators.

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2.3 Summary of Performance Review and Situational Analysis (2022–2025)

2.3.1 Factors Contributing to the Attainment of Outcomes:

- Decentralized industrialization and sectoral support increased operational factories, boosting job creation and industrial output.
- Growth in private sector investment and FDI supported industrial infrastructure and manufacturing expansion.
- Export growth and increased manufactured product values were driven by trade promotion and SME support.
- Marginal improvement in Ease of Doing Business ranking and reduced non-tariff barriers/customs clearance time.
- Rising Intra-African trade share due to regional trade agreements and AfCFTA participation.

2.3.2 Factors Working Against Development Efforts:

- High inflation, currency depreciation, and fiscal pressures hindered industrial growth and FDI in 2023.
- Inadequate power reliability and low industrial energy consumption limited progress.
- Sharp export decline (-2.9%) in 2023 due to global commodity/market shocks.
- Tariff revenue fell short of targets, and trade balance was unstable in 2023.
- Declining Capital Adequacy Ratio in 2023 restricted credit for industry and SMEs.

2.3.3 Lessons Learned for Future Development Planning:

- Volatile exports highlight the need for diversification beyond traditional markets/commodities.
- Factory and SME expansion requires consistent capital inflows and improved infrastructure.
- Industrial recovery in 2024 emphasizes the need for resilient policies against shocks.
- Data gaps (e.g., missing 2024 figures) indicate a need for better monitoring and statistical systems.
- Trade and industrial success rely on coordinated trade, fiscal, energy, and financial policies.

2.3.4 Performance Review Data (2022–2025):

- **Merchandise Exports:** \$20.2 billion in 2024 (target: \$22 billion by 2025); heavy reliance on gold (40%), cocoa (15%), oil (20%); cocoa exports dropped 20% in 2024.
- **Trade Balance:** 3.2% GDP surplus in 2024 (target: maintain surplus, <2% current account deficit by 2025); driven by commodity exports.
- **Customs Clearance Time:** 7 days in 2024 (target: 4 days by 2025); high trade costs due to redundant checkpoints.
- **Non-Traditional Exports:** \$3.7 billion in 2024 (target: \$5 billion by 2025); boosted by GEPA and AfCFTA.

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- **FDI Inflows:** \$1.7 billion in 2024 (target: \$3 billion by 2025); focused on manufacturing, mining, agro-processing.
- **SME Lending Rates:** 26% in 2024 (target: 15% by 2025); constrained by high monetary policy rate (28%) and 12% default rate.
- **Industry Sector Growth:** 7% in 2024 (target: 7% annually by 2025); driven by mining and construction.
- **Manufacturing Sector Growth:** -0.7% in 2024 (target: 8% annually by 2025); impacted by high energy costs and import reliance.
- **Manufacturing Contribution to GDP:** 11.2% in 2024 (target: 16% by 2025); constrained by energy costs and imports.

2.4 Financial Performance

Template for financial performance (2022-2025) – Summary

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (A-B)
GOG	1,107,936,192.01	423,278,755.99	684,657,436.02
IGF	998,458,665.18	642,193,376.61	356,265,288.57
DPs	464,668,764.00	340,397,706.58	124,271,057.42
ABFA	185,770,160.00	-	185,770,160.00
TOTAL	2,756,833,781.19	1,405,869,839.18	1,350,963,942.01

2.5 Existing Conditions and Diagnosis

2.5.1 Diagnostic Considerations for Industrialization, Trade, and Investment Development

This comprehensive diagnostic provides a critical, professional, and detailed assessment of Ghana’s trade, investment, and industry sectors for 2022–2025, with a deepened focus on government and donor partner initiatives, to advance industrialization, trade, and investment development. The analysis is structured into four subsections: Trade Sector Analysis, Investment Sector Analysis, Industry Sector Analysis, and Cross-Cutting Considerations, each enriched with expanded metrics, challenges, and strategic initiatives.

1. Trade Sector Analysis

i. Overview

Ghana’s trade sector is a linchpin of its economy, heavily reliant on primary commodity exports (gold, cocoa, oil), which account for approximately 75% of total export value, exposing it to global price volatility. Strategic assets, including Atlantic ports (Tema, Takoradi), daily U.S. flights, and African Continental Free Trade Area (AfCFTA) participation, position Ghana as a potential West African trade hub. However, high import dependency, a 30%, cedi depreciation (2022), and trade

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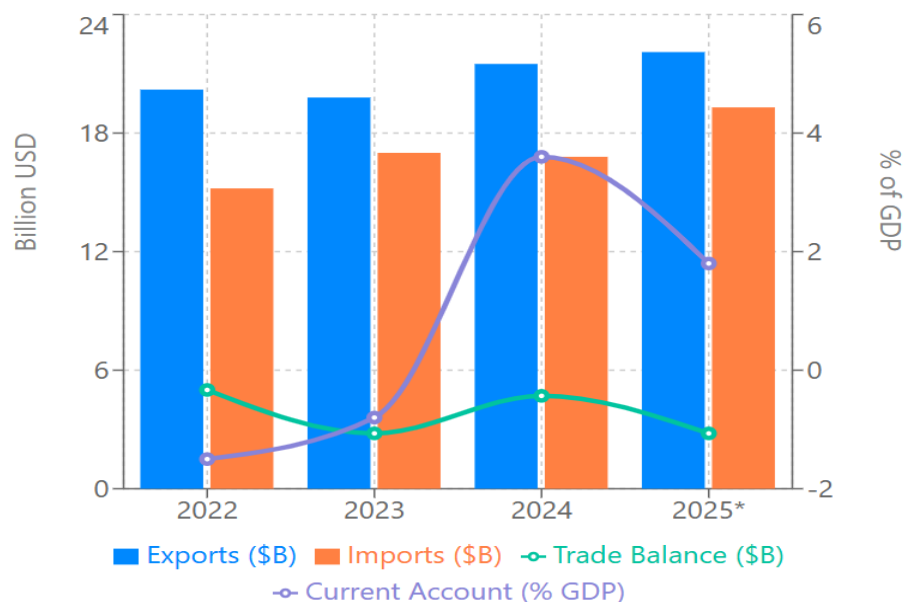
facilitation inefficiencies erode competitiveness, with Ghana’s Logistics Performance Index ranking slipping to 88th globally in 2023.

ii. Key Metrics (2022–2025)

- **Exports:** In 2022, merchandise exports totalled \$20.2 billion, with gold (40%), cocoa (15%), and oil (20%) dominating. Key markets included Switzerland (27%), India (15%), South Africa (12%), and the U.S. (6%). In 2024, high global commodity prices drove a current account surplus of 3.6% of GDP, projected to decline to 1.8% in 2025 due to softening oil prices. Cocoa exports contracted by 20% in 2024 due to swollen shoot disease, erratic rainfall, and smuggling, with a projected 10% recovery in 2025.
- **Imports:** Imports reached \$15.2 billion in 2022, led by China (18%), Togo (11%), and the U.S. (8%), comprising bulk goods (rice, wheat), intermediate inputs (soybean meal), and consumer products (poultry). Import reliance for food staples rose by 12% in 2023, driven by an underdeveloped agro-processing sector.
- **Trade Balance:** A structural trade surplus persisted, supported by gold and oil exports, but the current account deficit is expected to widen to 2.3% of GDP in 2025 due to a 15% projected rise in consumer goods imports.
- **Trade Facilitation:** Ghana’s trade competitiveness declined, with only 5% of firms engaged in Global Value Chains (GVCs) in 2023. The 2024 USAID Ghana Trade and Investment (GTI) Time Release Study reported a 7-day average customs clearance time at Tema Port, compared to 3 days in Côte d’Ivoire, due to redundant checkpoints and manual processes.

Figure 3: Trade balance & Current Account Trends

Trade Balance & Current Account Trends

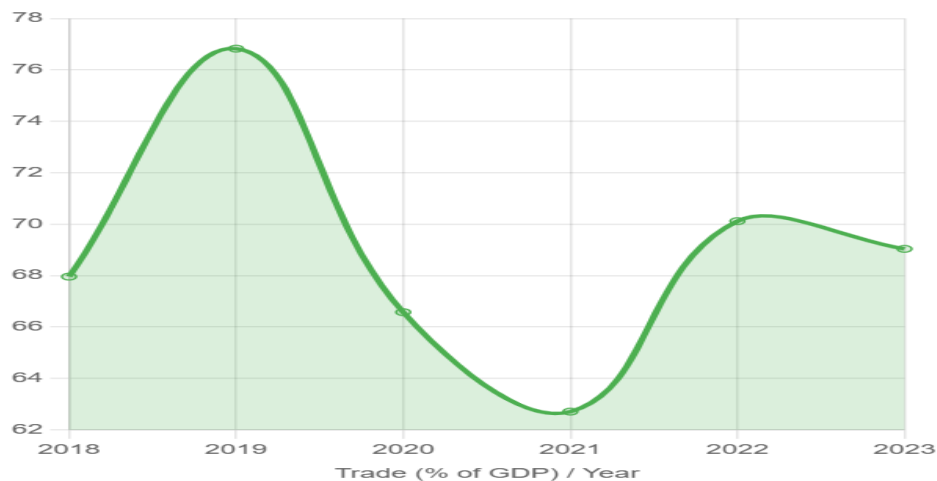


iii. Analysis of Ghana's Trade as Percentage of GDP (2018–2023)

Ghana's trade as a percentage of GDP, which measures the sum of exports and imports of goods and services relative to the country's economic output, provides insight into the economy's trade dependence and its response to global and domestic conditions from 2018 to 2023. The data shows a pattern of growth, decline, recovery, and stabilization over this period. In 2018, trade accounted for 67.96% of GDP, indicating a significant reliance on trade. This rose sharply to a peak of 76.82% in 2019, the highest in the period, likely driven by strong export performance (e.g., commodities like gold or cocoa) or favorable trade conditions. However, trade declined to 66.58% in 2020 and further to 62.71% in 2021, the lowest point, likely due to global disruptions from the COVID-19 pandemic, which constrained supply chains and demand. A recovery followed in 2022, with trade rising to 70.12%, and a slight decline to 69.04% in 2023, suggesting stabilization. The average trade-to-GDP ratio over the six years is approximately 68.86%, reflecting consistent trade importance, with notable fluctuations driven by external shocks and recovery efforts.

To visualize these trends, the following chart illustrates Ghana's trade as a percentage of GDP from 2018 to 2023:

Figure 4: Ghana's trade as a percentage of GDP



For the period of 2018–2021, Ghana's trade-to-GDP ratio experienced significant volatility. Starting at 67.96% in 2018, it surged to 76.82% in 2019, a rise of 8.87 percentage points, suggesting robust trade activity possibly fueled by global demand or domestic policy support. However, the onset of the COVID-19 pandemic in 2020 led to a sharp decline to 66.58%, a drop of 10.25 percentage points, reflecting disruptions in global trade networks. This downward trend continued into 2021, with trade falling to 62.71%, the lowest in the dataset, indicating prolonged challenges such as reduced export markets or supply chain constraints. The average trade-to-GDP

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ratio for this subperiod was 68.52%, slightly below the six-year average, highlighting a period of growth followed by a significant contraction due to external shocks.

The period of 2022–2023 marks a recovery and stabilization phase. In 2022, trade rebounded to 70.12%, a notable increase of 7.40 percentage points from 2021, signaling a recovery in trade activities as global markets stabilized and Ghana likely capitalized on renewed demand for its exports. By 2023, the trade-to-GDP ratio slightly declined to 69.04%, a modest drop of 1.08 percentage points, suggesting a leveling off at a relatively high level compared to 2020–2021. The average for this subperiod was 69.58%, higher than the 2018–2021 average, indicating a return to stronger trade reliance. The chart above visually captures this recovery, showing a clear upward movement in 2022 followed by a slight dip in 2023.

Ghana's trade as a percentage of GDP from 2018 to 2023 reflects a dynamic response to global and domestic economic conditions. The 2018–2021 period was marked by a peak in 2019 followed by a pandemic-induced decline, while 2022–2023 showed a strong recovery and subsequent stabilization.

iv. Challenges

- **High Trade Costs:** Cross-border trade costs, including a 5% VAT on transit services and 20 redundant checkpoints on the Tema-Ouagadougou corridor, increase logistics expenses by 25%.
- **Commodity Dependence:** Overreliance on gold, cocoa, and oil exposes Ghana to price shocks, with a 15% cocoa price drop in Q1 2024 reducing export revenue by \$450 million.
- **Weak Manufacturing:** Manufactured goods constitute only 10% of exports, limiting AfCFTA benefits and GVC integration, with Ghana's manufacturing export share in ECOWAS at 8% in 2024.
- **Currency Volatility:** Cedi depreciation (30% in 2022, 17% in 2023) inflates import costs, raising food prices by 20% in urban markets.

v. Initiatives

The Ministry promoted value-added exports to key markets, under export development initiative, including the ECOWAS region, the African market under the African Continental Free Trade Area (AfCFTA), the USA market under AGOA, the European market under the EU-Ghana Economic Partnership Agreement, the UK market under the UK-Ghana Trade Partnership Agreement, and other global destinations. In terms of implementation, significant progress has been made under

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the AfCFTA framework. Over 51 companies have participated in market expeditions, showcasing products from sectors such as cosmetics, manufacturing, textiles and garments, agro-processing, pharmaceuticals, beverages, arts and crafts, construction, communication and IT, financial services, business services, and logistics. As of the end of January 2024, over 700 products have been certified as AfCFTA-compliant, enabling their export to African countries.

The Ghana Free Zones Authority (GFZA) is implementing the Free Zones Programme to promote economic development and regulate activities within free zones. During the year under review, the programme's special incentives under the Free Zones Act have delivered significant outcomes. Eighty-six (86) enterprises were granted licenses to operate, increasing the total number of Free Zones (FZ) enterprises to two hundred and sixty-one (261). These licensed free zone companies collectively invested a total capital of US\$719.06 million. The programme generated total export earnings of US\$7,615.12 billion and created 8,465 jobs.

The Ministry is implementing the Small and Medium-Scale Enterprise (SME) Development component to promote the growth of SMEs with high potential across various sectors of the economy. This initiative focuses on establishing a robust policy and regulatory framework for SME and entrepreneurship development, enhancing institutional support, providing effective business development services, and improving access to financing, technology, and markets.

To strengthen institutional support for Micro, Small, and Medium Enterprises (MSMEs), the Ministry has completed and handed over 37 Business Resource Centres (BRCs). The formal classification of MSMEs in Ghana has been established through Legislative Instrument (L.I.2470). Business Development Services (BDS) have been provided to 1,399,566 beneficiaries (46% male, 54% female), with 201,506 businesses (35% male, 65% female) gaining access to MSME information to enhance their operations. Additionally, 107,985 businesses (40% male, 60% female) operate active business bank accounts, 44,461 new businesses (31% male, 69% female) have been established, and 86,411 new jobs (34% male, 66% female) have been created. Proper business record-keeping has been adopted by 73,496 businesses (41% male, 59% female), with 50,399 businesses (37% male, 63% female) reporting increased sales and 48,429 businesses (37% male, 63% female) recording higher profits.

Furthermore, 40,519 businesses (39% male, 61% female) have seen increased production. Under the CAPBUSS initiative, GHS 540,000,000.00 was allocated to Participating Financial Institutions (PFIs), with GHS 539,888,803.96 disbursed as loans and grants to 306,525 beneficiaries (98,533 male, 207,992 female) by September 2023, including GHS 332,708,052.46 in loans to 72,923 beneficiaries (30,788 male, 42,135 female) and GHS 207,180,751.50 in grants to 233,602 beneficiaries (67,745 male, 165,857 female). The Nkosuo loan scheme, as of April 2024, disbursed GHS 71,363,306.30 to 28,169 beneficiaries, with GHS 48,871,283.00 in loans to 10,320 beneficiaries (4,196 male, 6,124 female) and GHS 22,492,023.30 in grants to 17,849 beneficiaries (7,307 male, 10,542 female). Through Business Advisory Centres (BACs) and BRCs, access to

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credit was facilitated for 10,690 beneficiaries (26% male, 74% female), with GHS 45,629,252.48 disbursed via PFIs. Under the Ghana Jobs and Skills Project (GJSP), GHS 30,572,871.89 was disbursed to 2,975 beneficiaries (965 male, 1,992 female) by June 2024, achieving a Disbursement Linked Indicator (DLI) of \$16,000,000.00 for years 1 and 2. The Ghana Economic Transformation Project (GETP) disbursed GHS 145,859,022.33 in grants to 1,499 beneficiaries (715 male, 784 female) by June 2024.

The Business Regulatory Reforms (BRR) Programme, implemented by the Ministry, aims to enhance the quality, transparency, and predictability of Ghana's business regulatory environment to foster private sector development and position Ghana as Africa's most business-friendly country.

The programme has developed the Ghana Business Regulatory Reform Portal (GBRRP), featuring a Public Consultation Portal for public-private dialogue and an E-Registry providing free access to over 278 statutes, 185 legislative instruments, 103 byelaws, 81 policies, and other regulatory documents. The portal, with 1,108 active users, has facilitated consultations on key regulations, including the Business Regulatory Reform Commission Bill, 2024, and the Labour Bill, 2024. The BRR programme has integrated the GBRRP with 12 public institutions, such as the Ghana Investment Promotion Center and Ghana Revenue Authority, and supported reforms like the Ghana National Fire Service's Fire Permit and Certification Management System, training over 300 officers, and the Lands Commission's Digitized Land Transactions Portal.

Additionally, the programme has enhanced construction permit processes, certified over 15,000 electricians through the Energy Commission, and supported the Electricity Company of Ghana with IT equipment and administrative reforms. The BRR programme also enacted the Corporate Insolvency and Restructuring Act 2020, established a codified Public-Private Dialogue process, and developed a draft manual for rolling regulatory reviews to eliminate redundant laws. An online Reform Management and Progress Tracking System monitors reform implementation, while ongoing initiatives include judicial automation and the proposed BRR Bill to establish a Business Regulatory Reform Commission, currently under review by the Attorney General's Office.

The Ministry is implementing the Trade Facilitation and Import Management component to streamline trade processes and enhance regulatory frameworks. This initiative has achieved significant milestones, including the successful implementation of UNIPASS, a system designed to improve customs processes and trade efficiency. Additionally, the Ghana Standards Authority (Manufacture of Cement) Regulations, 2023, have been enacted to regulate cement production and ensure quality standards. The Ghana Accreditation Service Act, was also passed 2023, establishing a framework to strengthen accreditation processes and support trade by ensuring compliance with international standards.

vi. Other Initiatives

Trade Facilitation Roadmap

In 2023 the Ministry developed a Trade Facilitation Roadmap, with the support of the World Bank’s \$75 million Trade Competitiveness Program, which helped to reduce tariffs on raw materials by 10% and non-tariff barriers by 15%. The roadmap digitized 50% of customs processes, cutting clearance times by 20% at Takoradi Port.

EU WACOMP

The European Union’s West Africa Competitiveness Programme (WACOMP) invested €15 million in 2023–2024 to enhance SME export capabilities in agro-processing (mango, pineapple) and cosmetics. This generated \$25 million in exports to EU markets and trained 3,000 SMEs in quality certification.

UK Trade Partnership

The UK’s £8 million Trade Partnership (UKTP) supported the Integrated Customs Management System (ICUMS), reducing clearance errors by 25% in 2024. The program also funded 10 trade facilitation centers, increasing SME export readiness by 30%.

ITC Support

The International Trade Centre (ITC) provided \$7 million for the 2023–2025 Export Development Programme, focusing on non-traditional exports (e.g., yam, handicrafts). This initiative linked 1,500 exporters to regional buyers, achieving \$100 million in sales by 2024.

2. Investment Sector Analysis

i. Overview

Ghana aims to attract foreign direct investment (FDI) to catalyze industrialization in agro-processing, mining, and manufacturing. Despite ranking 6th in Africa for ease of doing business (2023), high public debt (88% of GDP in 2023), corruption, and infrastructure deficits deter investors. Debt restructuring under the IMF’s \$3 billion Extended Credit Facility (2023–2026) improved fiscal stability, but high financing costs and regulatory delays persist.

ii. Key Metrics (2022–2025)

- **FDI Inflows:** The International Finance Corporation (IFC) invested \$345 million by March 2025, with \$422 million in FY24 targeting renewable energy (40%), agriculture (25%), and health (20%). The Multilateral Investment Guarantee Agency (MIGA) maintained a \$335.4 million exposure, supporting 10 private sector projects.

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- **Investment Climate:** A 29.5% monetary policy rate (May 2023), \$2.5 billion in energy sector arrears, and corruption (72/180 on the 2023 Corruption Perceptions Index) deter FDI. The Ewoyaa lithium mine positions Ghana for the energy transition, with \$500 million in planned investments by 2025.
- **Policies:** The Payment Systems and Services Act (Act 987) mandates 30% Ghanaian ownership in electronic payment firms. Article 181(5) of the constitution, requiring parliamentary approval for international contracts, delays projects by 6–9 months.

iii. Challenges

- **Financing Costs:** High interest rates and a 12% borrower default rate increase capital costs, with SMEs facing 35% lending rates in 2024.
- **Infrastructure Gaps:** Unreliable power (100 hours of outages monthly in 2023) and poor rural roads raise operational costs by 15%.
- **Skill Shortages:** Only 20% of the workforce has technical skills, limiting manufacturing FDI appeal.

iv. Initiatives

- **USAID MFA:** The Mobilizing Finance in Agriculture (MFA) Activity unlocked \$272 million in financing by 2024. USAID's \$25 million Feed the Future Ghana Market Systems Project trained 7,000 farmers in 2024, securing \$10 million in private investment for agribusiness. The 2024 Climate Finance Conference, co-funded by IFC (\$5 million), secured \$7 million in climate-smart deals.
- **Special Economic Zones (SEZs):** The Ghana Free Zones Authority, with \$50 million from the World Bank's SEZ Development Program and \$20 million from China's EXIM Bank, expanded SEZs in Tema, Sekondi, and Shama, attracting \$300 million in FDI for manufacturing and logistics in 2024.
- **Germany's KfW:** Provided €75 million for SME financing in 2023–2024, targeting renewable energy (solar mini-grids) and manufacturing, creating 3,500 jobs. KfW's €10 million Green Financing Facility supported 20 SMEs in adopting sustainable practices.
- **UNIDO Support:** UNIDO's \$8 million Investment Promotion Programme enhanced GIPC's capacity, training 500 staff in investor targeting. This increased FDI inquiries by 30% in 2024, with \$200 million in new commitments for agro-processing.
- **Japan's JICA:** JICA's \$30 million SME Development Project provided low-interest loans to 1,000 SMEs in 2024, boosting investment in textiles and pharmaceuticals by \$50

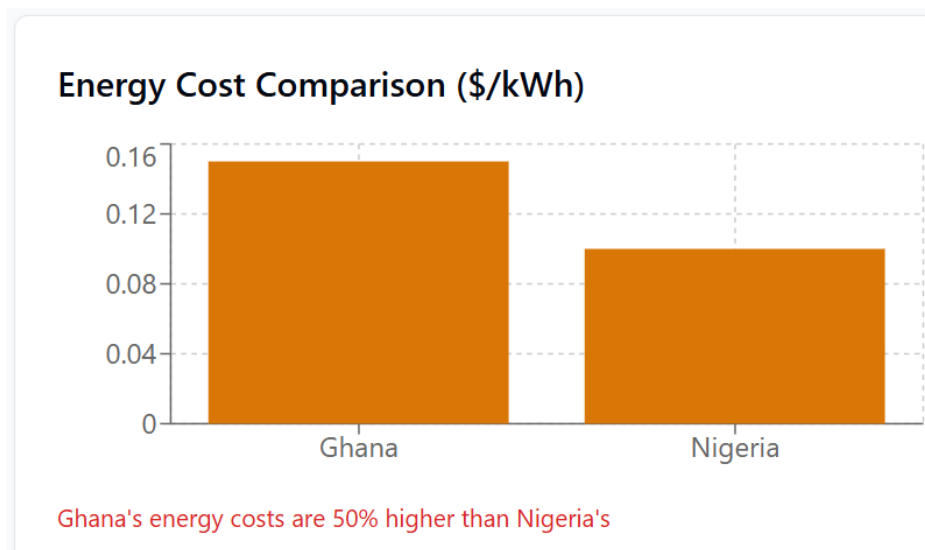
million. JICA also funded a \$10 million investor aftercare program, improving retention rates by 15%.

3. Industry Sector Analysis

i. Overview

The industry sector, contributing 31.99% to GDP in 2022, is driven by mining, oil and gas, manufacturing, and construction. Non-oil growth reached 6.2% in 2024, but high energy costs (\$0.15/kWh vs. \$0.10/kWh in Nigeria), import reliance, and skill gaps constrain manufacturing, which contributes only 11.2% to GDP.

Figure 5: Ghana's energy cost compared with Nigeria



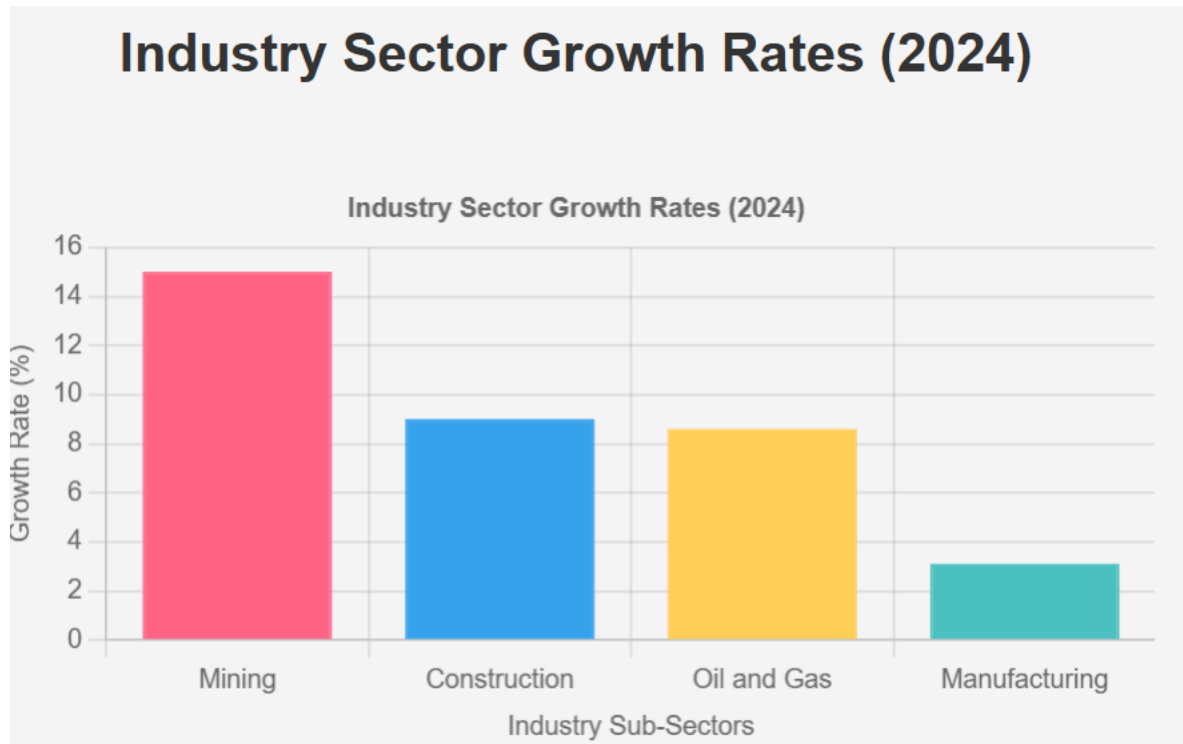
ii. Key Metrics (2022–2025)

- **Sector Growth:** Industry grew by 8.9% in 2024, led by mining (15.0%), construction (9.0%), oil and gas (8.6%), and manufacturing (3.1%). Non-oil growth rose from 2.6% in 2023 to 6.2% in 2024.
- **Sub-Sectors:**
 - **Mining:** Gold production surged 32% in 2022; the Ewoyaa lithium mine is projected to produce 350,000 tons annually by 2026.
 - **Oil and Gas:** Declining oil output (10% drop in 2024) and \$2.5 billion in energy arrears strain fiscal stability.
 - **Manufacturing:** Relies on 70% imported inputs, with growth limited to 3.1% in 2024.

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- **Construction:** Grew 9.0% in 2024, driven by \$1 billion in World Bank-funded infrastructure projects.
- **Fiscal Impact:** Energy sector arrears and SOE inefficiencies cost \$350 million in 2023, posing fiscal risks.

Figure 6: Industry sector growth rate



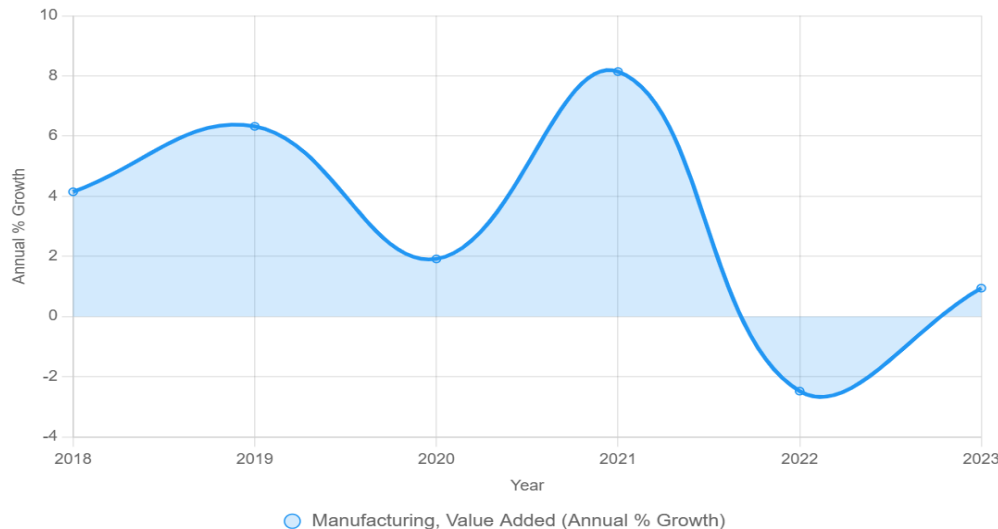
iii. Analysis of Ghana's Manufacturing, Value Added (Annual % Growth) (2018–2023)

Ghana's manufacturing sector, measured by the annual percentage growth in value added, provides insight into the sector's performance and contribution to economic growth from 2018 to 2023. The data reveals a pattern of growth, contraction, and partial recovery over this period. In 2018, manufacturing value added grew by 4.14%, indicating moderate growth. This increased significantly to 6.32% in 2019, the highest growth rate in the period, suggesting strong industrial activity or favorable economic conditions. However, growth slowed sharply to 1.91% in 2020, likely due to the COVID-19 pandemic's impact on production and demand. A robust recovery followed in 2021, with growth reaching 8.14%, the peak of the period, reflecting a rebound in manufacturing activity. This was followed by a contraction in 2022, with a negative growth rate of -2.48%, indicating challenges such as supply chain disruptions or reduced demand. By 2023, the sector saw a modest recovery with a growth rate of 0.94%. The average annual growth rate over the six years is approximately 3.16%, reflecting a volatile but generally positive trend in manufacturing performance.

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To visualize these trends, the following chart illustrates Ghana's manufacturing value added (annual % growth) from 2018 to 2023:

Figure 7: Annual growth of Ghana's manufacturing value added



For the period of 2018–2021, Ghana's manufacturing sector experienced significant fluctuations in growth. In 2018, the sector grew by 4.14%, reflecting steady industrial activity. Growth accelerated to 6.32% in 2019, a 2.18 percentage point increase, likely driven by strong domestic or export demand for manufactured goods, possibly in sectors like food processing or textiles. The onset of the COVID-19 pandemic in 2020 caused a sharp slowdown, with growth dropping to 1.91%, a decline of 4.41 percentage points, reflecting disruptions in production, supply chains, or global markets. A strong rebound occurred in 2021, with growth surging to 8.14%, a 6.23 percentage point increase from 2020, indicating a robust recovery as economic activities resumed. The average annual growth rate for this subperiod was approximately 5.13%, higher than the six-year average, highlighting a period of strong performance interrupted by a pandemic-induced slowdown.

The period of 2022–2023 shows a contraction followed by a modest recovery. In 2022, manufacturing value added contracted by -2.48%, a significant decline of 10.62 percentage points from 2021, suggesting challenges such as rising input costs, supply chain issues, or weakened demand, possibly exacerbated by global economic uncertainties. In 2023, the sector returned to positive growth at 0.94%, a 3.42 percentage point improvement, indicating a partial recovery but still below the levels seen in 2018–2021. The average growth rate for this subperiod was approximately -0.77%, reflecting a challenging period for manufacturing compared to the earlier years. The chart above visually captures this volatility, showing a peak in 2021, a sharp decline in 2022, and a modest uptick in 2023.

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Ghana's manufacturing sector from 2018 to 2023 experienced a dynamic trajectory marked by growth, a pandemic-induced slowdown, a strong recovery, and subsequent challenges. The 2018–2021 period showed resilience with an average growth rate above the six-year average, while 2022–2023 was marked by contraction and a modest rebound. The visual trend in the chart highlights these shifts, with clear peaks in 2019 and 2021 and a trough in 2022. The sector's volatility suggests sensitivity to global and domestic economic conditions, and further analysis could explore specific factors like input costs, policy incentives, or export market trends to better understand these dynamics.

iv. Challenges

- **Energy Costs:** Excess generation capacity and technical losses (25% in 2023) inflate industrial energy costs by 20%.
- **Manufacturing Constraints:** Poor infrastructure, low GVC participation (5% of firms) limit growth, limited access to industrial infrastructure, low access to quality raw materials
- **Productivity:** Industrial productivity grew by only 2% annually (2022–2024), hindering value-added production.

v. Initiatives

The decentralized industrialization and strategic sectoral support, implemented by the Ministry, provided a comprehensive support package to business promoters to establish at least one medium to large-scale industrial enterprise in each of Ghana's 261 districts, leveraging the natural resource endowments and comparative advantages of each district. The initiative also supports youth groups through the Agro and Farmer-based Organizations under the Common User Facility (CUF) model to establish modern processing facilities in selected districts. As of now, 321 projects are at various stages of implementation, with 169 projects completed and operational, and 152 projects under construction. These projects include 211 new medium to large factories (Greenfield) and 110 existing companies (Brownfield). The programme currently covers 142 districts, representing 54% of Ghana's total districts, and has created 170,370 jobs.

The Anchor Industries Initiative component of the Ministry's initiatives provides a comprehensive package of support, including tax and non-tax incentives, to attract and facilitate investment in ten selected industries identified as new growth poles for the Ghanaian economy. These industries include Vehicle Assembly and Component Manufacturing, Textiles and Garments, Pharmaceuticals, Petrochemicals, Vegetable Oils and Fats (derived from Oil Palm), Industrial Chemicals (derived from Industrial Salt), Industrial Starch (derived from Cassava Starch), Integrated Bauxite and Aluminum, Integrated Iron and Steel, and Machinery and Equipment Manufacture. In terms of implementation, the Vehicle Assembly and Component Manufacturing sector has seen significant progress, with 13 Original Equipment Manufacturers (OEMs), including Kantanka, Volkswagen, Nissan, Peugeot, Foton, Hyundai, Changan, Toyota, Suzuki,

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Kia, Ashok Leyland, Honda, and Zonda, producing a range of vehicle models in Ghana. The Textiles and Garments sector has supported 13 manufacturing companies, while the pharmaceuticals sector has provided support to 15 companies. Additionally, 25 companies in the Vegetable Oils and Fats sector and 16 companies in the Industrial Starch sector, focusing on cassava starch and ethanol production, have received support to bolster their operations.

The Ministry's industrial park initiative aims to promote industrial development by providing access to adequate, affordable land, utility services, and business support services through the establishment of at least one Industrial Park and Special Economic Zone in each of Ghana's sixteen regions. The Greater Kumasi Industrial City and Special Economic Zone serves as the flagship initiative of this policy. To date, the Ministry has facilitated the establishment of several key Industrial Parks and Special Economic Zones, including Westpark in Shama, Western Region; Dawa Industrial Zone in Dawhenya, Greater Accra Region; Apolonia Industrial Zone in Oyibi, Greater Accra Region; and the Greater Kumasi Industrial City in Ejisu, Ashanti Region.

Decentralized industrialization and strategic sectoral support, supported by \$150 million from AfDB and \$30 million from the Ghana Infrastructure Investment Fund (GIIF), established 20 agro-processing factories by 2024, boosting cassava and palm oil output by 15%. The Ministry's \$40 million 2024 allocation enhanced factory logistics.

The Ministry's 2023 Mining Value Addition Programme, under the Mining Hub Strategy, with \$50 million from the World Bank's Minerals Development Fund and \$20 million from Australia's DFAT, promotes downstream gold and lithium processing. This created 2,000 jobs in 2024 and aims for 7,000 by 2026.

The USAID Fisheries Recovery initiative, increased fish stocks by 10% in 2024. The FAO's \$5 million Sustainable Fisheries Project introduced electronic monitoring, reducing illegal fishing by 20%. Norway's \$10 million Norad Fisheries Program trained 1,500 fishers in climate-resilient practices.

The EU Industrial Competitiveness, initiative, with the EU's €30 million program supported 75 manufacturing SMEs in 2024, increasing production capacity by 15%. The program funded 10 industrial clusters, enhancing supply chain efficiency by 10%.

JICA Vocational Training, with JICA's \$30 million Industrial Skills Development Project trained 5,000 workers in 2023–2024, improving manufacturing productivity by 8%. JICA also provided \$15 million for equipment upgrades in 20 factories.

UNIDO Industrial Upgrading initiative, UNIDO's \$10 million Industrial Modernization Programme supported 50 firms in adopting Industry 4.0 technologies, increasing output by 12% in 2024. The program established 5 technical training centers, serving 2,000 workers.

4. Cross-Cutting Considerations (Spatial equity)

i. Overview

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Spatial equity addresses disparities between urban centers (Greater Accra, Kumasi) and rural regions (Northern, Upper East), where southern ports and industries dominate economic activity.

ii. Diagnostic

- **Trade:** Southern ports handle 90% of exports, with northern regions contributing less than 10% to export value. Only 15% of USAID GTI's \$20 million in SME sales in 2024 benefited northern SMEs.
- **Investment:** IFC's \$422 million in FY24 targeted urban sectors, with 10% for rural areas. Only 30% of strategic sectoral factories are in rural districts, constrained by power and road deficits.
- **Industry:** Mining and manufacturing are southern-centric, with northern regions contributing 5% to industrial GDP.

iii. Challenges

- **Infrastructure Gaps:** Northern regions face 50% less road connectivity and 30% less electricity access than southern regions, increasing trade costs by 20%.
- **Finance Access:** Only 12% of MFA's \$272 million reached northern SMEs, with rural loan approval rates at 15% vs. 40% in urban areas.
- **Urban Bias:** SEZs near southern ports attract 80% of FDI, marginalizing rural economic potential.

iv. Initiatives

- **GIIF:** Allocated \$500 million for rural infrastructure, with \$200 million from AfDB and \$50 million from the UK's FCDO for northern road upgrades, connecting 700,000 farmers to markets by 2024.
- **USAID MFA:** Trained 2,000 rural farmers, boosting sales by \$5 million. The EU's €20 million Rural Enterprise Programme supported 1,500 northern SMEs, generating \$8 million in exports.
- **MoTI Rural Industrialization:** MoTI's 2023 strategy, with \$30 million from UNDP and \$10 million from Canada's GAC, established 15 rural trade hubs, increasing northern export participation by 10%.

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- **World Bank Rural Development:** The World Bank’s \$100 million Northern Development Project funded 50 rural markets in 2024, improving trade access for 200,000 households.
- **Germany’s GIZ:** GIZ’s €15 million Rural Economic Inclusion Programme trained 3,000 northern women entrepreneurs in 2024, boosting micro-enterprise revenues by 15%.

5. Economic Diversification

i. Overview

Diversification seeks to reduce reliance on gold, cocoa, and oil by expanding manufacturing and services, mitigating exposure to global price shocks.

ii. Diagnostic

- **Trade:** Commodities dominate exports, with manufactured goods at 8% of AfCFTA exports in 2024. Agricultural imports (\$2.6 billion in 2022) reflect weak agro-processing.
- **Investment:** 60% of FDI targets mining and energy, with 15% for manufacturing.
- **Industry:** Mining and oil drive growth, while manufacturing lags at 3.1% in 2024.

iii. Challenges

- **Low R&D:** R&D spending (0.4% of GDP in 2023) limits innovation, with only 2% of firms adopting new technologies.
- **GVC Integration:** Only 5% of firms engage in GVCs, compared to 15% in Côte d’Ivoire.
- **Import Reliance:** 70% of manufacturing inputs are imported, increasing costs by 25%.

iv. Initiatives

- **GEPA Non-Traditional Exports:** GEPA, with \$15 million from ITC and \$10 million from the EU, boosted shea butter and cashew exports to \$600 million by 2024, training 3,000 exporters.
- **AfCFTA Support:** UNECA’s \$8 million and AfDB’s \$5 million supported 3,000 manufacturers in 2024, increasing regional manufactured exports by 12%.
- **MoTI Export Strategy:** MoTI’s 2023 strategy, with \$15 million from the UK’s FCDO and \$10 million from Switzerland’s SECO, promoted textiles and pharmaceuticals, achieving \$150 million in exports.

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- **World Bank Productive Capacity:** The World Bank’s \$60 million program supported 50 agro-processing firms, reducing import reliance by 15% in 2024.
- **UNIDO Value Chains:** UNIDO’s \$12 million Value Chain Development Programme integrated 1,000 SMEs into regional agro-processing chains, increasing output by 10%.

6. Institutional Efficiency

I. Overview

Corruption, bureaucratic delays, and weak enforcement undermine trade, investment, and industry performance, despite reform efforts.

II. Diagnostic

- **Trade:** Customs clearance takes 7 days at Tema Port, costing \$200 million annually. SIGA reported \$2 billion in trade-related inefficiencies in 2023.
- **Investment:** GIPC reduced registration to 5 days, but parliamentary approval delays projects by 6–9 months **Industry:** Regulatory bottlenecks increase industrial costs by 20%.

III. Challenges

- **Corruption:** 30% of SMEs reported bribes, with 30% of SMEs reporting bribe payments in 2024 World Bank Enterprise Survey), eroding trust.
- **Judicial Delays:** Commercial disputes take 6–9 months), undermining investor confidence. 700 days, deterring investment.
- **Digitalization:** Only 25% of trade processes were fully digitized by 2024, with 50% of trade processes digitized, compared to 70% in Kenya.

IV. Benefits

- **USAID GTI:** Trained 2,500 customs officials, reducing errors by 30%. The World Bank’s \$30 million Customs Modernization Project digitized 80% of clearance processes by 2024, saving \$3 million.
- **SIGA Reforms:** Recovered \$150 million in 2023. The IMF’s \$20 million Governance Program improved SOE transparency by 15%, cutting losses by \$50 million in 2024.

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- **Digital Ghana:** MoTI, with \$75 million from AfDB and \$15 million from Microsoft Africa, digitized 75% by 2024, of public services by 2025, reducing trade processing times by 25%.
- **Government Anti-Corruption:** The Office of the Special Prosecutor, with \$5 million from Denmark's DANIDA, prosecuted 50 high-profile corruption cases in 2024, recovering \$20 million.
- **GIZ Reforms:** GIZ's \$4 million program trained 2,000 officials in anti-corruption, reducing bribe incidents by 20%. UNIDO's \$8 million Regulatory Reform Programme cut permit delays by 25%.
- **Transparency International:** TI's \$3 million Integrity Programme supported 10 MoTI departments in adopting transparent procurement, increasing compliance by 15%.

V. Climate Resilience

I. Overview

Climate change, including erratic rainfall, rising temperatures, and coastal erosion, threatens trade, investment, and industry, particularly in cocoa and fisheries.

II. Diagnostic

- **Trade:** Cocoa output fell 20% in 2024 (\$600 million loss) due to swollen shoot disease and flooding. Tema Port erosion cost \$50 million in delays in 2023.
- **Investment:** Only 5% of FDI targets adaptation, despite \$100 million for renewables in FY24.
- **Industry:** Mining and manufacturing face 10% cost increases from water scarcity and floods.

III. Challenges

- **Funding Gaps:** Climate adaptation funding (2% of GDP in 2023) is 50% below needs.
- **Weak Enforcement:** 30% of mining firms were non-compliant with environmental regulations in 2023.
- **Vulnerability:** Cocoa and fisheries face 25% production losses by 2030 without intervention.

IV. Initiatives

- **Climate Innovation Centre:** With \$15 million from the World Bank’s Climate Investment Fund and \$5 million from the Netherlands, supported 75 green SMEs in 2024, generating \$25 million in climate tech.
- **USAID MFA:** Trained 7,500 farmers, boosting yields by 15%. FAO’s \$10 million programme supported 2,000 farmers, increasing drought-resistant crop output by 12%.
- **National Adaptation Programme (NAP):** Allocated \$250 million, with \$75 million from the EU, the Green Climate Fund for coastal defences and agriculture, protecting 500,000 coastal residents.
- **EU Climate Funding:** The EU’s €25 million Climate Adaptation Facility improved cocoa resilience, reducing losses by 10%. Germany’s €15 million Coastal Protection Programme cut port delays by 15%.
- **UNEP Support:** UNEP’s \$5 million Climate-Smart Fisheries Programme trained 2,000 fishers, increasing sustainable yields by 8%. Norway’s \$3 million Norad-funded mangrove restoration reduced coastal erosion by 10%.
- **AfDB Green Bonds:** AfDB’s \$50 million Green Bonds Programme financed 20 renewable energy projects in 2024, adding 100 MW of solar capacity, supporting industrial resilience.

2.6 Current State Analysis (June 2025)

2.6.1 Trade Sector

As of June 2025, Ghana’s trade sector remains a cornerstone of its economy, driven by strong exports of gold, cocoa, and oil, which have sustained a current account surplus. The cedi’s stabilization, supported by robust reserves (\$10.7 billion, 4.7 months import cover) and high commodity prices, has alleviated some pressures from earlier depreciation. However, reliance on primary commodities and limited manufacturing competitiveness continue to expose Ghana to global price shocks. The AfCFTA and AGOA provide opportunities for export diversification, but inefficiencies in customs processes and high import reliance pose challenges. Initiatives such as the USAID GTI Activity are improving trade facilitation, with \$20 million in sales generated for SMEs through international trade shows in 2024. Ghana’s strategic position as a West African trade hub is bolstered by its ports and regional integration efforts, but deeper GVC participation requires policy reforms to reduce tariffs and non-tariff barriers.

2.6.2 Investment Sector

The investment climate in June 2025 shows signs of improvement following debt restructuring and IMF support, with FDI inflows from the IFC (\$422 million in FY24) and MIGA (\$335.4 million) targeting key sectors such as renewable energy and agriculture. The government's focus on SEZs, EPZs, and industrial parks aims to attract FDI, but progress is hindered by corruption, high financing costs (policy rate at 28%), and infrastructure deficits. The 2024 election of John Mahama and the NDC signals policy continuity, but fiscal constraints and energy sector arrears remain significant hurdles. Ghana's lithium potential and mining sector reforms offer long-term opportunities, but investor confidence is tempered by governance and transparency issues.

2.6.3 Industry Sector

The industry sector is a key growth driver, with 8.9% growth in 2024, led by mining (15.0%) and construction (9.0%). Gold and oil production benefit from high global prices, but declining oil output and energy sector arrears (targeted for \$2.5 billion reduction by year-end 2025) pose fiscal risks. Manufacturing growth (3.1% in 2024) is constrained by import dependence and structural challenges, despite initiatives to boost local production. The planned Ewoyaa lithium mine positions Ghana in the global energy transition, but slow progress in manufacturing development limits value-added production. Government efforts to improve SOE efficiency through SIGA and enhance power distribution management are ongoing, but high technical losses and an unskilled labor force remain barriers.

2.6.4 Overall Outlook

Ghana's economy in June 2025 is on a recovery path, with GDP growth projected at 4.0–4.3% and inflation expected to decline to 11.1–17.2%. Fiscal consolidation, debt restructuring, and IMF support have stabilized key indicators, but high poverty rates (projected at 51.2% by 2027) and youth unemployment (7.16%) highlight social challenges. The trade and industry sectors benefit from global commodity demand, while investment prospects are improving but remain constrained by governance and infrastructure issues. Strategic initiatives such as AfCFTA, AGOA, and lithium production offer long-term potential, provided Ghana addresses structural inefficiencies and enhances trade competitiveness.

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2.7 Implications on Development

2.7.1 Demographic Characteristics

Table 2: Ghana's Demographic Characteristics

Consideration	Current Issue	Cause-Effect Chain	Spatial Impact
Youth Bulge (38% <15)	High unemployment (13%)	Cause: Skills mismatch in manufacturing. Effect: Informal jobs (65% of workforce).	Urban migration → Accra slums; rural labor shortages.
Rural-Urban Split (58% urban)	Regional inequality (north: 45% poverty)	Cause: Industrial concentration in south. Effect: North reliant on rain-fed farming.	Factories cluster near ports; north lacks agro-processing.
Dependency Ratio (75%)	Low savings/investment capacity	Cause: Working-age population strained. Effect: Low IGF for local infrastructure.	Rural households divert funds from farm inputs.

Future Risk: Unmanaged urbanization → congestion, crime, and strained services (e.g., energy).

2.7.2 Physical Characteristics

Table 3: Ghana's Physical Characteristics

Consideration	Current Issue	Cause-Effect Chain	Spatial Impact
Rainfall Variability (South: 1,600mm; North: 800mm)	Crop yield stagnation (cassava: 20t/ha vs. 21.5 target)	Cause: Climate change. Effect: Agribusiness exports fell to \$3.1B (2023).	Northern savannah faces desertification; irrigation covers only 58K ha.
Soil Degradation (35% arable land)	Low agricultural productivity	Cause: Over-farming, erosion. Effect: Rising food imports → trade deficit (-\$1.2B).	Forest zones (cash crops) thrive; northern soils depleted.
Energy Constraints	Industry energy use below target	Cause: Grid limitations. Effect: Factory downtime → low	Factories cluster near gas plants; north

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Consideration	Current Issue	Cause-Effect Chain	Spatial Impact
	(3,180MWh vs. 3,600MWh)	MVA growth (2.9% in 2023).	relies on costly diesel.

Future Risk: Water scarcity in north → agribusiness collapse → food insecurity.

2.7.3 Economic Characteristics

Table 4: Ghana's Economic Characteristics

Consideration	Current Issue	Cause-Effect Chain	Spatial Impact
Industrial Stagnation	MVA stuck at 11% of GDP (2023)	Cause: Low tech adoption, FDI (\$1.3B vs. \$3.5B target). Effect: Manufacturing jobs lag (1.3M vs. 1.45M target).	Accra-Tema industrial belt grows; rural factories idle.
Trade Deficits	Volatile trade balance (-\$1.2B in 2023)	Cause: Import dependency, low export diversity. Effect: Forex shortages → currency depreciation.	Port cities handle imports; export zones underutilized.
Informal Dominance (65% jobs)	Low IGF mobilization	Cause: Weak tax compliance. Effect: Underfunded LED projects.	Urban informal hubs thrive; rural SMEs lack capital.

Future Risk: Falling FDI → infrastructure gap widens → industrial decline.

2.7.4 Integrated Cause-Effect Analysis

Cross-Cutting Challenges

1. Spatial Imbalance → Poverty Trap:

- i. **Cause:** Factories/resources concentrated in south.
- ii. **Effect:** Northern youth migrate → urban unemployment → lost agricultural labor.
- iii. **Data:** North contributes <10% to GDP despite 30% land area.

2. Climate-Industry Nexus:

- i. **Cause:** Erratic rainfall → low crop yields.
- ii. **Effect:** Agribusiness export shortfalls → reduced FDI in processing.

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iii. **Data:** 2023 agribusiness exports (\$3.1B) missed target by 9%.

3. Demographic-Economic Mismatch:

- i. **Cause:** Youth lack industrial skills.
- ii. **Effect:** Informal sector growth → low IGF → underfunded vocational training.
- iii. **Data:** Only 20% of youth trained for manufacturing jobs.

2.7.5 Identifying Strengths, Weaknesses, Opportunities and Threats (SWOT)

PESTLE Analysis: Ghana's Trade, Agribusiness and Industry

1. Political

- Misalignment between national initiatives and regional frameworks (e.g., *AfCFTA*) creates regulatory uncertainty.
- Customs delays (6.5 days vs. 6.0 target) hinder trade facilitation and FDI attractiveness.
- Industrial concentration in Accra/Ashanti (80% of factories) versus the north exacerbates regional inequality.
- Low IGF mobilization limits funding for local infrastructure and LED projects.

2. Economic

- Persistent imbalance (-\$1.2B in 2023) driven by import dependency and undiversified exports (gold/cocoa = 60% of exports).
- Manufacturing Value Added (MVA) stuck at 11% of GDP (2023), below target due to low FDI (\$1.3B vs. \$3.5B target) and tech adoption.
- 65% of jobs are informal, weakening tax compliance and IGF.
- Forex shortages from trade deficits trigger currency depreciation.

3. Social

- 13% unemployment (38% population <15) fueled by skills-job mismatch; 65% workforce in informal jobs.
- 58% urbanization drives migration to cities (e.g., Accra slums), worsening rural labor shortages (45% poverty in north).
- High ratio (75%) strains savings, reducing investment capacity.
- Only 20% of youth trained for manufacturing jobs.

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4. Technological

- Industry energy use (3,180MWh) below target (3,600MWh), causing factory downtime and low MVA growth (2.9%).
- Limited tech adoption in agriculture; irrigation covers only 58K ha, worsening climate vulnerability.
- Minimal processing in agribusiness (e.g., raw cocoa vs. chocolate) due to outdated tech.

5. Legal

- Informal sector dominance (65% of jobs) undermines IGF mobilization.
- Customs inefficiencies (6.5-day clearance) violate trade protocols.
- Lack of synergy between industrial policies and AfCFTA obligations.

6. Environmental

- Rainfall variability (South: 1,600mm; North: 800mm) reduces crop yields (e.g., cassava at 20t/ha vs. 21.5 target).
- 35% of arable land degraded, lowering productivity and raising food imports.
- Northern desertification risks agribusiness collapse.
- Northern industries rely on costly diesel due to grid limitations.

2.8 SWOT ANALYSIS

Table 5: Strengths and Weaknesses

STRENGTHS	WEAKNESSES
1. Policy Initiatives: Flagship programmes such as decentralized industrialization and strategic sectoral support, which promote inclusive growth and stimulate industrial development across regions.	1. Spatial Imbalance: 80% of factories concentrated in Accra/Ashanti; north contributes <10% to GDP.
2. Resource Endowments: Rich agricultural base (cocoa, cassava) and minerals (gold) for value addition.	2. Export Concentration: Over-reliance on raw commodities (gold/cocoa = 60% of exports).

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3. AfCFTA Access: Strategic position to leverage Africa’s free trade market for processed goods.	3. Institutional Gaps: Customs delays (6.5 days vs. 6.0 target), low policy coherence.
4. Youth Workforce: Large youth population (38% <15 years) offers labor potential.	4. Climate Vulnerability: Rainfall variability threatens agribusiness (cassava yields at 20t/ha vs. 21.5 target).
5. Existing Industrial Clusters: Accra-Tema belt provides foundational infrastructure.	5. Energy Deficits: Industry energy use below target (3,180MWh vs. 3,600MWh), causing downtime.
	6. Skills Mismatch: Only 20% of youth trained for manufacturing jobs.

Table 6: Opportunities and Strengths

OPPORTUNITIES	THREATS
1. AfCFTA Integration: Access to 1.3B consumers for <i>processed exports</i> (target: 7.5% manufactured goods).	1. Climate Shocks: Desertification in north risks agribusiness collapse; water scarcity.
2. Renewable Energy: Solar-powered irrigation potential (e.g., scale to +4,000 ha in north).	2. Trade Deficits: Rising food imports widen deficit (-\$1.2B), causing forex shortages.
3. Agro-Processing: Value addition in cocoa/chocolate, cassava to boost exports (target: \$3.6B).	3. Unmanaged Urbanization: Rural-urban migration → slums, crime, strained services.
4. Northern Development: Incentivizing spatial distribution of factories in north (30% by 2025) to reduce inequality.	4. Falling FDI: Low FDI (\$1.3B vs. \$3.5B target) threatens industrial growth.
5. Digitalization: Tech adoption to streamline trade facilitation and tax compliance.	5. Soil Degradation: 35% arable land degraded → lower productivity.
6. Youth Skills Development: Vocational hubs in industrial clusters (e.g., Tema, Kumasi) to address unemployment.	6. Regional Inequality: Poverty in north (45%) fuels instability and migration.

2.9 Medium-Term Needs Assessment and Projections

To transition Ghana from its current state to the envisioned future as Africa’s leading manufacturing and commercial hub, the Ministry of Trade, Agribusiness and Industry must address critical gaps in infrastructure, policy, skills, technology, and sustainability. This needs assessment outlines key requirements, prioritized actions, and resource needs to achieve the future projections, with the medium-term timeline from 2026–2029.

2.9.1. Trade Sector Needs

Current Gaps

- **Customs Inefficiencies:** Clearance times average 6.5 days (target: 6.0 days), hindering trade facilitation and AfCFTA competitiveness.
- **Export Concentration:** Gold, cocoa, and oil constitute 60% of exports, exposing Ghana to global price volatility.
- **High Import Reliance:** Trade deficit of -\$1.2B (2023) due to dependence on imported goods and limited manufacturing capacity.
- **Non-Tariff Barriers:** Redundant checkpoints and regulatory misalignment with AfCFTA protocols limit regional trade.
- **Limited GVC Integration:** Weak participation in global value chains due to low value addition and compliance with international standards.

Needs to Achieve Future Projection

- **Digital Trade Infrastructure:**
 - i. Implement a Singapore-model digital customs platform to reduce clearance times to under 24 hours by 2029.
 - ii. Develop e-commerce and fintech platforms to support SMEs, cutting cross-border trade costs by 50%.
- **Export Diversification:**
 - i. Scale non-traditional exports (e.g., processed foods, textiles, pharmaceuticals) to 7.5% of total exports by 2029
 - ii. Establish certification hubs with Ghana Standards Authority (GSA) to ensure 80% of exports meet EU-EPA and AfCFTA standards by 2029
- **Port Modernization:**
 - i. Upgrade Tema and Takoradi ports to rank among Africa’s top five in efficiency, with climate-resilient logistics

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- ii. Eliminate redundant checkpoints through ECOWAS-aligned trade corridors, making savings in trade costs.
- **AfCFTA Integration:**
 - i. Train 10,000 SMEs in AfCFTA compliance by 2029 to capture 10% of AfCFTA's \$3.2T market.
 - ii. Strengthen Ghana's AfCFTA Secretariat role with \$10M to establish Accra as a regional trade hub.
- **Trade Diplomacy:**
 - i. Expand Ghana Missions Abroad to secure preferential market access in EU, U.S., and Asia, targeting \$1B in new export contracts by 2029

2.9.2 Agribusiness Sector Needs

Current Gaps

- **Low Productivity:** Low crop yields due to rainfall variability and limited irrigation
- **Soil Degradation:** 35% of arable land degraded, increasing food imports and worsening trade deficits.
- **Post-Harvest Losses:** 20-30% losses due to inadequate storage and transport infrastructure.
- **Limited Value Addition:** Only 10% of agricultural output processed locally, constraining export revenues.
- **Climate Vulnerability:** Northern desertification and water scarcity threaten agribusiness sustainability.

Needs to Achieve Future Projection

- **Irrigation and Climate Resilience:**
 - i. Expand irrigation to 15% of arable land by 2029 with solar-powered systems, targeting 4,000 ha in northern Ghana
 - ii. Promote drought-resistant crops and agro-ecology to stabilize yields against climate shocks
- **Agro-Processing Infrastructure:**
 - i. Develop 8 commodity processing zones with cold storage and renewable energy-powered plants to process 40% of agricultural output by 2029 (\$300M).

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- ii. Reduce post-harvest losses to below 15% with farm-to-market roads and storage facilities
- **Technology Adoption:**
 - i. Scale up the Ghana Agriculture and Agribusiness Platform (GAAP) to connect 70% of farmers to markets by 2029
 - ii. Invest in mechanization and precision agriculture to boost yields (e.g., maize to 3.5t/ha from 1.8t/ha)
- **SME Empowerment:**
 - i. Provide low-interest credit (below 15%) to agro-processing SMEs to create 300,000 jobs by 2029
 - ii. Train 15,000 SMEs in GSA certifications to ensure 70% of processed products meet international standards
- **Land Tenure Reforms:**
 - i. Implement land tenure reforms to secure access for women and youth, ensuring 30% of agribusiness opportunities benefit them by 2029

2.9.3. Industry Sector Needs

Current Gaps

- **Low Manufacturing Contribution:** MVA at 11% of GDP (2023) due to import dependence and low-tech adoption.
- **Energy Deficits:** Industry energy use at 3,180MWh (target: 3,600MWh), causing factory downtime and low MVA growth (2.9%).
- **Skills Mismatch:** Only 20% of youth trained for manufacturing jobs, fueling 13% unemployment.
- **Spatial Imbalance:** 80% of factories in Accra/Ashanti; northern Ghana contributes <10% to GDP.
- **Low FDI:** FDI at \$1.3B (target: \$3.5B) due to corruption, high financing costs (28% policy rate), and infrastructure gaps.

Needs to Achieve Future Projection

- **Industrial Infrastructure:**
 - i. Develop 4 world-class SEZs and industrial parks with reliable utilities to attract \$3B in FDI annually by 2029

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- ii. Upgrade transportation networks (roads, railways) to connect industrial zones to ports and regional markets
- **Energy Optimization:**
 - i. Reduce energy sector arrears with diversified energy sources (e.g., solar, wind) to meet 3,600MWh target by 2029
 - ii. Invest in grid upgrades to reduce technical losses and support northern industrial zones
- **Skills Development:**
 - i. Establish 8 TVET hubs in industrial clusters (e.g., Tema, Kumasi) to train 40,000 youth in manufacturing skills by 2029
 - ii. Partner with universities for R&D in high-growth sectors (e.g., pharmaceuticals, automotive)
- **Technology and Innovation:**
 - i. Create an STI fund to support R&D and green technology adoption in manufacturing, targeting 15% MVA contribution by 2029
 - ii. Develop recycling hubs to promote circular economy principles in industrial zones
- **Business Environment:**
 - i. Streamline regulations and combat corruption with transparent governance systems to rank Ghana in Africa's top 10 Doing Business Index by 2029
 - ii. Incentivize northern industrial projects with tax breaks to reduce spatial inequality by 20% by 2029

2.9. 4. Cross-Cutting Needs

Policy and Governance

- **Regulatory Alignment:** Harmonize industrial and trade policies with AfCFTA obligations by 2029
- **IGF Mobilization:** Strengthen tax compliance in the informal sector (65% of jobs) with digital tax systems to fund LED projects
- **Anti-Corruption Measures:** Invest in anti-corruption frameworks to boost investor confidence and FDI inflows

Sustainability

- **Green Certifications:** Develop sustainability standards for exports (e.g., cocoa, textiles) to meet global eco-friendly demands
- **Climate Adaptation:** Allocate funds for climate-smart practices across trade, agribusiness, and industry to mitigate desertification and water scarcity risks

Inclusive Development

- **Youth and Women Empowerment:** Invest in vocational training and credit access for youth and women to address unemployment and ensure equitable growth
- **Northern Development:** Prioritize northern infrastructure projects to reduce regional inequality (45% poverty in north) and curb urban migration

2.9. 5. Resource Requirements

Human Resources

- **Technical Expertise:** Hire specialists in trade facilitation, agro-processing, and industrial engineering by 2029.
- **Training Programs:** Train 80,000 workers (SMEs, youth, farmers) in digital skills, certifications, and manufacturing techniques by 2029.

Institutional Needs

- **Coordination Body:** Establish a Trade and Industry Task Force to oversee implementation and monitor progress
- **Data Systems:** Invest in real-time economic data platforms to track trade, FDI, and MVA growth

2.9. 6. Prioritized Action Plan

1. 2026 (Short-Term):

- i. Digitize customs processes and train 5,000 SMEs in AfCFTA compliance
- ii. Develop 2 SEZs and 2 commodity processing zones
- iii. Launch 4 TVET hubs and GAAP expansion

2. 2026–2029 (Medium-Term):

- i. Upgrade ports and transportation networks
- ii. Expand irrigation to 15% of arable land and reduce energy arrears

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- iii. Scale non-traditional exports to 5% and establish STI fund

2.9.7. Success Metrics and Targets

Economic Indicators

- Manufacturing contribution to GDP: 11% → 20-25%
- Export diversification: Reduce commodity dependence to <40%
- FDI inflows: \$1.3B → \$5B annually
- Trade balance: Achieve sustainable surplus of 3% of GDP

Social Indicators

- Youth unemployment: 13% → <8%
- Formal sector employment: 35% → 60%
- Manufacturing jobs: 1.3M → 2M

Infrastructure Indicators

- Customs clearance time: 6.5 days → <1 day
- Power reliability: 85% → 99% for industrial zones
- Internet penetration: Current → 90% for businesses

2.9.9 8. Risks and Mitigation

- **Climate Shocks:** Mitigate with climate-smart practices and irrigation expansion
- **FDI Shortfalls:** Attract investors with transparent regulations and northern incentives
- **Urbanization Pressures:** Address with rural agro-processing zones to curb migration
- **Policy Misalignment:** Ensure AfCFTA compliance with regulatory harmonization

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2.9.10 Medium-Term Strategic Framework: Ministry of Trade, Agribusiness & Industry (2026–2029)

Table 7: Medium-Term Strategic Framework

Key Issues	Policy Objectives	Strategies	Implementing & Collaborating Institutions	Global/Regional Linkages
Trade Sector				
Customs inefficiencies (6.5-day clearance times)	Reduce clearance times to <24 hours by 2029	Implement Singapore-model digital customs platform; eliminate redundant checkpoints	Ministry of Trade, Ghana Revenue Authority (GRA), Ghana Ports and Harbours Authority (GPHA)	AfCFTA, ECOWAS trade corridors
Export concentration (60% gold, cocoa, oil)	Scale non-traditional exports to 7.5% by 2029	Establish certification hubs with GSA; promote processed foods, textiles, pharmaceuticals	Ghana Standards Authority (GSA), Ghana Export Promotion Authority (GEPA)	EU-EPA, AfCFTA standards
High import reliance (trade deficit -\$1.2B)	Achieve sustainable trade surplus of 3% of GDP	Develop e-commerce/fintech platforms for SMEs; reduce cross-border trade costs by 50%	Ministry of Trade, Bank of Ghana, Ghana Free Zones Authority	AfCFTA market (\$3.2T)
Limited global value chain (GVC) integration	Increase GVC participation through value addition	Train 10,000 SMEs in AfCFTA compliance; secure \$1B in new export contracts	Ministry of Trade, AfCFTA Secretariat, Ghana Investment Promotion Centre (GIPC)	EU, U.S., Asia markets
Agribusiness Sector				
Low productivity due to rainfall variability	Stabilize yields with irrigation on 15% of arable land by 2029	Expand solar-powered irrigation (4,000 ha in northern Ghana); promote drought-resistant crops	Ministry of Food and Agriculture (MoFA), Ghana Irrigation Development Authority (GIDA)	FAO, African Development Bank (AfDB)

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Key Issues	Policy Objectives	Strategies	Implementing & Collaborating Institutions	Global/Regional Linkages
Soil degradation (35% of arable land)	Reduce food imports and improve soil health	Promote agro-ecology and climate-smart practices	MoFA, Council for Scientific and Industrial Research (CSIR)	UNCCD, AfCFTA sustainability standards
Post-harvest losses (20-30%)	Reduce losses to <15% by 2029	Develop 8 commodity processing zones with cold storage; improve farm-to-market roads	MoFA, Ghana Infrastructure Investment Fund (GIIF)	World Bank, AfDB
Limited value addition (10% processed locally)	Process 40% of agricultural output by 2029	Invest in renewable energy-powered processing plants; train 15,000 SMEs in certifications	MoFA, GSA, Ghana Enterprises Agency (GEA)	AfCFTA, EU-EPA standards
Industry Sector				
Low manufacturing contribution (11% of GDP)	Increase MVA to 15% by 2029	Develop 4 SEZs and industrial parks; promote R&D in pharmaceuticals, automotive	Ministry of Trade and Industry, Ghana Free Zones Authority, CSIR	UNIDO, AfCFTA industrial protocols
Energy deficits (3,180MWh vs. 3,600MWh target)	Meet 3,600MWh target by 2029	Diversify energy with solar/wind; upgrade grid to reduce losses	Ministry of Energy, Energy Commission, Volta River Authority (VRA)	IRENA, ECOWAS energy protocols
Skills mismatch (20% youth trained for manufacturing)	Train 40,000 youth in manufacturing skills by 2029	Establish 8 TVET hubs; partner with universities for R&D	Ministry of Education, Commission for TVET, universities	ILO, German Development Cooperation (GIZ)
Low FDI (\$1.3B vs. \$3.5B target)	Attract \$3B FDI annually by 2029	Streamline regulations; incentivize northern industrial projects	GIPC, Ministry of Finance, Ghana Anti-Corruption Coalition	WTO, AfCFTA investment protocols
Cross-Cutting Issues				

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Key Issues	Policy Objectives	Strategies	Implementing & Collaborating Institutions	Global/Regional Linkages
Policy misalignment with AfCFTA	Harmonize policies with AfCFTA by 2029	Align industrial/trade regulations; strengthen AfCFTA Secretariat role	Ministry of Trade, AfCFTA Secretariat, Attorney General's Department	AfCFTA, ECOWAS
Weak anti-corruption frameworks	Improve Doing Business Index ranking to top 10 in Africa	Invest in transparent governance systems; digitize tax compliance	Ghana Anti-Corruption Coalition, Ministry of Finance, GRA	Transparency International, AfDB governance programs
Climate vulnerability	Mitigate desertification and water scarcity risks	Develop green certifications; allocate funds for climate-smart practices	Environmental Protection Agency (EPA), MoFA, Ministry of Environment	UNFCCC, AfCFTA sustainability standards
Regional inequality (45% poverty in north)	Reduce spatial inequality by 20% by 2029	Prioritize northern infrastructure; secure land tenure for women/youth	Ministry of Local Government, Savannah Accelerated Development Authority (SADA)	World Bank, AfDB regional programs

2.9.11 Mapping Rationale

Table 8: Mapping Rationale

Policy Objective	Aligned Initiative	Strategic Linkage
Reduce spatial GDP gap	Rapid Industrialization for Jobs	Direct match: Decentralizes factories to create jobs in underserved regions.
Achieve \$4.2B agribusiness exports	Feed the Industry	Core focus: Stabilizes raw material supply for export value chains.
Boost manufactured exports by 10%	AEDP	Primary goal: Diversifies exports through processed goods.

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Train 40% youth for industry	Rapid Industrialization for Jobs	Explicit skills mandate linked to industrial job creation.
Cut industrial energy costs	Feed the Industry	Critical for agro-processing energy reliability.
Build north-south corridors	Rapid Industrialization for Jobs	Enables factory-input market connectivity (e.g., ports↔agro-zones).

2.10 Initiative Synergy Matrix

Table 9: Initiative Synergy Matrix

Project	Lead Initiative	Supporting Initiative	Integrated Outcome
Northern agro-processing parks	Feed the Industry	Rapid Industrialization	Raw materials + jobs in poverty hotspots
AfCFTA-certified SEZs	AEDP	Feed the Industry	Processed exports with stable input supply
Solar mini-grids for factories	Rapid Industrialization	Feed the Industry	Energy cost reduction for agro-processors
Vocational hubs in sectoral clusters	Rapid Industrialization	AEDP	Skills for export-oriented manufacturing

2.11 PROJECTIONS

2.11.11 Projection Analysis for Ghana as Leading Private Sector-Led Economy

In Ghana’s quest to become Africa’s leading private sector-led economy, the country must foster a vibrant, inclusive, and competitive business ecosystem that drives sustainable economic growth, job creation, and poverty reduction. The Projection envisions Ghana as a hub for innovation, investment, and trade, leveraging its strategic location, young population, and natural resources. Key pillars include streamlined regulations, robust MSME support, digital transformation, and alignment with regional trade frameworks such as AfCFTA. The private sector will thrive through technology adoption, financial inclusion, and sustainability, positioning Ghana as a model for economic resilience and inclusivity.

2.11.12 Projection Analysis for Ghana as a Manufacturing Hub

To position Ghana as Africa’s leading manufacturing hub, an Projection analysis envisions a diversified, innovative, and sustainable industrial ecosystem that leverages the country’s natural

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resources, strategic location, and human capital. The goal is to transform Ghana's manufacturing sector from its current state (11.2% of GDP in 2022, constrained by import reliance and structural challenges) into a high-value, export-oriented industry contributing 20-25% to GDP by 2035. This vision requires addressing structural bottlenecks, enhancing productivity, and integrating global value chains (GVCs) through targeted development programs combining strategies outlined in the document. Below is the Projection analysis and recommended development programs.

Sector Composition and Economic Contribution:

- Manufacturing contributes 20-25% to GDP, rivaling or surpassing mining and oil/gas sectors.
- High-value industries (e.g., agro-processing, pharmaceuticals, automotive, and petrochemicals) drive exports, reducing reliance on raw material exports such as gold and bauxite.
- Strong integration into GVCs, with Ghana as a regional hub for processed goods and intermediate products.

Infrastructure and Connectivity:

- World-class industrial parks and Special Economic Zones (SEZs) with reliable utilities (power, water, internet) and green technology incentives.
- Modernized transportation networks (roads, railways, ports) connecting industrial zones to regional and global markets.
- Streamlined land acquisition processes to attract investors and reduce project delays.

Innovation and Technology:

- Robust Science, Technology, and Innovation (STI) ecosystem with university-industry partnerships driving R&D in high-growth sectors (e.g., pharmaceuticals, automotive).
- Modernized Technical and Vocational Education and Training (TVET) programs aligned with industry needs, producing skilled workers in digital technologies, precision manufacturing, and business management.
- Adoption of green technologies and recycling hubs to support sustainable manufacturing and circular economy principles.

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Business Environment:

- Transparent, corruption-free regulatory framework with strong intellectual property rights and investor-friendly policies.
- Equitable distribution of industrial projects across regions, reducing urban-rural disparities and fostering inclusive growth.
- Thriving Micro, Small, and Medium Enterprises (MSMEs) integrated into supply chains through subcontracting and entrepreneurship support.

Sustainability and Resilience:

- Reduced energy sector arrears through optimized generation capacity and diversified energy sources (e.g., renewables).
- Sustainable raw material supply chains via incentives for local production and large-scale contract farming.
- Resilient manufacturing sector capable of withstanding global supply chain disruptions through localized production and diversified export markets.

Workforce and Productivity:

- Highly skilled workforce trained in advanced manufacturing techniques, digital skills, and quality standards.
- Increased labor productivity through modernized apprenticeship programs and artisanal certification for sectors such as textiles and food processing.
- Strong public-private partnerships (PPPs) to finance workforce development and industrial expansion.

2.11.13 Projection Analysis for Ghana as Africa's Premier Commercial Hub and Investment Destination

As the country strides to position itself as Africa's leading commercial hub and investment destination, the country must leverage its strategic location, Atlantic ports, participation in the African Continental Free Trade Area (AfCFTA), and existing trade frameworks such as the African Growth and Opportunity Act (AGOA). The Projection envisions Ghana as a seamless, digitally advanced, and sustainable trade and investment hub with robust infrastructure, competitive export industries, and a business-friendly environment that attracts global and regional investors. This vision requires addressing current challenges, such as high import reliance, currency depreciation,

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trade facilitation inefficiencies, and limited participation in Global Value Chains (GVCs), while building on strengths such as gold, cocoa, and oil exports, and the AfCFTA Secretariat's presence.

The Projection includes:

Trade Competitiveness and Export Diversification:

- Ghana achieves a diversified export portfolio, reducing reliance on primary commodities (gold, cocoa, oil) by scaling up value-added sectors such as processed foods, textiles, horticulture, and pharmaceuticals.
- Non-traditional exports (e.g., grains, oil seeds, shea butter) dominate AfCFTA markets, supported by compliance with international standards (e.g., EU-EPA, GSA certifications).
- A structural trade surplus is sustained, with a current account surplus of at least 3% of GDP annually, driven by high-value exports and reduced import dependence.

World-Class Trade Facilitation:

- Customs processes are fully digitized, inspired by Singapore's model, reducing clearance times to under 24 hours and cutting cross-border trade costs by 50%.
- Ghana's ports (Tema, Takoradi) are modernized, ranking among Africa's top five in efficiency, with upgraded infrastructure and climate-resilient logistics systems.
- Redundant checkpoints and non-tariff barriers are eliminated, ensuring seamless regional trade under ECOWAS and AfCFTA frameworks.

Investment-Friendly Environment:

- Ghana ranks in the top 10 of the World Bank's Doing Business Index in Africa through streamlined regulations, tax incentives, and investor protections.
- Green economic zones in northern Ghana and other regions attract FDI in climate-smart agriculture, renewable energy (e.g., solar, electric vehicles), and petrochemicals.
- Public-private partnerships (PPPs) drive infrastructure development, with the Ghana Investment Promotion Centre (GIPC) facilitating \$5 billion annually in FDI.

Digital and Sustainable Trade Leadership:

- A robust digital trade framework supports e-commerce and fintech, positioning Ghana as a leader in Africa's digital economy.

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- Sustainability standards are embedded in trade policies, with green certifications for exports such as cocoa and textiles, aligning with global demands for eco-friendly products.
- Ghana leverages diaspora networks and digital platforms to access high-demand markets in Africa, Europe, and North America.

Regional Integration Hub:

- As host of the AfCFTA Secretariat, Ghana becomes the epicenter of intra-African trade, with SMEs and large firms using Accra as a base to access 1.3 billion consumers across the continent.
- Trade diplomacy through Ghana Missions Abroad secures preferential market access in key regions, including the EU, U.S., and Asia.

2.11.14 Projection Analysis for Ghana as a Manufacturing Hub in Africa

To transform Ghana into a leading manufacturing hub in Africa, leveraging its agriculture and agribusiness sector as outlined in the provided document, the Projection would involve a robust, value-added agro-industrial ecosystem. This vision capitalizes on Ghana's strengths—strategic location, AfCFTA participation, and agricultural base—while addressing challenges such as low productivity, limited value addition, and infrastructure gaps. The Projection would include:

1. **High-Value Agro-Processing:** Process 50% of agricultural output locally (up from 10% in 2022), generating \$5 billion in export revenues by 2030 from processed goods such as cocoa products, canned horticulture, and packaged cereals. Ghana would lead AfCFTA markets in high-value agro-products.
2. **Advanced Infrastructure:** A network of commodity processing zones, cold storage facilities, and upgraded farm-to-market roads would reduce post-harvest losses to below 10% (from 20-30%). Renewable energy-powered irrigation and processing plants would ensure sustainability and cost efficiency.
3. **Technological Integration:** Digital platforms such as the Ghana Agriculture and Agribusiness Platform (GAAP) would connect 80% of farmers to markets, cutting transaction costs by 30%. Mechanization and precision agriculture would increase yields (e.g., maize yields to 4 tons/ha from 1.8 tons/ha).
4. **Skilled Workforce and SME Empowerment:** Create 500,000 jobs in agro-manufacturing by 2030, with SMEs accessing affordable credit (interest rates below 15%) and 80% of processed products meeting international standards via Ghana Standards Authority (GSA) certifications.

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5. **Climate Resilience:** Expand irrigation to 20% of arable land (from 10% in 2024) and adopt climate-smart practices, ensuring stable production despite climate variability. Drought-resistant crops and agro-ecology would minimize risks from weather and diseases.
6. **Export Dominance:** Capture 10% of AfCFTA’s agricultural market, with non-traditional exports (e.g., horticulture, cashew) reaching \$2 billion by 2030. Streamlined customs and trading centers would cut cross-border trade costs by 25%.
7. **Inclusive Development:** Land tenure reforms and targeted initiatives would ensure 40% of manufacturing opportunities benefit women and youth, promoting equitable growth.

2.11.15 Summary of Performance Review and Situational Analysis

The following sections summarize the key issues identified in the performance review and situational analysis for the Ministry of Trade, Agribusiness, and Industry (MoTAI) Sector Medium-Term Development Plan (SMTDP) 2022–2025. This analysis highlights achievements, challenges, lessons learned, and the current state of the trade, investment, and industry sectors as of June 2025, providing a foundation for the 2026–2029 SMTDP.

2.11.16 Performance Review (2022–2025)

Achievements

The 2022–2025 SMTDP recorded significant progress in advancing Ghana’s trade, agribusiness, and industrial sectors. Decentralized industrialization efforts operationalized 169 factories, boosting job creation and industrial output across various regions. Foreign direct investment (FDI) inflows reached \$1.7 billion in 2024, supporting growth in manufacturing, mining, and agro-processing. Merchandise exports hit \$20.2 billion in 2024, achieving a trade surplus of 3.6% of GDP, driven by gold, cocoa, and oil exports. Trade facilitation improvements, including the UNIPASS system and the Trade Facilitation Roadmap, reduced customs clearance times to 7 days and marginally improved Ghana’s Ease of Doing Business ranking. Participation in the African Continental Free Trade Area (AfCFTA) enhanced intra-African trade, with over 700 products certified as AfCFTA-compliant, increasing non-traditional exports to \$3.7 billion in 2024.

Challenges

Despite these achievements, the sector faced significant hurdles. High inflation and a 30% cedi depreciation in 2022, coupled with a 2.9% export decline in 2023, exposed vulnerabilities to global commodity price shocks. Unreliable power supply and high energy costs (\$0.15/kWh) constrained industrial growth, with manufacturing contributing only 11.2% to GDP in 2024 due to 70% import reliance. Tariff revenue shortfalls and an unstable trade balance in 2023 highlighted weaknesses in revenue optimization and trade competitiveness. High lending rates (26% in 2024) and a declining Capital Adequacy Ratio limited SME access to credit. Additionally, gaps in 2024 data for some indicators underscored deficiencies in monitoring and evaluation systems.

Lessons Learned

The performance review revealed critical lessons for future planning. Volatile export performance emphasizes the need for diversification beyond gold, cocoa, and oil to mitigate global market risks. Sustained factory and SME expansion requires consistent capital inflows, underscoring the importance of investor confidence and infrastructure improvements. The 2024 industrial recovery after a sluggish 2022–2023 period highlights the need for policies to enhance sector resilience. Stronger monitoring, evaluation, and statistical systems are essential to address data gaps. Finally, synergy between trade, fiscal, energy, and financial policies is critical to achieving sustainable sectoral outcomes.

2.11.17 Situational Analysis (June 2025)

Trade Sector

As of June 2025, Ghana's trade sector remains a cornerstone of the economy, supported by a trade surplus, robust reserves (\$10.7 billion, 4.7 months import cover), and opportunities from AfCFTA and AGOA. However, reliance on primary commodities (75% of exports) and inefficiencies in customs processes, with a 7-day clearance time, pose challenges. High trade costs, driven by redundant checkpoints and manual processes, hinder competitiveness. Initiatives like the USAID Ghana Trade and Investment (GTI) Activity generated \$20 million in SME sales in 2024, while the Trade Facilitation Roadmap digitized 50% of customs processes, reducing clearance times by 20%.

Investment Sector

The investment climate shows improvement following debt restructuring and IMF support, with FDI inflows of \$422 million (IFC, FY24) and \$335.4 million (MIGA) targeting renewable energy and agriculture. Special Economic Zones (SEZs) in Tema and Sekondi attracted \$300 million in manufacturing and logistics investments in 2024. However, high public debt (88% of GDP in 2023), corruption (72/180 on the 2023 Corruption Perceptions Index), and infrastructure deficits deter investors. High financing costs (28% policy rate) and energy sector arrears remain barriers, despite initiatives like USAID's Mobilizing Finance in Agriculture (MFA), which unlocked \$272 million, and Germany's KfW, which provided €75 million for SME financing.

Industry Sector

The industry sector achieved 8.9% growth in 2024, driven by mining (15.0%) and construction (9.0%), with the Ewoyaa lithium mine positioning Ghana for the global energy transition. However, manufacturing growth (3.1%) is limited by 70% import reliance, high energy costs, and a skills gap (only 20% of the workforce is technically skilled). Decentralized industrialization established 169 factories, creating 170,370 jobs, while UNIDO's \$10 million Industrial Modernization Programme boosted output by 12%. Energy sector arrears and technical losses (25% in 2023) continue to challenge industrial productivity.

Cross-Cutting Issues

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Spatial imbalances persist, with 80% of factories concentrated in southern regions, leaving northern regions with less than 10% of GDP contribution and 45% poverty rates. Climate vulnerability, including a 20% cocoa output loss in 2024 due to erratic rainfall and disease, threatens agribusiness, with only 5% of FDI targeting adaptation. Economic diversification is limited by commodity dependence (60% of exports) and low R&D spending (0.4% of GDP). Institutional inefficiencies, including customs delays and corruption (30% of SMEs report bribes), increase costs, with only 25% of trade processes fully digitized. Demographic challenges, such as 13% youth unemployment and a 65% informal job sector, hinder IGF mobilization.

Financial Performance

The 2022–2025 SMTDP had a total estimated cost of \$6.98 billion, with \$3.72 billion received, resulting in a \$3.26 billion funding gap. Development Partners contributed 38% of funds, followed by Government of Ghana (11%) and Internally Generated Funds (17%), highlighting heavy reliance on external financing and underscoring the need for improved domestic revenue mobilization.

Medium-Term Needs

The analysis identifies key needs for 2026–2029, including addressing spatial imbalances by incentivizing 30% of factories in northern regions and establishing agro-processing parks in Tamale and Bolgatanga. Climate resilience requires scaling solar irrigation to 20,000 ha and investing in drought-resistant crop R&D. Export diversification aims to increase manufactured exports to 10% through AfCFTA-certified SEZs and digital trade portals. Skills development targets training 40% of youth for industry via vocational hubs. Reducing industrial energy costs by 40% necessitates grid expansion and dry port construction to enhance logistics.

2.12 List of Development issues

Industrial Transformation

- Limited domestic supply of raw materials
- High operational costs
- Limited industrialization and value addition
- Low utilization of industrial research
- Limited skilled personnel
- Weak enforcement of quality standards
- Limited technology transfer
- Inadequate land and infrastructure
- Weak industrial base
- Urban-rural disparities
- Low innovation and skills gaps

Private Sector Development

- High cost of credit

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- Complex business registration processes
- Large informal sector
- Limited MSME financing
- Low entrepreneurial skills
- Prevalence of substandard products
- Limited consumer protection
- Low financial and digital literacy

Trade and Investment

- Declining exports and high imports
- Volatility in commodity prices
- Low non-traditional exports
- Limited export diversification
- High logistics costs
- Limited access to external markets
- Trade facilitation bottlenecks
- Low FDI inflows
- Gendered barriers in entrepreneurship
- Inadequate market infrastructure
- Weak market information systems
- Poor digital trade adoption

Agriculture and Agribusiness Development

- High cost of production inputs
- Lack of standardization in agricultural produce
- Limited access to arable land
- Inadequate agribusinesses along the value chain
- Over-reliance on rain-fed agriculture
- Low application of technology
- Low irrigation coverage
- Contamination of water bodies
- Inadequate extension services
- Limited value addition
- Low preparedness for climate-induced disasters
- High post-harvest losses
- Poor storage techniques

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- Ageing farmer population
- Low youth interest in agriculture
- Low-quality livestock genetic material
- Weak pest and disease surveillance

CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

3.1 Introduction

This chapter presents the Ministry of Trade, Agribusiness, and Industry (MoTAI)'s strategic framework for 2026-2029 to drive Ghana's economic transformation through trade, investment, industry, and agribusiness. Section 3.2 identifies prioritized development issues, tackling challenges such as import dependency, limited industrial capacity, and barriers to inclusive agribusiness with targeted strategies to boost productivity and competitiveness. Section 3.3 outlines key considerations for prioritization, emphasizing alignment with global and regional frameworks, inclusivity, technological innovation, and climate resilience to ensure sustainable and equitable outcomes. Section 3.4 aligns these priorities with the 2030 Sustainable Development Goals, focusing on targets such as SDG 9 (Industry, Innovation, and Infrastructure), SDG 8 (Decent Work and Economic Growth), and SDG 2 (Zero Hunger) to foster transformative growth and global integration.

3.2 Prioritized List of development issues

Industrial Transformation

- Limited domestic supply of raw materials
- High operational costs
- Limited industrialization and value addition
- Low utilization of industrial research
- Limited skilled personnel
- Weak enforcement of quality standards
- Limited technology transfer
- Inadequate land and infrastructure
- Weak industrial base
- Urban-rural disparities
- Low innovation and skills gaps

Private Sector Development

- High cost of credit
- Complex business registration processes
- Large informal sector
- Limited MSME financing
- Low entrepreneurial skills
- Prevalence of substandard products
- Limited consumer protection
- Low financial and digital literacy

Trade and Investment

- Declining exports and high imports
- Volatility in commodity prices
- Low non-traditional exports
- Limited export diversification
- High logistics costs
- Limited access to external markets
- Trade facilitation bottlenecks
- Low FDI inflows
- Gendered barriers in entrepreneurship
- Inadequate market infrastructure
- Weak market information systems
- Poor digital trade adoption

Agriculture and Agribusiness Development

- High cost of production inputs
- Lack of standardization in agricultural produce
- Limited access to arable land
- Inadequate agribusinesses along the value chain
- Over-reliance on rain-fed agriculture
- Low application of technology
- Low irrigation coverage
- Contamination of water bodies
- Inadequate extension services
- Limited value addition
- Low preparedness for climate-induced disasters
- High post-harvest losses
- Poor storage techniques
- Ageing farmer population
- Low youth interest in agriculture
- Low-quality livestock genetic material
- Weak pest and disease surveillance

3.3 Rationale for Prioritization

The prioritization of development issues in trade, investment, industry, and agribusiness for the Ministry of Trade, Agribusiness, and Industry (MoTAI) from 2026 to 2029 is guided by a set of strategic considerations to ensure alignment with national, regional, and global development

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objectives while addressing Ghana's unique economic challenges. These considerations are rooted in fostering sustainable economic growth, enhancing competitiveness, promoting inclusivity, and leveraging technological and institutional synergies. Below are the key considerations for prioritizing the outlined development issues:

3.3.1 Alignment with National and Global Development Frameworks

A primary consideration for prioritization is ensuring that strategies align with Ghana's national development goals, as well as regional and global frameworks such as the Sustainable Development Goals (SDGs), AU Agenda 2063, and ECOWAS protocols. For instance, industrial transformation priorities such as boosting local production and enhancing R&D are aligned with SDG 9 (Industry, Innovation, and Infrastructure) and AU Goal 4 (Transformed Economies), ensuring that interventions contribute to broader developmental aspirations. Similarly, trade and investment strategies, such as reducing import dependency and promoting AfCFTA, align with SDG 17 (Partnerships for the Goals) and ECOWAS ETLs, ensuring regional integration and global market competitiveness. This alignment ensures that resources are directed toward initiatives with high developmental impact and international relevance.

3.3.2 Economic Impact and Import Substitution

Prioritization is heavily influenced by the potential to reduce Ghana's reliance on imports and strengthen economic resilience. Issues such as limited local raw material production and high import dependency in critical sectors such as agriculture and industry are prioritized due to their direct impact on trade balances and foreign exchange reserves. Strategies such as supporting export-ready SMEs, promoting Made-in-Ghana goods, and developing strategic industries aim to boost local production and export capacity. These efforts are critical to addressing balance-of-payments challenges and fostering self-sufficiency, particularly in agribusiness and industrial sectors, where initiatives such as commodity processing zones and fertilizer blending are prioritized to enhance value addition.

3.3.3 Inclusivity and Social Equity

Ensuring inclusive growth, particularly for marginalized groups such as women, youth, and informal sector workers, is a key consideration. The prioritization of issues such as formalizing the informal economy, promoting women's economic participation, and supporting youth in agriculture reflects the need to address structural inequalities. For example, strategies to improve land access for women and youth in agribusiness and to simplify business registration for informal enterprises are prioritized to promote equitable economic participation. These align with SDG 5

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(Gender Equality) and ECOWAS Gender Policy, ensuring that development benefits reach underserved populations and contribute to social cohesion.

3.3.4 Technological Innovation and Digitalization

The transformative potential of science, technology, and innovation (STI) and digital solutions is a critical factor in prioritization. Issues such as limited R&D financing, outdated agricultural practices, and inefficient trade processes are prioritized due to their potential to benefit from technological advancements. Strategies such as leveraging STI for agriculture, digitizing payments and logistics, and creating a national digital marketplace are emphasized to enhance efficiency, reduce costs, and improve market access. These initiatives align with AU Goal 7 (STI-driven Development) and ECOWAS Digital Trade Protocol, reflecting the importance of technology in driving competitiveness and modernization.

3.3.5 Institutional Capacity and Collaboration

The ability to leverage existing institutional frameworks and foster collaboration among implementing agencies is a key consideration. Issues requiring coordinated efforts across multiple institutions, such as MoTAI, MoFA, GIPC, and CSIR, are prioritized to maximize resource efficiency and impact. For instance, industrial park development and export promotion involve multiple stakeholders such as MLNR, GEXIM, and GEPA, ensuring integrated implementation. The establishment of taskforces, such as the national domestic trade taskforce, and stakeholder dialogues are prioritized to enhance policy coherence and institutional synergy, aligning with SDG 17 (Partnerships) and ECOWAS Private Sector Engagement Framework.

3.3.6 Climate Resilience and Sustainability

Given the increasing impact of climate change, prioritizing issues that enhance resilience and promote sustainable practices is critical. In agribusiness, challenges such as climate-vulnerable crop production and post-harvest losses are addressed through strategies such as promoting climate-smart agriculture, investing in water-efficient irrigation, and enhancing post-harvest infrastructure. These are prioritized to ensure food security and environmental sustainability, aligning with SDG 13 (Climate Action) and AU Goal 3 (Sustainable Agriculture). Similarly, industrial strategies such as recycling industrial waste and promoting renewable energy for irrigation reflect a commitment to sustainable development.

3.3.7 Private Sector and MSME Empowerment

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The private sector, particularly MSMEs, is a cornerstone of economic growth, and issues affecting their development, such as limited access to finance and markets, are prioritized. Strategies such as strengthening GIPC, restructuring microfinance schemes, and promoting MSME participation in public-private partnerships (PPPs) are emphasized to unlock the sector's potential. This consideration is critical for job creation and economic diversification, aligning with SDG 8 (Decent Work and Economic Growth) and ECOWAS P4 (Private Sector Development).

3.3.8 Feasibility and Scalability

Finally, the feasibility of implementation and potential for scalability influence prioritization. Issues with clear, actionable strategies and existing institutional support, such as enhancing the Ghana Commodity Exchange or streamlining customs procedures, are prioritized for their immediate impact and potential for nationwide scaling. Conversely, complex issues such as land access for industrial parks are prioritized with long-term planning and stakeholder engagement to ensure sustainable outcomes. This pragmatic approach ensures that resources are allocated to initiatives with measurable results and transformative potential.

These considerations collectively guide the prioritization of development issues, ensuring that interventions are strategic, inclusive, and aligned with Ghana's vision for economic transformation. By addressing high-impact challenges through targeted, collaborative, and technology-driven strategies, MoTAI aims to foster sustainable growth, enhance global competitiveness, and improve livelihoods across trade, investment, industry, and agribusiness sectors.

3.4 Other Prioritisation for Consideration - the 2030 SDGs Prioritized Targets

SDG 9: Industry, Innovation, and Infrastructure

- **9.2:** Promote inclusive and sustainable industrialization by boosting local production and industrial subcontracting for MSMEs.
- **9.3:** Increase access to financial services for small-scale enterprises through strengthened GIPC and microfinance reforms.
- **9.1:** Develop sustainable infrastructure via industrial parks and enhanced export logistics.

SDG 8: Decent Work and Economic Growth

- **8.3:** Promote productive employment through simplified business registration and export promotion for SMEs.
- **8.5:** Achieve full employment by supporting youth entrepreneurship and agriculture programmes such as YAP.

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SDG 2: Zero Hunger

- **2.3:** Double agricultural productivity through climate-resilient crops and modern irrigation.
- **2.4:** Ensure sustainable food production by promoting organic farming and post-harvest infrastructure.

SDG 17: Partnerships for the Goals

- **17.10:** Promote a rules-based trading system by streamlining customs and supporting ECOWAS ETLs.
- **17.11:** Increase exports through NEDS and AfCFTA strategies.
- **17.14:** Enhance policy coherence via national trade taskforces and stakeholder dialogues.

SDG 5: Gender Equality

- **5.A:** Ensure women's access to economic resources through improved financing and land access.
- **5.5:** Promote women's participation in economic decision-making via entrepreneurial networks.

SDG 12: Responsible Consumption and Production

- **12.5:** Reduce waste through industrial recycling and sustainable agribusiness practices.
- **12.6:** Encourage sustainable practices via GSA certifications and consumer empowerment tools.

SDG 16: Peace, Justice, and Strong Institutions

- **16.6:** Develop accountable institutions through business regulatory reforms and consumer protection laws.
- **16.7:** Ensure inclusive decision-making via stakeholder engagement and policy coherence.

CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

Chapter Four outlines Ghana’s strategic framework for economic and industrial development from 2026–2029, focusing on four thematic areas: Industrial Transformation, Private Sector Development, Trade and Investment, and Agriculture and Agribusiness Development. Its purpose is to address critical challenges, promote sustainable growth, and enhance global competitiveness by strengthening industrial capacity, fostering a dynamic business ecosystem, boosting value-added exports, and improving agricultural productivity, all aligned with national priorities such as the "Export Ghana Policy," SDG 9, AU Agenda 2063, and ECOWAS protocols.

This chapter is structured into three sections: Section 4.2 defines strategic goals for each thematic area, emphasizing industrial capacity, entrepreneurship, trade competitiveness, and agricultural resilience; Section 4.3 details specific, measurable objectives, such as increasing domestic production by 25% and formalizing 25% of informal businesses by 2029; and Section 4.4 presents actionable strategies, including incentives for local production, digital platform development, and infrastructure upgrades, to drive inclusive and equitable economic progress.

4.2 Goals

This section outlines the strategic goals to advance Ghana’s economic and industrial development across four key thematic areas: Industrial Transformation, Private Sector Development, Trade and Investment, and Agriculture and Agribusiness Development.

These goals aim to address critical challenges, promote sustainable growth, and enhance global competitiveness by fostering industrial capacity, streamlining business ecosystems, boosting value-added exports, and improving agricultural productivity. Aligned with national and international priorities, including the “Export Ghana Policy,” SDG 9, AU Agenda 2063, and ECOWAS protocols, the goals provide a roadmap for inclusive and resilient economic transformation by 2029

Thematic Area: Industrial Transformation

The Industrial Transformation thematic area aims to strengthen Ghana’s industrial base by enhancing domestic production, promoting equitable regional growth, and fostering innovation and skills development. The goals are outlined below;

1. Enhance domestic industrial capacity and self-sufficiency.

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2. Promote balanced industrial growth across regions to reduce urban-rural disparities.
3. Improve infrastructure and land access to facilitate industrial expansion.
4. Foster innovation to enhance competitiveness in strategic industries.
5. Build a skilled and entrepreneurial workforce to support industrial competitiveness.

Thematic Area: Private Sector Development

The Private Sector Development thematic area seeks to cultivate a dynamic and inclusive business environment by streamlining entrepreneurship, enhancing MSME financing, and formalizing the informal sector. The goals are outlined below;

1. Create a competitive and streamlined business ecosystem to foster entrepreneurship.
2. Enhance access to finance for MSMEs to drive economic growth and job creation.
3. Formalize the informal sector to boost revenue and productivity.
4. Foster inclusivity and efficiency in private sector operations.
5. Strengthen consumer trust and market competitiveness through robust standards.

Thematic Area: Trade and Investment

The Private Sector Development thematic area seeks to cultivate a dynamic and inclusive business environment by streamlining entrepreneurship, enhancing MSME financing, and formalizing the informal sector. The goals are outlined below;

1. Position Ghana as a competitive player in global and regional trade.
2. Drive economic transformation through value-added exports.
3. Enhance trade competitiveness through efficient infrastructure.
4. Position Ghana as a regional hub for green technology exports.
5. Reduce import reliance and enhance export capacity.
6. Expand access to global markets and streamline trade processes.

Thematic Area: Agriculture and Agribusiness Development

The Agriculture and Agribusiness Development thematic area focuses on strengthening Ghana's agricultural sector by enhancing input production, boosting productivity, and ensuring equitable land access and sustainable practices. The goals are outlined below;

1. Enhance domestic input production and market linkages for agribusiness growth.
2. Boost productivity and resilience in agriculture to support sustainable agribusiness.
3. Ensure equitable access to land and sustainable agrochemical use.
4. Reduce post-harvest losses and improve market connectivity.

4.3 Objectives

The following objectives outline a comprehensive roadmap to address critical challenges and drive sustainable growth across key thematic areas: Industrial Transformation, Private Sector Development, Trade and Investment, and Agriculture and Agribusiness Development. Aligned with national priorities, SDGs, AU Agenda 2063, and ECOWAS goals, these objectives aim to enhance industrial capacity, foster a competitive business ecosystem, strengthen trade competitiveness, and promote resilient agricultural systems by 2029, ensuring inclusive and equitable economic progress for Ghana.

Dimension/Thematic Area: Industrial Transformation

The Industrial Transformation dimension seeks to enhance Ghana's industrial capacity through increased local production and innovation. These objectives aim to promote equitable development and a skilled workforce to drive economic growth. The objectives are as follows;

1. Increase domestic production of agro and non-agro industrial inputs by 25% by 2029 to support manufacturing.
2. Develop at least 5 new Special Economic Zones (SEZs) in underserved regions such as Upper West and Bono East by 2029.
3. Develop at least 10 commercial land banks and reduce land acquisition delays by 50% by 2029.
4. Increase private-sector R&D investment by 15% and establish 2 Science, Technology, and Innovation (STI) hubs by 2029.
5. Train 500,000 youth in modernized vocational and digital skills by 2029 to support MSMEs and industry.

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Dimension/Thematic Area: Private Sector Development

The Private Sector Development dimension seeks to create a dynamic business environment by streamlining regulations and enhancing MSME financing. The objectives are as follows;

1. Reduce business registration time by 50% and startup costs by 30% by 2029.
2. Disburse low-interest loans and grants to 20,000 MSMEs annually, with 50% targeting women and youth by 2029.
3. Formalize 25% of informal businesses by 2029 through incentives and simplified processes.
4. Establish integrated digital platforms for registration, tax, and consumer services, reaching 70% of MSMEs by 2029.
5. Improve enforcement of industry standards in food and manufacturing sectors by 40% by 2029.

Dimension/Thematic Area: Trade and Investment

The Trade and Investment dimension focuses on positioning Ghana as a competitive trade hub by improving infrastructure and promoting value-added exports. These objectives aim to attract FDI and reduce import dependency through regional and global trade integration. The objectives are as follows;

1. Increase export revenues by 20% by 2029 through value-added products in agriculture, pharmaceuticals, and ICT.
2. Reduce trade logistics costs by 15% by 2029 through improved transport and port infrastructure.
3. Establish Ghana as a leader in green technology exports by 2029, capturing 10% of regional market share.
4. Increase non-traditional export revenues by 20% and reduce import dependency by 15% by 2029.
5. Improve market surveillance and reduce trade barriers to increase export market share by 10% by 2029.

Dimension/Thematic Area: Agriculture and Agribusiness Development

The Agriculture and Agribusiness Development dimension targets enhanced productivity and market access for sustainable agribusiness growth. These objectives address input quality, climate resilience, and post-harvest losses to strengthen food security. The objectives are as follows;

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1. Increase production of high-quality agricultural inputs by 25% and improve stakeholder coordination by 2029.
2. Increase agricultural productivity by 20% and adopt climate-smart practices in 50% of farming communities by 2029.
3. Improve land access for marginalized groups by 30% and strengthen agrochemical regulation by 2029.
4. Reduce post-harvest losses by 40% and connect 70% of producers to domestic and AfCFTA markets by 2029.

4.4 Strategies

The following strategies provide a robust framework to address critical challenges and drive sustainable growth across Industrial Transformation, Private Sector Development, Trade and Investment, and Agriculture and Agribusiness Development. Designed to align with national priorities, SDGs, AU Agenda 2063, and ECOWAS goals, these strategies focus on enhancing industrial capacity, fostering a competitive business ecosystem, strengthening trade competitiveness, and promoting resilient agricultural systems by 2029, ensuring inclusive and equitable economic progress for Ghana.

Dimension/Thematic Area: Industrial Transformation

These strategies aim to boost industrial capacity through incentives, infrastructure development, and skills training to drive equitable growth.

Strategies:

1. Provide incentives for high-quality local raw material production (e.g., tax breaks for agro-processing inputs).
2. Support recycling and reprocessing of industrial waste (e.g., establish recycling hubs).
3. Promote equitable distribution of factories across regions through the establishment of agro-industrial zones, industrial parks, and special economic zones.
4. Promote large-scale contract farming through the Feed Industry Programme.
5. Implement the Rapid Industrialization for Jobs Initiative to promote industries such as chlor-alkali, petrochemicals, and automotive manufacturing.
6. Establish SEZs with incentives for investors in regions outside Greater Accra and Ashanti.

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7. Facilitate investments in infrastructure (roads, utilities) to support SEZs.
8. Foster public-private partnerships (PPPs) to finance equitable industrial expansion.
9. Streamline land acquisition processes with the Ministry of Lands and Natural Resources.
10. Promote MSME subcontracting through the Ghana Investment Promotion Centre.
11. Develop commercial zones with reliable utilities and green technology incentives.
12. Support the Rapid Industrialization for Jobs Initiative to create demand for skilled labor in industries such as iron and steel, pharmaceuticals, and automotive manufacturing.
13. Offer tax credits to private firms for R&D in industries such as pharmaceuticals and automotive.
14. Strengthen intellectual property rights with the Office of the Registrar of Companies.
15. Partner with universities to establish STI hubs for industry-relevant solutions.
16. Modernize apprenticeship programmes with the Ghana Enterprises Agency (GEA) and GRATIS Foundation to include digital skills, precision quality, and business management.
17. Enforce artisanal certification standards for textiles, leather, and food processing.
18. Partner with academia to align Technical and Vocational Education and Training (TVET) curricula with industry needs.
19. Support MSME entrepreneurship through GEA's business services and GRATIS's technical expertise.

Dimension/Thematic Area: Private Sector Development

These strategies focus on streamlining regulations, enhancing MSME financing, and formalizing the informal sector to foster a competitive business ecosystem.

Strategies:

1. Implement Business Regulatory Reforms to digitize business registers and establish a one-stop-shop model for simplified registration.
2. Review tax regime to introduce MSME-friendly rates and incentives, inspired by Rwanda's reforms.
3. Provide compliance training through the Ghana Enterprises Agency (GEA) to support MSMEs.
4. Strengthen dispute resolution mechanisms to enhance investor confidence.
5. Expand GEA's low-interest loan and grant programmes, prioritizing women and youth entrepreneurs.

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6. Leverage Ghana Free Zones Authority (GFZA) to attract anchor investments, creating supply chain opportunities for MSMEs.
7. Partner with fintech firms to provide credit guarantees and improve microfinance oversight.
8. Support the Rapid Industrialization for Jobs Initiative to promote additional value in food processing, textiles, and pharmaceuticals.
9. Strengthen Exim Bank (GEXIM) for export financing, targeting non-traditional exports.
10. Simplify registration processes via Business Regulatory Reforms with digital platforms.
11. Offer financial incentives such as tax breaks through GEA to encourage formalization.
12. Provide digital literacy training to informal businesses to enhance market participation.
13. Pilot formalization programmes in agriculture and retail sectors.
14. Integrate digital platforms for registration, tax filing, and consumer complaints under Business Regulatory Reforms.
15. Prioritize inclusivity for women and rural entrepreneurs through targeted outreach.
16. Partner with the World Bank to fund digital infrastructure development.
17. Track KPIs such as registration times, loan disbursements, and consumer complaint resolution rates.
18. Enhance Ghana Standards Authority (GSA) capacity to enforce standards in key sectors such as food processing.
19. Develop digital platforms for consumer complaints and awareness campaigns.
20. Align standards with AfCFTA and ECOWAS protocols to boost export quality.
21. Engage private sector in standards development to ensure market relevance.

Dimension/Thematic Area: Trade and Investment

These strategies aim to enhance trade competitiveness through policy reforms, infrastructure upgrades, and green technology promotion.

Strategies:

1. Revise National Trade Policy to align with AfCFTA, EU-EPA, and emerging global trade issues (digital trade, sustainability, supply chain resilience).
2. Harmonize standards for exports such as cocoa and processed foods to meet EU-EPA requirements, with phased tariff reductions to protect local industries.
3. Develop a digital trade framework to support e-commerce and fintech.
4. Incorporate sustainability standards for green trade.
5. Support the Rapid Industrialization for Jobs Initiative to prioritize value-added industries such as petrochemicals and aluminium.

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6. Implement the “Export Ghana Policy” to target AfCFTA markets with processed foods and textiles.
7. Offer tax incentives and subsidies for exporters.
8. Launch the Accelerated Export Development Programme (AEDP) to boost non-traditional exports (grains, oil seeds, textiles).
9. Facilitate the upgrading of ports (Tema, Takoradi) and road networks.
10. Develop digital trade platforms to streamline customs processes.
11. Partner with the African Development Bank for climate-resilient infrastructure.
12. Implement the Feed Industry Programme to boost production of local high-quality agro and non-agro raw materials.
13. Promote assembly of electric vehicles and solar energy systems through tax incentives and PPPs.
14. Develop green economic zones in northern Ghana for climate-smart agriculture.
15. Leverage African Development Bank funding to enhance food security and export potential.
16. Use the Feed Industry Programme to supply sustainable agricultural inputs for industry.
17. Support export-ready SMEs through Ghana Export Promotion Authority (GEPA) training programmes focused on value-added sectors such as horticulture, textiles, and pharmaceuticals.
18. Enhance coordination of export support via the AfCFTA Secretariat to leverage regional markets.
19. Implement reforms under the National Export Development Strategy (NEDS) 2020-2029 to boost export growth.
20. Facilitate investment in export-oriented sectors such as horticulture through the Ghana Investment Promotion Centre.
21. Modernize Ghana Ports and Harbours Authority (GPHA) facilities, including Tema and Takoradi ports, to improve export logistics.
22. Promote trade diplomacy through Ghana Missions Abroad to secure market access.
23. Implement ECOWAS Trade Liberalisation Scheme (ETLS) and Common External Tariff (CET) to enhance regional trade.
24. Strengthen market surveillance through the Ghana Standards Authority (GSA) to ensure compliance with international product standards.
25. Expand export footprint via AfCFTA markets and digital trade platforms to support e-commerce and fintech.
26. Ensure products meet international standards through GSA certifications for cocoa, processed foods, and textiles.
27. Reduce export costs by digitizing customs processes, inspired by Singapore’s trade facilitation model.
28. Leverage digital trade platforms and diaspora networks to enhance market access.

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29. Deepen the “Export Ghana Policy” and AfCFTA strategy to target high-demand African markets.

Dimension/Thematic Area: Agriculture and Agribusiness Development

These strategies target improved agricultural productivity and market linkages through input production, climate resilience, and infrastructure investment.

Strategies:

1. Promote domestic input production through the Feed Industry Programme, focusing on commercial contract farming.
2. Establish commodity processing zones in Ashanti, Northern, and Central regions to support value-added processing.
3. Strengthen farmer-based organizations through capacity-building and digital platforms to improve coordination and market access.
4. Expand the Ghana Commodity Exchange (GCX) to enhance market linkages for raw materials.
5. Implement climate-resilient crop production techniques, including drought-resistant varieties and agro-ecology practices.
6. Leverage renewable energy for irrigation systems to enhance productivity in northern Ghana.
7. Establish agro-production enclaves in northern Ghana to support climate-smart agriculture.
8. Support research and training programmes in agro-ecology to promote sustainable farming practices.
9. Implement land tenure reforms to facilitate access for women and youth.
10. Enforce stricter agrochemical regulatory frameworks to ensure sustainable food production.
11. Promote agro-ecology training to reduce reliance on harmful agrochemicals.
12. Partner with the African Development Bank to fund land access initiatives for marginalized groups.
13. Facilitate investment in post-harvest infrastructure, such as cold storage and processing facilities.
14. Upgrade farm-to-market roads under the \$10 billion “Big Push” programme to improve logistics.
15. Establish trading centers to link producers to domestic and AfCFTA markets.
16. Develop digital platforms to enhance market access and reduce transaction costs for farmers.

4.5 Formulation of Development Goals, Objectives and Strategies

This table presents a strategic framework to address key challenges and drive sustainable growth across Industrial Transformation, Private Sector Development, Trade and Investment, and Agriculture and Agribusiness Development. By outlining prioritized issues, goals, objectives, strategies, and links to national and international frameworks such as SDGs, AU Agenda 2063, and ECOWAS goals, it aims to foster inclusive economic progress, enhance industrial capacity, strengthen trade competitiveness, and promote resilient agricultural systems by 2029.

Table 10: Development Goals, Objectives and Strategies

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Industrial Transformation					
<ul style="list-style-type: none"> - Limited domestic supply of raw materials - High operational costs - Limited industrialization and value addition - Low utilization of industrial research - Limited skilled personnel - Weak 	Increase industrial capacity and competitiveness by promoting sustainable manufacturing and equitable growth.	<ol style="list-style-type: none"> 1. Increase domestic production of agro-based and non-agro industrial inputs by 25% through targeted incentives by December 2029. 2. Establish 5 new Special Economic Zones (SEZs) in underserved regions with operational 	<ol style="list-style-type: none"> 1.2.1 Boost Local production through improved access to quality raw materials 1.2.2 Improve financing and utilization of research and development(R &D), innovation, and sustainable financing for industrial development 1.2.3 Ensure improved skills development for industry 	<ol style="list-style-type: none"> 1. Provide tax breaks and incentives for local raw material production and supply. 2. Establish recycling hubs for industrial waste to promote sustainability. 3. Promote equitable factory distribution via agro-industrial 	<ol style="list-style-type: none"> 1. Industrial Ecosystem Development Program 2. Rapid Industrialization for Jobs 3. MSME Empowerment and Supply Chain Integration Program 4. Sustainable Raw Material and Green

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<p>enforcement of quality standards</p> <ul style="list-style-type: none"> - Limited technology transfer - Inadequate land and infrastructure - Weak industrial base - Urban-rural disparities - Low innovation and skills gaps 		<p>infrastructure by December 2029.</p> <p>3. Reduce land acquisition delays for industrial parks by 50% through streamlined processes by December 2029.</p> <p>4. Boost private-sector R&D investment by 15% and establish 2 Science, Technology, and Innovation (STI) hubs with active industry partnerships by December 2029.</p> <p>5. Train 500,000 youth in industry-relevant vocational and digital skills through certified</p>	<p>1.2.4 Promote strategic industrial development initiatives</p>	<p>zones and SEZs.</p> <p>4. Implement Rapid Industrialization for Jobs Initiative (chlor-alkali, petrochemicals, automotive).</p> <p>5. Facilitate infrastructure investments (roads, utilities) for industrial development.</p> <p>6. Foster PPPs for industrial expansion.</p> <p>7. Streamline land acquisition processes with the Ministry of Lands.</p> <p>8. Promote MSME subcontracting via GIPC.</p> <p>9. Offer tax credits for R&D in</p>	<p>Manufacturing Program</p> <p>5. Workforce Development and Skills Alignment Program</p>

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
		<p>programs by December 2029.</p> <p>6. Increase R&D utilization in industrial development by 20% through enhanced funding mechanisms by December 2029.</p> <p>7. Improve industry-specific skills development by enrolling 100,000 workers in tailored training programs by December 2029.</p>		<p>pharmaceuticals and automotive.</p> <p>10. Partner with universities to establish STI hubs.</p> <p>11. Modernize apprenticeship programs to a market-demand model.</p> <p>12. Enforce artisanal certification and quality standards.</p> <p>13. Leverage science, technology, and innovation for strategic industries.</p> <p>14. Create an enabling environment for long-term financing for</p>	

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
				industrial R&D. 15. Promote intellectual property rights to spur innovation.	
Dimension/Thematic Area: Private Sector Development					
<ul style="list-style-type: none"> - High cost of credit - Complex business registration processes - Large informal sector - Limited MSME financing - Low entrepreneurial skills - Prevalence of substandard products - Limited consumer protection 	Strengthen the private sector to drive job creation and economic inclusivity.	<ol style="list-style-type: none"> 1. Reduce business registration time by 50% and costs by 30% through digitized processes by December 2029. 2. Disburse low-interest loans to 20,000 MSMEs annually, with 50% allocated to women and youth-led businesses, by December 2029. 3. Formalize 25% of informal businesses through simplified registration and 	<ol style="list-style-type: none"> 1.3.1 Enhance business enabling environment 1.3.2 Improve business financing 1.3.3 Improve support for entrepreneurship and MSME development 1.3.4 Formalise the informal economy 1.3.5 Ensure Consumer Protection 	<ol style="list-style-type: none"> 1. Implement Business Regulatory Reforms for digitized registration. 2. Introduce MSME-friendly tax rates and compliance training via GEA. 3. Expand GEA loan programs for women and youth. 4. Partner with fintech for credit guarantees. 5. Simplify and decentralize 	<ol style="list-style-type: none"> 1. Digital Business Ecosystem Programme 2. MSME Growth and Formalization Initiative 3. Export-Driven Industrialization Programme 4. Sustainable and Inclusive Investment Framework 5. Talent and Innovation Ecosystem Development

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
- Low financial and digital literacy		<p>incentives by December 2029.</p> <p>4. Develop digital platforms to provide MSME services to 70% of registered businesses by December 2029.</p> <p>5. Strengthen industry standards enforcement by 40% through enhanced regulatory oversight by December 2029.</p> <p>6. Enforce consumer protection laws to resolve 80% of consumer complaints effectively by December 2029.</p>		<p>registration via digital platforms.</p> <p>6. Offer tax breaks and financial incentives for formalization.</p> <p>7. Pilot formalization in agriculture and retail sectors.</p> <p>8. Enhance GSA capacity for standards enforcement.</p> <p>9. Develop digital platforms for consumer complaints.</p> <p>10. Facilitate passage and implementation of Consumer Protection Law.</p> <p>11. Promote financial and digital literacy</p>	

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
				<p>programs.</p> <p>12. Strengthen commercial dispute resolution mechanisms.</p> <p>13. Encourage formation of cooperatives and associations for MSMEs.</p>	
Dimension/Thematic Area: Trade and Investment					
<ul style="list-style-type: none"> - Declining exports and high imports - Volatility in commodity prices - Low non-traditional exports - Limited export diversification - High logistics costs - Limited access 	<p>Enhance trade competitiveness and attract FDI to position Ghana as a regional trade hub.</p>	<ol style="list-style-type: none"> 1. Increase export revenues by 20% through value-added products in key sectors (e.g., agro-processing, tech) by December 2029. 2. Reduce trade logistics costs by 15% through optimized port and transport 	<p>1.4.1 Reduce import dependency and boost exports through value addition and value extension.</p> <p>1.4.2 Enhance Domestic Trade</p> <p>1.4.3 Expand market reach for Ghanaian products globally.</p> <p>1.4.4 Streamline cross-border trade processes to reduce delays and costs.</p>	<ol style="list-style-type: none"> 1. Revise National Trade Policy for AfCFTA and EU-EPA alignment. 2. Harmonize export standards (cocoa, processed foods). 3. Develop digital trade framework for e-commerce. 4. Implement “Export Ghana Policy” for 	<ol style="list-style-type: none"> 1. AfCFTA-Led Trade and Investment Accelerator Programme 2. Digital Trade and Customs Modernization Programme 3. Green and Sustainable Trade Development Programme 4. Export

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<p>to external markets</p> <ul style="list-style-type: none"> - Trade facilitation bottlenecks - Low FDI inflows - Gendered barriers in entrepreneurship - Inadequate market infrastructure - Weak market information systems - Poor digital trade adoption 		<p>infrastructure by December 2029.</p> <p>3. Capture 10% of the regional green technology export market through targeted investments by December 2029.</p> <p>4. Increase non-traditional exports by 20% and reduce import dependency by 15% through diversified trade strategies by December 2029.</p> <p>5. Improve market surveillance to boost export market share by 10% through enhanced quality</p>	<p>1.4.5 Attract foreign investments to critical sectors (e.g. agroprocessing, tech).</p> <p>1.4.6 Promote women’s economic participation and access to resources.</p> <p>1.4.7 Improve connectivity & reduce transport costs</p> <p>1.4.8 Boost credit access for local traders</p> <p>1.4.9 Enhance price transparency & reduce exploitation</p> <p>1.4.10 Ensure product quality & consumer safety</p> <p>1.4.11 Digitize payments & Logistics</p> <p>1.4.12 Improve policy coherence & implementation</p>	<p>AfCFTA markets.</p> <p>5. Upgrade ports (Tema, Takoradi) and road networks.</p> <p>6. Promote electric vehicle and solar system assembly.</p> <p>7. Develop green economic zones in northern Ghana.</p> <p>8. Support SMEs via GEPA training programs.</p> <p>9. Modernize GPHA facilities.</p> <p>10. Enhance market access via Ghana Missions Abroad.</p> <p>11. Provide targeted support to export-ready SMEs.</p> <p>12. Streamline regulatory and</p>	<p>Diversification</p> <p>5. Infrastructure and Trade Logistics Optimization Programme</p> <p>6. Trade Diplomacy and Market Access Programme</p>

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
		<p>control by December 2029.</p> <p>6. Attract \$500 million in FDI to critical sectors (e.g., agro-processing, tech) by December 2029.</p> <p>7. Increase women’s participation in trade by 30% through targeted financing and training by December 2029.</p> <p>8. Reduce transport costs by 20% through improved connectivity infrastructure by December 2029.</p> <p>9. Provide credit access to 10,000</p>		<p>customs procedures.</p> <p>13. Enhance infrastructure and logistics for cross-border trade.</p> <p>14. Address non-tariff barriers (NTBs).</p> <p>15. Secure trade finance and reduce costs.</p> <p>16. Improve access to finance and markets for women entrepreneurs.</p> <p>17. Develop specialized agro-industrial markets and modernize physical market structures.</p> <p>18. Expand digital price tracking and real-time market</p>	

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
		<p>local traders through fintech partnerships by December 2029.</p> <p>10. Enhance price transparency for 80% of traded goods via digital platforms by December 2029.</p> <p>11. Ensure 90% of exported goods meet international quality standards by December 2029.</p> <p>12. Digitize 70% of trade payments and logistics processes by December 2029.</p>		<p>data systems.</p> <p>19. Strengthen GSA inspections and certify local goods for AfCFTA markets.</p> <p>20. Develop a national digital marketplace and e-commerce hub.</p> <p>21. Facilitate trader digital literacy programs.</p>	

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Agriculture and Agribusiness Development					
<ul style="list-style-type: none"> - High cost of production inputs - Lack of standardization in agricultural produce - Limited access to arable land - Inadequate agribusinesses along the value chain - Over-reliance on rain-fed agriculture - Low application of technology - Low irrigation coverage - Contamination of water bodies - Inadequate extension services - Limited value 	<p>Promote resilient and inclusive agricultural systems to enhance productivity and market access.</p>	<ol style="list-style-type: none"> 1. Increase production of high-quality agricultural inputs by 25% through subsidized local manufacturing by December 2029. 2. Boost agricultural productivity by 20% and adopt climate-smart practices in 50% of farming communities through training and technology by December 2029. 3. Improve land access for marginalized groups (women, youth) by 30% through tenure 	<p>1.6.1 Create an enabling agribusiness environment</p> <p>1.6.2 Enhance agricultural production and agribusiness for economic transformation</p> <p>1.6.3 Enhance Sustainable and Resilient Food Production System</p> <p>1.6.4 Promote food transformation (processing and value-addition)</p> <p>1.6.5 Build Resilience to Vulnerabilities, Shocks, and Stresses</p> <p>1.6.6 Improve post-harvest management</p>	<ol style="list-style-type: none"> 1. Promote domestic production and supply of inputs via Feed Industry Programme. 2. Establish commodity processing zones to enhance value addition. 3. Strengthen farmer-based organizations via digital platforms. 4. Expand Ghana Commodity Exchange (GCX) for better marketing. 5. Implement climate-resilient crop production and promote renewable energy 	<ol style="list-style-type: none"> 1. Agro-processing for Economic Expansion and Jobs 2. Climate-Smart Agro-Manufacturing Initiative (CSAMI) 3. Inclusive Agro-Industry Empowerment Programme (IAEP) 4. Market Linkages and Logistics Enhancement Programme (MLLEP)

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<p>addition</p> <ul style="list-style-type: none"> - Low preparedness for climate-induced disasters - High post-harvest losses - Poor storage techniques - Ageing farmer population - Low youth interest in agriculture - Low-quality livestock genetic material - Weak pest and disease surveillance 		<p>reforms by December 2029.</p> <ol style="list-style-type: none"> 4. Reduce post-harvest losses by 40% and connect 70% of producers to markets via enhanced infrastructure by December 2029. 5. Engage 100,000 youth in agriculture as a viable business through mentorship and financial support by December 2029. 6. Increase livestock and poultry productivity by 15% through improved breeding and feed programs 	<p>1.6.7 Promote agriculture as a viable business among the youth</p> <p>1.6.8 Promote livestock and poultry development</p>	<p>for irrigation.</p> <ol style="list-style-type: none"> 6. Establish agro-production enclaves with irrigation and warehousing. 7. Support agro-ecology training and enforce agrochemical regulations. 8. Implement land tenure reforms for women and youth. 9. Invest in post-harvest infrastructure (storage, transportation, processing). 10. Upgrade farm-to-market roads. 11. Facilitate collaborations for youth education, training, and 	

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
		<p>by December 2029.</p> <p>7. Increase value-added agricultural products by 25% through new processing facilities by December 2029.</p>		<p>mentorship in agriculture.</p> <p>12. Establish the Youth Agriculture-Estate Programme (YAP) for financial and technical support.</p> <p>13. Promote local production of vaccines and feed ingredients for livestock and poultry.</p> <p>14. Strengthen research into livestock breeding and disease control.</p> <p>15. Support local processors to source raw materials from smallholder farmers.</p> <p>16. Facilitate</p>	

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Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
				cottage industries for processing and packaging.	

4.6 Alignment of Strategies with the 24hr+ Economic Programme

The 24H+ Programme is a comprehensive initiative designed to drive industrial transformation, private sector development, trade and investment, and agriculture and agribusiness development in Ghana, aligning with national strategies, AfCFTA, and ECOWAS protocols. Through its sub-programmes; GROW24, MAKE24, BUILD24, FUND24, CONNECT24, and SHOW24, it promotes sustainable economic growth, job creation, and regional equity while reducing import reliance and enhancing global competitiveness.

1. Industrial Transformation

The 24H+ Programme fosters rapid industrialization for jobs through MAKE24 and BUILD24, targeting industries such as textiles, pharmaceuticals, and food processing to create 1.7 million jobs through value chain integration. It promotes local raw material production, such as 5 million MT of maize annually and soybean via the Feed Industry Programme, supported by tax breaks and biomass utilization from oil palm for energy and fertilizer.

The programme establishes agro-industrial zones and Special Economic Zones (SEZs) in regions such as Northern, Volta, and Bono to ensure equitable growth. Infrastructure development, including roads, utilities, and modernized ports (e.g., Tema and Takoradi), is driven by BUILD24 through public-private partnerships (PPPs) and funding from partners such as the African Development Bank (AfDB) for climate-resilient infrastructure. Green economic zones powered by renewable energy and sustainable practices align with environmental goals.

The programme streamlines land acquisition, enforces standards via the Ghana Standards Authority (GSA), and enhances skills through modernized TVET and university partnerships for R&D and STI hubs, ensuring alignment with AfCFTA standards.

2. Private Sector Development

FUND24 and CONNECT24 focus on strengthening the private sector by streamlining regulations, enhancing MSME financing, and formalizing the informal sector. Business registration is digitized, and MSME-friendly tax incentives are introduced, with compliance training provided through the Ghana Enterprises Agency (GEA). Low-interest loans and grants prioritize women and youth, supported by partnerships with fintech firms offering credit guarantees. Dispute resolution mechanisms are strengthened, and export financing is enhanced via GEXIM. Digital platforms simplify registration and tax filing, while formalization incentives, including tax breaks and digital literacy training, target women and rural entrepreneurs.

3. Trade and Investment

CONNECT24 and SHOW24 drive trade and investment by revising policies to meet AfCFTA and EU-EPA requirements, incorporating digital trade and sustainability. The programme harmonizes

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export standards for cocoa, processed foods, and textiles, and develops digital trade platforms to reduce transaction costs.

The Accelerated Export Development Programme (AEDP) targets AfCFTA markets, supported by tax incentives and export training for SMEs. Modernized ports (Tema and Takoradi) and digitized customs processes improve trade logistics, while trade diplomacy leverages Ghana Missions Abroad and diaspora networks to expand market access. Investments in climate-resilient infrastructure, funded by partners such as the AfDB, enhance trade competitiveness.

4. Agriculture and Agribusiness Development

GROW24 boosts agricultural productivity and agribusiness through the Feed Industry Programme, targeting increased production of maize, soybean, and rice to reduce import reliance. It establishes commodity processing zones in Ashanti, Northern, and Central regions and creates agro-production enclaves (Agbleduwo) in northern Ghana.

Climate-resilient practices, such as drought-resistant crops and solar-powered irrigation, are prioritized, alongside land tenure reforms to support women and youth. The programme strengthens farmer-based organizations with digital platforms, enforces agrochemical regulations, and builds post-harvest infrastructure such as warehouses to minimize losses. Improved farm-to-market roads and trading centers enhance market access, with digital platforms lowering transaction costs for farmers, aligning with AfCFTA and national goals.

CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

Chapter Five outlines Ghana's Development Programmes for 2026–2029, designed to drive sustainable economic growth, industrial transformation, and global competitiveness under four key pillars: Industrial Development, Trade and Investment, Private Sector Development, and Agro-Industrial Development. These programmes, aligned with strategies from Chapter Four, focus on fostering equitable manufacturing, enhancing export capacity, empowering MSMEs, and promoting climate-resilient agro-processing. Leveraging opportunities such as the AfCFTA, digital innovation, and green technologies, the initiatives involve detailed costing, funding from government, donors, and private sectors, and a Strategic Environmental Assessment to ensure sustainability. Key activities include establishing industrial parks, modernizing trade infrastructure, digitizing business ecosystems, and enhancing market linkages, all aimed at positioning Ghana as a regional hub for trade and industry while addressing environmental and inclusivity goals.

This chapter is structured into three key sections: Section 5.2 outlines the framework for programme formulation, detailing objectives, strategies, timelines, costs, and implementing institutions; Section 5.3 provides a detailed costing plan with activity breakdowns, funding allocations, inflation adjustments, and risk mitigation using World Bank/AfDB standards; and Section 5.4 conducts a Strategic Environmental Assessment, evaluating environmental impacts, proposing mitigation measures, and recommending centralized monitoring to ensure sustainability. This comprehensive roadmap balances economic growth with environmental and social inclusivity.

5.2 Development Programmes

The following development programmes are strategically designed to propel Ghana towards sustainable economic growth, industrial transformation, and global competitiveness. Anchored in four key pillars Industrial Development, Trade and Investment, Private Sector Development, and Agro-Industrial Development these initiatives aim to foster equitable manufacturing, enhance export capacity, empower MSMEs, and promote climate-resilient and inclusive economic systems. By leveraging opportunities under the African Continental Free Trade Area (AfCFTA), digital innovation, and green technologies, these programmes seek to position Ghana as a regional hub for trade, industry, and agro-processing while ensuring environmental sustainability and socio-economic inclusivity. Implemented over the 2026-2029 timeframe, these programmes reflect a collaborative effort among government institutions, private sector partners, and international donors to drive transformative growth and create lasting economic opportunities for all Ghanaians.

5.2.1 Economic Dimension: Industrial Transformation Area

1. Industrial Ecosystem Development Program

- **Objective:** Create a network of industrial parks, SEZs, and agro-industrial zones to drive equitable manufacturing growth.
- **Strategies:**
 - Promote equitable distribution of factories through agro-industrial zones, industrial parks, and SEZs.
 - Establish SEZs with incentives for investors across the country
 - Facilitate investments in infrastructure (roads, utilities) to support SEZs.
 - Develop commercial zones with reliable utilities and green technology incentives

2. Rapid Industrialization for Jobs

- **Objective:** Scale high-value industries (e.g., chlor-alkali, petrochemicals, pharmaceuticals, automotive) to create skilled jobs and boost exports.
- **Strategies:**
 - Implement the Rapid Industrialization for Jobs Initiative for high-value industries.
 - Support the initiative to create demand for skilled labor in iron and steel, pharmaceuticals, and automotive manufacturing.
 - Offer tax credits for private firms investing in R&D for pharmaceuticals and automotive sectors.

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- Partner with universities to establish STI hubs for industry-relevant solutions.

3. MSME Empowerment and Supply Chain Integration Program

- **Objective:** Strengthen MSMEs in manufacturing by integrating them into supply chains and enhancing their technical and entrepreneurial capacity.
- **Strategies:**
 - Promote MSME subcontracting through the Ghana Investment Promotion Centre.
 - Enforce artisanal certification standards for textiles, leather, and food processing.
 - Support MSME entrepreneurship through GEA's business services and GRATIS's technical expertise.

4. Sustainable Raw Material and Green Manufacturing Program

- **Objective:** Build sustainable local supply chains and promote environmentally friendly manufacturing practices.
- **Strategies:**
 - Provide incentives for high-quality local raw material production (agro and non-agro)
 - Support recycling and reprocessing of industrial waste through recycling hubs.
 - Promote large-scale contract farming through the Feed Industry Programme.
 - Develop commercial zones with green technology incentives.

5. Workforce Development and Skills Alignment Program

- **Objective:** Build a skilled, industry-ready workforce to support advanced manufacturing.
- **Strategies:**
 - Modernize apprenticeship programmes with GEA and GRATIS Foundation to include digital skills, precision quality, and business management.
 - Partner with academia to align TVET curricula with industry needs.
 - Partner with universities to establish STI hubs for industry-relevant solutions.

Table 11: Industrial Transformation Development Programmes Area

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	IGF	Donor/Private Sector	Total	New	Ongoing	Lead	Collaborating
Industrial Ecosystem Development	X	X	X	X	410,238,863	40,958,390	1,436,286,248	1,887,483,500		X	MOTAI	GFZA, GIPC, Donor, MoE, MRH, MoT
Rapid Industrialization for Jobs	X	X	X	X	54,064,663	5,396,259	189,226,579	248,687,500		X	MOTAI	GIPC, Energy Commission
MSME Empowerment and Supply Chain Integration	X	X	X	X	6,150,246	613,893	21,525,861	28,290,000		X	MOTAI	GIPC, AGI, GEPA, GEA, Donor Partner
Sustainable Raw Material and Green Manufacturing	X	X	X	X	20,687,712	2,064,477	72,410,311	95,162,500		X	MOTAI	MoFA, MoF GRA, GIPC, Private Agro-Processors
Workforce Development and Skills Alignment	X	X	X	X	8,875,353	885,703	31,063,947	40,825,000		X	MOTAI	GEA MoE GRATIS Foundation, Private Manufacturers
Sub-total					500,016,837	49,918,722	1,750,512,946	2,300,448,500				

5.2.2 Economic Dimension: Trade and Investment Area

1. AfCFTA-Led Trade and Investment Accelerator Programme

- **Objective:** Position Ghana as the gateway to AfCFTA markets by enhancing export capacity and attracting FDI.

Strategies:

- Align trade policies with AfCFTA, EU-EPA, and global trends in digital trade and sustainability.
- Target AfCFTA markets with processed foods, textiles, and horticulture.
- Implement the Made-in-Ghana Policy
- Promote investment in export-oriented sectors such as horticulture and pharmaceuticals.
- Implement ETLS and CET to boost regional trade.

2. Digital Trade and Customs Modernization Programme

- **Objective:** Transform Ghana into a digital trade leader with efficient, low-cost trade facilitation.
- **Strategies:**
 - Develop e-commerce and fintech platforms to support exporters.
 - Streamline customs processes through digitization.
 - Reduce export costs by adopting digital customs systems.
 - Leverage digital platforms and diaspora for market access.

3. Green and Sustainable Trade Development Programme

- **Objective:** Position Ghana as a leader in green trade and climate-smart industries.
- **Strategies:**
 - Incorporate green certifications for exports such as cocoa, processed foods, and textiles to meet global eco-friendly demands.
 - Promote the development of climate-resilient infrastructure, including ports and roads.

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- Promote assembly of electric vehicles and solar energy systems through tax incentives and public-private partnerships (PPPs).
- Develop zones in northern Ghana for climate-smart agriculture to boost export potential.
- Strengthen compliance with international product standards via the Ghana Standards Authority.

4. Export Diversification

- **Objective:** Diversify Ghana's export base by scaling up value-added industries and boosting non-traditional exports.
- **Strategies:**
 - Prioritize value-added industries such as petrochemicals, aluminium, and processed foods.
 - Implement the Accelerated Export Development Programme.
 - Train SMEs in value-added sectors such as horticulture, textiles, and pharmaceuticals.
 - Implement reforms under NEDS 2020-2029 to drive export growth.
 - Ensure products meet international standards for global market access.

5. Infrastructure and Trade Logistics Optimization Programme

- **Objective:** Modernize Ghana's trade infrastructure to reduce costs and enhance competitiveness.
- **Strategies:**
 - Modernize Tema and Takoradi ports and improve road networks.
 - Fund climate-resilient infrastructure projects.
 - Upgrade Ghana Ports and Harbours Authority facilities.
 - Reduce export costs through digital customs processes.

6. Trade Diplomacy and Market Access Programme

- **Objective:** Secure preferential market access and promote Ghana as a trade hub through diplomacy.
- **Strategies:**

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- Leverage Ghana Missions Abroad to secure market access.
- Use diaspora networks to enhance market access.
- Deepen strategies to target high-demand African markets.

Table 12: Trade and Investment Development Programmes Area

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	IGF	Donor/Private Sector	Total	New	Ongoing	Lead	Collaborating
AfCFTA-Led Trade and Investment Accelerator	X	X	X	X	10,062,399	1,004,339	35,220,763	46,287,500		X	MOTAI	GEPa AGI GSA MoFA Donor Partner
Digital and Sustainable Trade Facilitation	X	X	X	X	7,200,288	718,704	25,201,008	33,120,000		X	MOTAI	MoF GEPa GRA AfCFTA Donor Secretariat Partner
Green and Sustainable Trade Development	X	X	X	X	53,052,112	5,295,251	185,682,637	244,030,000		X	MOTAI	MoT MRH GPHA Donor Partner
Export Diversification	X	X	X	X	15,400,616	1,537,019	53,902,365	70,840,000		X	MOTAI	GEPa GITC GFZA GEXIM, AfCFTA Donor Secretariat Partner
Infrastructure and Trade Logistics Optimization	X	X	X	X	94,028,460	9,383,576	329,102,96	432,515,000		X	MOTAI	GPHA, MRH, MoT Donor Partner
Trade Diplomacy and Market Access	X	X	X	X	2,500,000	1,300,000	6,000,000	9,800,000		X	MOTAI	GEPa GITC MoFARI Donor Partner
Sub-total					182,243,875	19,238,889	306,335,971	836,592,500				

5.2.3 Economic Dimension: Private Sector Development Area

1. Digital Business Ecosystem Programme

Objective: Create a seamless, technology-driven business environment to simplify registration, enhance compliance, and boost market participation.

Strategies:

- Implement Business Regulatory Reforms to digitize business registers and establish a one-stop-shop model
- Develop digital platforms for registration, tax filing, and consumer complaints
- Partner with fintech firms to provide credit guarantees and improve microfinance oversight
- Provide digital literacy training to informal businesses

2. MSME Growth and Formalization Initiative

Objective: Strengthen MSMEs, particularly for women and youth, to drive job creation and economic inclusivity.

Strategies:

- Review tax regimes for MSME-friendly rates and incentives
- Expand GEA's low-interest loan and grant programmes
- Offer financial incentives such as tax breaks to encourage formalization
- Provide compliance training through GEA
- Prioritize inclusivity for women and rural entrepreneurs

3. Export-Driven Industrialization Programme

Objective: Position Ghana as a regional manufacturing and export hub, leveraging AfCFTA and ECOWAS protocols.

Strategies:

- Leverage Ghana Free Zones Authority (GFZA) to attract anchor investments
- Support the Rapid Industrialization for Jobs Initiative in food processing, textiles, and pharmaceuticals
- Strengthen Exim Bank (GEXIM) for export financing

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- Align standards with AfCFTA and ECOWAS protocols
- Engage private sector in standards development

4. Sustainable and Inclusive Investment Framework

Objective: Drive private sector investment in sustainable and inclusive sectors such as renewable energy and healthcare.

Strategies:

- Partner with the World Bank to fund digital and green infrastructure
- Strengthen dispute resolution mechanisms to enhance investor confidence
- Integrate ESG principles into private sector operations
- Prioritize inclusivity for women and rural entrepreneurs

5. Talent and Innovation Ecosystem Development

Objective: Build a skilled, innovative workforce to support private sector growth and technology adoption.

Strategies:

- Provide digital literacy training to informal businesses
- Develop talent and leadership programmes for portfolio companies
- Partner with fintech firms for AI-driven tools
- Support Rapid Industrialization for Jobs Initiative.

Table 13: Private Sector Development Programmes Area

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	IGF	Donor/Private Sector	Total	New	Ongoing	Lead	Collaborating
Digital Business Ecosystem	X	X	X	X	3,600,000	1,700,000	9,100,000	14,400,000		X	MOTAI	MoF GRA MCTDI National Communications Authority Private Tech Firms
MSME Growth and Formalization	X	X	X	X	4,250,000	1,800,000	10,950,000	17,000,000		X	MOTAI	GEA MoF DBG GIPC GITC NEIP Private Banks
Export-Driven Industrialization	X	X	X	X	5,450,000	2,600,000	13,750,000	21,800,000		X	MOTAI	GFZA GIPC MoF AGI, GNCCI GEA GEPA
Sustainable and Inclusive Investment	X	X	X	X	4,000,000	1,900,000	10,100,000	16,000,000		X	MOTAI	MoE Donor Partners MCTDI GIPC
Talent and Innovation Ecosystem	X	X	X	X	3,500,000	1,600,000	8,900,000	13,800,000		X	MOTAI	GEPA GEA, GSA GIPC GEXIM GEA
Sub-total					20,800,000	9,600,000	52,800,000	83,000,000				

5.2.4 Economic Dimension: Agriculture and Agribusiness Development Area Development Programmes:

1. Agro-processing for Economic expansion and jobs

Objective: Establish Ghana as a hub for agro-processing and manufacturing.

Strategies;

- Develop processing zones in Ashanti, Northern, and Central regions, equipped with cold storage and renewable energy-powered facilities to process cocoa, horticulture, and cereals.
- Establish post-harvest solution systems to reduce post-harvest losses and value addition and value extension
- Expand GAAP to provide market access and real-time data for 80% of farmers and processors.
- Target AfCFTA markets with processed goods, aiming for a 15% increase in non-traditional exports by 2025.

2. Climate-Smart Agro-Manufacturing Initiative (CSAMI)

Objective: Ensure sustainable, climate-resilient agro-industrial growth.

Strategies:

- Promote drought-resistant varieties and agro-ecology to stabilize yields.
- Install solar-powered irrigation systems in northern Ghana to expand arable land by 15%.
- Train 50,000 farmers by 2027 in sustainable practices to reduce agrochemical reliance.
- Scale AfDB-funded irrigation projects to cover 20% of arable land.

3. Inclusive Agro-Industry Empowerment Programme (IAEP)

Objective: Foster equitable growth by empowering women, youth, and SMEs in agro-manufacturing.

Strategies:

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- Facilitate land access for women and youth to engage in commercial farming and processing.
- Strengthen cooperatives with capacity-building for 5,000 SMEs annually.
- Partner with financial institutions to provide low-interest loans (below 15%) for agribusiness SMEs.

4. **Market Linkages and Logistics Enhancement Programme (MLLEP)**

Objective: Improve market access and logistics for agro-manufactured goods.

Strategies:

- Link 100,000 farmers and processors to domestic and AfCFTA markets.
- Upgrade roads under the \$10 billion “Big Push” programme to reduce transport costs by 20%.
- Establish centers to connect producers to AfCFTA markets.
- Streamline customs processes to cut cross-border trade costs by 25%.

Table 14: Agriculture and Agribusiness Development Programmes Area

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	IGF	Donor/Private Sector	Total	New	Ongoing	Lead	Collaborating
Agro-Industrial Transformation	X	X	X	X	5,400,000	2,700,000	13,500,000	21,600,000		X	MOTAI	MoF, AMoE GEPa GSA GEXIM GEA GIPC Donor Partners Agro- processors GEA
Climate-Smart Agro-Manufacturing	X	X	X	X	5,000,000	2,500,000	12,500,000	20,000,000		X	MOTAI	MoFA MESTI CSIR FAO GEA Donor Partners
Inclusive Agro-Industry Empowerment	X	X	X	X	3,450,000	1,650,000	8,700,000	13,800,000		X	MOTAI	MLRN Land Commission Traditional Authorities GEA GEPa Donor Partners MCTDI NITA
Market Linkages and Logistics Enhancement	X	X	X	X	136,000,000	43,000,000	501,000,000	680,000,000		X	MOTAI	GCX AGI MoFA Donor Partners MCTDI NITA GEA
Sub-total					149,850,000	49,850,000	535,700,000	735,400,000				

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Summary of Development Programme Areas

Table 15: Summary of Development Programme Areas

Thematic Area	GoG	IGF	Donor/Private Sector	Total
Industrial Transformation	500,016,837	49,918,722	1,750,512,946	2,300,448,500
Trade and Investment	182,243,875	19,238,889	306,335,971	836,592,500
Private Sector Development	20,800,000	9,600,000	52,800,000	83,000,000
Agriculture and Agribusiness Development	149,850,000	49,850,000	535,700,000	735,400,000
Grand Total				3,955,441,000

Management and Administration cost is about 15% of the total cost.

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5.3 Programme financing matrix

The table below outlines the development programmes under Industrial Transformation, Trade and Investment, Private Sector Development, and Agriculture Development and Agribusiness, as detailed in the Industrial Transformation document. It includes programme costs, funding sources (Government of Ghana, Internally Generated Funds, and Donor/Private Sector), and the calculated funding gaps. These programmes, spanning 2026 to 2029, aim to drive economic growth, enhance trade, and promote sustainable industrial and agricultural development, with funding allocations reflecting collaborative efforts between government, private sector, and donor partners.

Table 16: Programme Financing Matrix

Development Programme	Programme cost (A)	GoG	IGF	DACF	DACF-RFG	ABFA	Donor Partner	Others (Specify)	Total (B)	Gap (C) =(B-A)
INDUSTRIAL TRANSFORMATION										
Industrial Ecosystem Development	1,887,483,500	410,238,863	40,958,390	0	0	0	1,436,286,248	0	1,887,483,500	0
Rapid Industrialization for Jobs	248,687,500	54,064,663	5,396,259	0	0	0	189,226,579	0	248,687,500	0
MSME Empowerment and Supply Chain Integration	28,290,000	6,150,246	613,893	0	0	0	21,525,861	0	28,290,000	0
Sustainable Raw Material and Green Manufacturing	95,162,500	20,687,712	2,064,477	0	0	0	72,410,311	0	95,162,500	0
Workforce Development and Skills Alignment	40,825,000	8,875,353	885,703	0	0	0	31,063,947	0	40,825,000	0
TRADE AND INVESTMENT										
AfCFTA-Led Trade and Investment Accelerator	46,287,500	10,062,399	1,004,339	0	0	0	35,220,763	0	46,287,500	0
Digital and Sustainable Trade Facilitation	33,120,000	7,200,288	718,704	0	0	0	25,201,008	0	33,120,000	0
Green and Sustainable Trade Development	244,030,000	53,052,112	5,295,251	0	0	0	185,682,637	0	244,030,000	0

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Export Diversification	70,840,000	15,400,616	1,537,019	0	0	0	53,902,365	0	70,840,000	0
Infrastructure and Trade Logistics Optimization	432,515,000	94,028,460	9,383,576	0	0	0	329,102,964	0	432,515,000	0
Trade Diplomacy and Market Access	9,800,000	2,500,000	1,300,000	0	0	0	6,000,000	0	9,800,000	0
PRIVATE SECTOR DEVELOPMENT										
Digital Business Ecosystem	14,400,000	3,600,000	1,700,000	0	0	0	9,100,000	0	14,400,000	0
MSME Growth and Formalization	17,000,000	4,250,000	1,800,000	0	0	0	10,950,000	0	17,000,000	0
Export-Driven Industrialization	21,800,000	5,450,000	2,600,000	0	0	0	13,750,000	0	21,800,000	0
Sustainable and Inclusive Investment	16,000,000	4,000,000	1,900,000	0	0	0	10,100,000	0	16,000,000	0
Talent and Innovation Ecosystem	13,800,000	3,500,000	1,600,000	0	0	0	8,900,000	0	13,800,000	0
AGRICULTURE DEVELOPMENT AND AGRIBUSINESS										
Agro-Industrial Transformation	21,600,000	5,400,000	2,700,000	0	0	0	13,500,000	0	21,600,000	0
Climate-Smart Agro-Manufacturing	20,000,000	5,000,000	2,500,000	0	0	0	12,500,000	0	20,000,000	0
Inclusive Agro-Industry Empowerment	13,800,000	3,450,000	1,650,000	0	0	0	8,700,000	0	13,800,000	0
Market Linkages and Logistics Enhancement	680,000,000	136,000,000	43,000,000	0	0	0	501,000,000	0	680,000,000	0

5.4 Costing Plan

5.3.1 Industrial Transformation

This section outlines a comprehensive set of industrial development programmes in Ghana for the period 2026–2029, aimed at fostering economic growth, job creation, and sustainability. The programmes include:

1. **Industrial Ecosystem Development Program:** Focuses on equitable distribution of factories through agro-industrial zones, industrial parks, and Special Economic Zones (SEZs). It involves site identification, land preparation, capacity building for local governments, and investor outreach to establish industrial infrastructure.
2. **MSME Empowerment and Supply Chain Integration Program:** Aims to strengthen Micro, Small, and Medium Enterprises (MSMEs) in manufacturing through subcontracting platforms, artisanal certification for textiles, leather, and food processing, and entrepreneurship support via training, technical support centers, finance access, and mentorship.
3. **Rapid Industrialization for Jobs Program:** Targets high-value industries (chlor-alkali, petrochemicals, pharmaceuticals, automotive) to create skilled jobs and boost exports. Activities include feasibility studies, facility construction, power supply enhancements, skills training, R&D tax credits, and Science, Technology, and Innovation (STI) hubs in collaboration with universities.
4. **Sustainable Raw Material and Green Manufacturing Program:** Promotes sustainable local supply chains and environmentally friendly manufacturing through tax breaks for agro-processing inputs, recycling hubs, large-scale contract farming, and commercial zones with green technology incentives.
5. **Workforce Development and Skills Alignment Program:** Focuses on building an industry-ready workforce through modernized apprenticeship programmes, Technical and Vocational Education and Training (TVET) curriculum alignment, and STI hubs to address skill mismatches in advanced manufacturing.

Each programme includes detailed activities, phased implementation schedules, and funding allocations from the Government of Ghana (GoG), Internally Generated Funds (IGF), and donors (World Bank, AfDB, EU). The programmes align with Ghana’s economic transformation goals, leveraging public-private partnerships and donor funding to address fiscal constraints and infrastructure challenges.

Costing Approach

Development Programme

The costing approach covers five industrial development programmes in Ghana for 2026–2029: Industrial Ecosystem Development, MSME Empowerment and Supply Chain Integration, Rapid Industrialization for Jobs, Sustainable Raw Material and Green Manufacturing, and Workforce Development and Skills Alignment. Each programme translates strategic objectives into specific, measurable activities to promote industrial growth, sustainability, and job creation.

Approach

- **Activity Breakdown:** Strategies are broken down into actionable activities (e.g., feasibility studies, infrastructure development, training, policy design) with implementation timelines spanning 2026–2029.
- **Cost Allocation:** Costs are distributed across years based on activity schedules, with front-loaded expenses for planning and infrastructure and ongoing costs for training, incentives, and monitoring.
- **Funding Sources:** Costs are allocated across GoG (21.74%), IGF (2.17%), and Donor Funding (76.09%, split as World Bank: 43.48%, AfDB: 21.74%, EU: 10.87%), reflecting Ghana’s fiscal structure and donor priorities.
- **Inflation Adjustment:** Costs are presented in 2025 USD, with a note that actual costs may rise due to a projected 10% annual inflation rate.

Assumptions

- Activities are phased over four years, with planning and setup concentrated in 2026 and ongoing activities (e.g., training, incentives) extending through 2029.
- Infrastructure-heavy activities (e.g., industrial facilities, roads, utilities) incur higher costs in early years (2026–2028).
- Training and incentive programmes are evenly distributed across implementation years unless specified otherwise.
- Contingencies (15%) are included to account for unforeseen expenses, as per World Bank standards.
- Donor funding dominates due to Ghana’s fiscal constraints under the IMF’s \$3B Extended Credit Facility, with IGF limited by low local revenue collection.
- Green technology incentives cover 20–30% of renewable energy or sustainable technology costs, aligning with global benchmarks.

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Costing Standards

- **World Bank Standards:** Costs adhere to World Bank guidelines for developing countries, incorporating:
 - **Direct Costs:** Labor (\$5–\$10/hour in Ghana), materials, and equipment (e.g., \$500–\$2,000/day for rentals).
 - **Indirect Costs:** Administration, supervision, and stakeholder engagement.
 - **Contingencies:** 15% of total costs to mitigate risks, standard for industrial and infrastructure projects.
- **Cost Benchmarks:**
 - Infrastructure: \$1,000–\$5,000/m² for industrial facilities, \$10–\$50M/km for roads, \$0.5–\$2M/MW for power, and \$1–\$1.5M/MW for green technology.
 - Training: \$1,000–\$5,000/trainee for skills development and \$1,000–\$2,000/farmer or worker for agricultural or recycling programmes.
 - Policy and Certification: \$50,000–\$200,000 per system for curriculum or certification design.
 - STI Hubs: \$100,000–\$500,000 per hub setup.
 - Promotional Campaigns: \$100,000–\$500,000 annually.

Justification for the Selection of the Costing Standard

- **Alignment with Development Context:** World Bank standards are selected due to their applicability to Ghana’s middle-income status and Sub-Saharan African context, ensuring realistic cost estimates for infrastructure, training, and innovation projects.
- **Donor Relevance:** The World Bank’s \$4.69B portfolio in Ghana, including the \$200M Ghana Economic Transformation Project, provides a robust benchmark for industrial and MSME programmes, ensuring compatibility with donor funding requirements.
- **Comprehensive Cost Inclusion:** The standards account for direct, indirect, and contingency costs, addressing Ghana’s challenges such as high infrastructure costs, bureaucratic delays, and power supply issues.
- **Global and Local Alignment:** Benchmarks reflect Sub-Saharan African cost ranges while incorporating Ghana-specific data (e.g., labor rates, inflation trends), ensuring accuracy and relevance.

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- **Sustainability Focus:** The inclusion of green technology and climate resilience costs aligns with World Bank’s climate action goals and Ghana’s environmental priorities (e.g., managing 1.1M tons of annual waste).

Remarks

- **Fiscal Constraints:** Ghana’s IMF programme limits GoG and IGF contributions, necessitating high donor reliance (76.09%), with World Bank, AfDB, and EU funding critical for infrastructure and training.
- **Economic Context:** Ghana’s GDP growth (2.9% in 2023) and high inflation (40.3% in 2023, projected at 10% by 2026) require cost escalation considerations, with actual costs potentially higher than 2025 USD estimates.
- **Donor Alignment:** World Bank focuses on infrastructure and skills, AfDB on agro-processing and finance, and EU on innovation and green initiatives, ensuring complementary funding roles.
- **Sustainability and Impact:** Programs emphasize green technology, recycling, and skills alignment, aligning with Ghana’s National Entrepreneurship and Innovation Program and global sustainability goals.
- **Data Sources:** For funding details, refer to World Bank (www.worldbank.org), AfDB (www.afdb.org), and EU programmes via STAR-Ghana. The Ghana Economic Transformation Project and AfDB’s \$40M for Development Bank Ghana provide practical benchmarks for cost and funding estimates.

Risks and Mitigation Measures

- **Economic Risks:**
 - **Risk:** High inflation (40.3% in 2023, projected at 10% by 2026) may escalate costs beyond estimates.
 - **Mitigation:** Incorporate flexible budgeting with annual cost reviews and secure donor commitments to cover inflation-driven overruns.
 - **Risk:** Currency volatility due to Ghana’s reliance on commodity exports (e.g., cocoa, gold) may affect USD-based cost projections.
 - **Mitigation:** Use hedging mechanisms in donor contracts and prioritize local sourcing to reduce forex exposure.
- **Infrastructure Risks:**
 - **Risk:** Delays in land acquisition and preparation due to disputes or bureaucratic inefficiencies.

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- **Mitigation:** Conduct early stakeholder consultations, streamline land compensation processes, and engage legal experts to resolve disputes swiftly.
- **Risk:** Power supply unreliability (Ghana’s frequent outages) may hinder industrial operations.
 - **Mitigation:** Invest in dedicated power infrastructure (e.g., 30 MW for high-value industries) and integrate renewable energy solutions such as solar.
- **Implementation Risks:**
 - **Risk:** Low capacity of local governments and MSMEs to manage industrial zones or adopt new standards.
 - **Mitigation:** Implement robust capacity-building programmes (e.g., training 200 local officials, 5,000 MSMEs) and establish monitoring units to ensure compliance.
 - **Risk:** Insufficient private sector interest in SEZs or green incentives due to high initial costs.
 - **Mitigation:** Enhance marketing campaigns and offer attractive tax breaks (20–30% cost coverage) to attract investors, leveraging GIPC’s investor networks.
- **Donor Funding Risks:**
 - **Risk:** Delays or reductions in donor funding (76.09% of costs) due to global economic shifts or competing priorities.
 - **Mitigation:** Secure multi-year donor commitments upfront and diversify funding sources to include private sector partnerships, as seen in the Ghana Economic Transformation Project (\$245.86M private investment).
- **Environmental and Social Risks:**
 - **Risk:** Environmental non-compliance or community resistance to industrial projects may cause delays or reputational damage.
 - **Mitigation:** Conduct thorough Environmental and Social Impact Assessments (ESIAs) per World Bank safeguards and engage communities through consultations to ensure equitable benefit distribution.

5.3.2 Trade and Investment

This section outlines trade and investment development programmes for Ghana over a 4-year period (2026-2029), designed to enhance trade competitiveness, sustainability, and market access. These programmes include:

1. **Infrastructure and Trade Logistics Optimization Programme:** Focuses on modernizing Tema and Takoradi ports, improving road networks, funding climate-resilient infrastructure, upgrading Ghana Ports and Harbours Authority (GPHA) facilities, and reducing export costs through digital customs processes.
2. **Green and Sustainable Trade Development Programme:** Aims to position Ghana as a leader in green trade through green certifications for exports (e.g., cocoa, textiles), climate-resilient infrastructure, electric vehicle (EV) and solar assembly, climate-smart agriculture zones, sustainable agricultural inputs, and compliance with international standards.
3. **Export Diversification Programme:** Targets diversification of Ghana's export base by prioritizing value-added industries (e.g., petrochemicals, aluminium, processed foods), boosting non-traditional exports (e.g., grains, oil seeds, textiles), training SMEs, implementing National Export Development Strategy (NEDS) reforms, and ensuring international standards compliance.
4. **Digital Trade and Customs Modernization Programme:** Seeks to transform Ghana into a digital trade leader by developing e-commerce and fintech platforms, digitizing customs processes, reducing export costs, and leveraging digital platforms and diaspora networks for market access.
5. **AfCFTA-Led Trade and Investment Accelerator Programme:** Positions Ghana as a gateway to AfCFTA markets by aligning trade policies with AfCFTA, EU-EPA, and global trends, targeting high-demand AfCFTA markets, facilitating SME market access, and promoting export-oriented investments.
6. **Trade Diplomacy and Market Access Programme:** Enhances Ghana's global market access by leveraging foreign missions, diaspora networks, and strategies to target high-demand African markets, with activities focused on diplomatic training, trade promotion, and logistics improvements.

Each programme includes detailed activities aligned with specific strategies, phased implementation plans, and funding allocations from the Government of Ghana (GoG), Internally Generated Funds (IGF), and donor funding (World Bank, AfDB, EU). The programmes address Ghana's trade challenges, such as port inefficiencies, limited export diversification, and high trade costs, while leveraging its strategic position as the AfCFTA Secretariat host and its growing ICT sector.

Costing Approach

Development Programme

The costing approach covers the five development programmes listed above, each designed to address specific trade and investment challenges in Ghana. Activities are structured to modernize infrastructure, promote sustainable trade, diversify exports, enhance digital trade, and leverage AfCFTA and diaspora networks for market access.

Approach

The costing approach translates each programme's strategies into specific, measurable activities, phased over 2026-2029. Costs are estimated using World Bank costing standards for developing countries, incorporating direct costs (labor, materials, infrastructure), indirect costs (administration), and contingencies (15%). Funding is allocated based on consistent percentages across programmes: GoG (21.74%), IGF (2.17%), and Donor Funding (76.09%, split as World Bank: 43.48%, AfDB: 21.74%, EU: 10.87%). Activities are prioritized based on Ghana's trade goals, such as increasing non-traditional exports, improving logistics, and aligning with AfCFTA protocols.

Assumptions

- **Phased Implementation:** Activities are spread over four years, with planning and major investments in 2026-2027 and maintenance/scaling in 2028-2029.
- **Inflation:** A 10% annual inflation rate is assumed from 2026, reflecting Ghana's economic trends.
- **Funding Consistency:** Funding percentages are uniform across programmes to ensure alignment with previous responses and Ghana's fiscal constraints under the IMF programme.
- **Ghana Context:** Costs are tailored to Ghana's middle-income status, trade infrastructure needs, and strategic position as AfCFTA host. Benchmarks include World Bank's \$200M Ghana Economic Transformation Project and AfDB's \$102.59M for fiscal recovery.
- **Activity Scalability:** Programs leverage existing systems (e.g., ICUMS for customs, NEDS for exports) and focus on scalable interventions such as training and digital platforms.

Costing Standards

Costs are based on World Bank standards for developing countries, including:

- **Direct Costs:** Labor (\$5-\$10/hour in Ghana), materials, infrastructure (e.g., \$1M-\$5M/km for roads, \$5M-\$20M for port upgrades, \$500K-\$2M for digital systems), and training (\$1,000-\$5,000 per trainee).

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- **Indirect Costs:** Administration and operational expenses (10-15% of activity costs).
- **Contingencies:** 15% of subtotal costs to account for unforeseen expenses.
- **Benchmarks:** Derived from World Bank and AfDB projects in Sub-Saharan Africa, adjusted for Ghana's context (e.g., labor costs, equipment rental at \$500-\$2,000/day).

Justification for the Selection of the Costing Standard

The World Bank costing standards were selected due to their applicability to developing countries such as Ghana, which is a middle-income nation with significant trade and infrastructure needs. These standards provide a robust framework for estimating costs for large-scale infrastructure, digital systems, and capacity-building programmes, as evidenced by benchmarks such as the \$200M Ghana Economic Transformation Project and AfDB's \$102.59M for fiscal recovery. The standards account for local cost structures (e.g., labor, materials) while incorporating contingencies to address economic uncertainties such as inflation. Their use ensures consistency with international donor expectations, facilitating alignment with funding from World Bank, AfDB, and EU, which collectively contribute 76.09% of the programmes' budgets.

Risks and Mitigation Measures

1. Fiscal Constraints:

- **Risk:** Ghana's IMF programme limits GoG and IGF contributions, potentially straining local funding (23.91% of total costs).
- **Mitigation:** Secure firm commitments from donors (World Bank, AfDB, EU) early in the project cycle and explore public-private partnerships (PPPs) to offset GoG/IGF limitations.

2. Inflation and Cost Overruns:

- **Risk:** A 10% annual inflation rate could increase costs beyond 2025 USD estimates.
- **Mitigation:** Include 15% contingencies in all budgets, conduct regular cost reviews, and negotiate fixed-price contracts for major infrastructure and digital system components.

3. Implementation Delays:

- **Risk:** Delays in planning (2026) or construction (2026-2028) could disrupt timelines, particularly for infrastructure-heavy programmes.
- **Mitigation:** Develop detailed project timelines, appoint experienced project managers, and conduct feasibility studies in 2026 to identify bottlenecks early.

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4. Donor Dependency:

- **Risk:** High reliance on donor funding (76.09%) risks disruptions if donor priorities shift.
- **Mitigation:** Align activities with donor priorities (e.g., World Bank's focus on infrastructure, EU's emphasis on digitalization) and diversify donor sources to reduce dependency on any single entity.

5. Capacity Constraints:

- **Risk:** Limited local expertise in areas such as digital customs or climate-smart agriculture could hinder implementation.
- **Mitigation:** Prioritize training programmes (e.g., 5,000 exporters for green certifications, 1,000 customs officers for digital systems) and leverage technical assistance from donors.

Remarks

The costing approach provides a comprehensive and technically sound framework for implementing Ghana's trade and investment programmes, aligning with national goals such as NEDS 2020-2029 and AfCFTA leadership. The use of World Bank standards ensures credibility and donor alignment, while the phased implementation and contingency allowances address fiscal and operational risks. The programmes' focus on infrastructure, digitalization, sustainability, and market access positions Ghana to enhance trade competitiveness and economic resilience. For funding details, stakeholders should refer to World Bank (www.worldbank.org), AfDB (www.afdb.org), and EU programmes via STAR-Ghana. Regular monitoring and evaluation will be critical to ensure cost efficiency and programme success.

5.3.3 Private Sector Development

This section outlines programmes for Ghana's private sector from 2026 to 2029, aimed at fostering economic growth, formalization, and sustainability in a lower-middle-income country context. These programmes align with Ghana's digital economy goals, the African Continental Free Trade Area (AfCFTA), and regional protocols such as ECOWAS, leveraging partnerships with the World Bank, African Development Bank (AfDB), and the European Union (EU). Below is a concise summary of each programme and its key strategies:

1. **Digital Business Ecosystem Programme:** Focuses on creating a technology-driven business environment through digitized business registries, one-stop-shop models, integrated tax and consumer complaint platforms, fintech partnerships for credit access, and digital literacy training for informal businesses.

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- 2. Export-Driven Industrialization Programme:** Aims to position Ghana as a regional manufacturing and export hub by leveraging the Ghana Free Zones Authority (GFZA), supporting rapid industrialization in food processing, textiles, and pharmaceuticals, strengthening the Ghana Export-Import Bank (GEXIM), and aligning standards with AfCFTA/ECOWAS protocols while engaging the private sector.
- 3. MSME Growth and Formalization Initiative:** Targets micro, small, and medium enterprises (MSMEs) by reviewing tax regimes for favorable rates, expanding low-interest loan and grant programmes through the Ghana Enterprises Agency (GEA), offering financial incentives for formalization, providing compliance training, and prioritizing inclusivity for women and rural entrepreneurs.
- 4. Sustainable and Inclusive Investment Framework:** Promotes private sector investment in sustainable sectors such as renewable energy and healthcare by partnering with the World Bank for infrastructure, strengthening dispute resolution mechanisms, integrating Environmental, Social, and Governance (ESG) principles, and prioritizing inclusivity for women and rural entrepreneurs.
- 5. Talent and Innovation Ecosystem Development:** Builds a skilled, innovative workforce through digital literacy training for informal businesses, leadership and talent programmes for portfolio companies, partnerships with fintech firms for AI-driven tools, and support for the Rapid Industrialization for Jobs Initiative through technical training and technology adoption.

Each programme includes specific activities designed to enhance private sector competitiveness, promote inclusivity, and align with Ghana's industrial and digital transformation priorities.

Costing Approach

Development Programme

The costing approach covers all five programmes: Digital Business Ecosystem, Export-Driven Industrialization, MSME Growth and Formalization, Sustainable and Inclusive Investment Framework, and Talent and Innovation Ecosystem Development. Each programme's activities are costed over a four-year period (2026-2029) to support Ghana's private sector development, focusing on digital transformation, industrialization, MSME formalization, sustainable investment, and workforce skilling.

Approach

The costing approach is structured to ensure alignment with Ghana's economic context and international development benchmarks. It involves:

- **Activity-Based Costing:** Each strategy within the programmes is broken down into 2-3 specific activities (e.g., platform development, training programmes, infrastructure setup),

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with costs estimated for personnel, technology, infrastructure, training, and operational expenses.

- **Year-on-Year Allocation:** Higher costs are allocated in 2026-2027 for setup phases (e.g., platform development, infrastructure), with reduced costs in 2028-2029 for maintenance and scaling.
- **Funding Source Allocation:** Costs are distributed across the Government of Ghana (GoG), Internally Generated Funds (IGF) from fees and taxes, and donor funding (World Bank, AfDB, EU), with donors covering technical assistance and infrastructure.
- **Inflation Adjustment:** Costs are adjusted for a 5% annual inflation rate from 2027 onward, reflecting economic trends in Ghana.

Assumptions

- **Economic Context:** Ghana is a lower-middle-income country with an exchange rate of approximately GHS 15.5/USD (based on 2023-2024 trends), influencing local cost estimates.
- **Activity Scale:** Activities target scalable outcomes, such as training thousands of MSMEs or workers annually, leveraging Ghana's high mobile penetration (40M+ subscriptions) and existing initiatives such as decentralized industrialization and strategic sectoral support.
- **Donor Engagement:** World Bank, AfDB, and EU are assumed to have continued interest in Ghana's digital economy, AfCFTA integration, and sustainable development, based on prior projects such as the e-Transform Project and Jobs and Skills Project.
- **Cost Distribution:** Setup costs dominate in early years, while maintenance and scaling costs decrease over time, reflecting typical project lifecycles.
- **Operational Costs:** Include 10-15% of activity costs for administration, monitoring, and evaluation, consistent with World Bank standards.

Costing Standards

The costing standards are derived from World Bank and AfDB frameworks for digital transformation, industrialization, MSME support, sustainable investment, and skills development projects in developing countries. Key benchmarks include:

- **Technology Development:** \$200,000-\$2M for platforms, apps, and systems (e.g., digital registries, AI tools).
- **Infrastructure:** \$200,000-\$5M for hubs, industrial clusters, and renewable energy projects.

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- **Training/Workshops:** \$50,000-\$200,000 per programme, scaled by participant numbers.
- **Financial Support:** \$500,000-\$5M for loans, grants, subsidies, and credit guarantees.
- **Personnel:** \$50,000-\$150,000/year for staff, \$100,000-\$200,000/year for consultants.
- **Operational Expenses:** 10-15% of activity costs for administration and monitoring.

Costs are in USD, adjusted for Ghana's context using local salary benchmarks, procurement costs, and inflation projections.

Justification for the Selection of the Costing Standard

The World Bank and AfDB costing standards were selected due to their relevance to Ghana's economic profile and the programmes' objectives. These standards are widely used in similar initiatives (e.g., Ghana's e-Transform Project, Jobs and Skills Project, AfDB's Industrial Development Strategy), ensuring:

- **Alignment with Global Benchmarks:** World Bank and AfDB frameworks provide tested methodologies for digital transformation, industrialization, and MSME support in lower-middle-income countries.
- **Contextual Relevance:** Standards account for local factors such as Ghana's exchange rate, labor costs, and infrastructure needs, ensuring realistic estimates.
- **Donor Compatibility:** The standards align with donor funding models, facilitating partnerships with World Bank, AfDB, and EU, which are critical for covering 63-64% of programme costs.
- **Scalability and Flexibility:** The frameworks support scalable activities (e.g., training 50,000 businesses, supporting 10,000 MSMEs) and allow adjustments for inflation and procurement variations.

Risks and Mitigation Measures

1. Risk: Cost Overruns

- **Description:** Unforeseen procurement delays, currency fluctuations, or higher-than-expected infrastructure costs could increase expenses.
- **Mitigation:** Implement robust project management with regular cost reviews, contingency budgets (10-15% of total costs), and competitive procurement processes aligned with World Bank guidelines.

2. Risk: Limited Donor Funding

- **Description:** Reduced donor commitments due to global economic shifts or competing priorities could limit funding availability.

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- **Mitigation:** Diversify funding sources by engaging additional partners (e.g., private sector, bilateral donors), leveraging IGF from fees and taxes, and prioritizing high-impact activities to secure donor interest.

3. Risk: Low Stakeholder Engagement

- **Description:** Resistance from informal businesses or private sector stakeholders could hinder programme adoption (e.g., formalization, digital literacy).
- **Mitigation:** Conduct extensive public awareness campaigns, involve community leaders in outreach, and tailor activities (e.g., low-cost mobile apps) to meet stakeholder needs.

4. Risk: Technological Challenges

- **Description:** Issues such as cybersecurity threats or platform integration failures could disrupt digital initiatives.
- **Mitigation:** Invest in robust cybersecurity measures, conduct pilot testing for platforms, and partner with experienced tech firms to ensure system reliability.

5. Risk: Policy and Regulatory Delays

- **Description:** Slow legal reforms or misalignment with AfCFTA/ECOWAS standards could delay implementation.
- **Mitigation:** Engage consultants early for policy reviews, involve private sector task forces to streamline reforms, and align timelines with regional protocols.

Remarks

The costing approach provides a comprehensive and realistic framework for implementing Ghana's private sector development programmes, leveraging World Bank and AfDB standards to ensure alignment with global best practices and local realities. The programmes prioritize inclusivity (women, youth, rural entrepreneurs), scalability, and sustainability, building on Ghana's existing strengths (e.g., mobile penetration, GEA network). Continuous monitoring, stakeholder engagement, and adaptive management will be critical to address risks and ensure successful outcomes. Actual costs may vary based on detailed design, procurement, and economic conditions, necessitating flexibility in implementation.

5.3.4 Agriculture and Agribusiness Development

This section outlines strategic programmes for Ghana's agribusiness sector from 2026 to 2029, aimed at transforming the country into a hub for agro-processing and manufacturing while promoting climate-resilient agriculture and market linkages. These programmes are the Agro-Industrial Transformation Programme (AITP), Climate-Smart Agro-Manufacturing Initiative (CSAMI), Market Linkages and Logistics Enhancement Programme (MLLEP), and Commercial Contract Farming for Agro-Processing. Each programme includes targeted strategies and activities to enhance agro-industrial growth, leverage the African Continental Free Trade Area (AfCFTA), and address inclusivity for women, youth, and SMEs. Key strategies focus on developing commodity processing zones, post-harvest infrastructure, digital platforms, export promotion, climate-resilient crop production, renewable energy for irrigation, agro-ecology training, irrigation expansion, market connectivity through the Ghana Commodity Exchange (GCX), farm-to-market roads, trading centers, trade facilitation, land tenure reforms, contract farming frameworks, and access to finance. Funding is structured with contributions from the Government of Ghana (GoG), Internally Generated Funds (IGF), and donor funding from institutions such as the World Bank, African Development Bank (AfDB), and the European Union (EU), emphasizing infrastructure, technical assistance, and capacity building.

Development Programme

The programmes aim to establish Ghana as a leader in agro-processing and climate-smart agriculture, aligning with national priorities and AfCFTA goals. AITP focuses on creating commodity processing zones, improving post-harvest infrastructure, expanding digital platforms such as the Ghana Agricultural and Agribusiness Platform (GAAP), and promoting exports. CSAMI emphasizes climate-resilient crop production, renewable energy for irrigation, agro-ecology training, and irrigation expansion to enhance sustainable agricultural productivity. MLLEP seeks to improve market access through GCX expansion, farm-to-market roads, trading centers, and streamlined trade facilitation. The Commercial Contract Farming for Agro-Processing programme supports inclusive agriculture by reforming land tenure, establishing contract farming systems, and improving access to finance for SMEs, particularly targeting women and youth.

Approach

The approach integrates World Bank and AfDB project frameworks tailored to Ghana's lower-middle-income context. Activities are designed to address sector-specific challenges, such as post-harvest losses, limited market access, and climate vulnerability, while leveraging Ghana's agricultural strengths (e.g., cocoa, horticulture, cereals). Costs are allocated with higher investments in 2026-2027 for infrastructure and system setup, tapering in 2028-2029 for maintenance and scaling. Funding is split among GoG, IGF from agricultural revenues and fees, and donor contributions, with donors covering the majority of capital-intensive components. Activities are prioritized based on scalability, inclusivity, and alignment with AfCFTA and climate resilience goals.

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Assumptions

- **Economic Context:** Ghana's economy is stabilizing, with projected GDP growth and declining inflation (4-8% by 2025), but it faces debt servicing constraints, necessitating donor support.
- **Exchange Rate:** Costs are calculated in USD using an exchange rate of GHS 15.5/USD, based on 2023-2024 trends.
- **Inflation:** A 4-5% annual inflation rate is assumed from 2027, reflecting economic stabilization projections.
- **Program Scale:** Activities target significant outreach (e.g., 100,000 farmers for MLLEP, 50,000 for CSAMI training) and infrastructure development (e.g., 2,000 km of roads, 20 trading centers).
- **Donor Engagement:** World Bank, AfDB, and EU are assumed to fund 60-75% of costs, consistent with their support for Ghana's agricultural and trade programmes.

Costing Standards

Costs are derived from World Bank and AfDB benchmarks for agro-industrial and climate-smart agriculture projects in developing countries (e.g., Ghana's Planting for Food and Jobs, Ghana Economic Transformation Project). Key cost categories include:

- **Infrastructure:** \$1M-\$5M for processing zones, irrigation systems, roads, and trading centers.
- **Digital Systems:** \$200,000-\$1M for platforms such as GAAP, GCX, and monitoring tools.
- **Financial Support:** \$500,000-\$2.5M for loans, subsidies, and export financing.
- **Training:** \$50,000-\$250,000 per programme, scaled by participant numbers.
- **Personnel:** \$50,000-\$120,000/year for local staff, \$100,000-\$250,000/year for consultants.
- **Operational Costs:** Fixed at 10-12% for administration, monitoring, and evaluation.

Justification for the Selection of the Costing Standard

World Bank and AfDB standards are selected due to their extensive experience in financing agro-industrial and climate-smart projects in Ghana and similar economies. These standards provide robust benchmarks for infrastructure (e.g., \$200,000/km for feeder roads, \$5M per trading center), training (\$10-\$60/participant), and financial programmes (\$1.5M-\$2M for SME financing). They account for Ghana's economic constraints, such as high debt servicing (14.3% of GDP in 2025) and reliance on donor funding, ensuring realistic cost estimates. The standards also align with

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AfCFTA objectives and incorporate inflation and currency depreciation risks, making them suitable for long-term planning.

Risks and Mitigation Measures

- **Risk: Currency Depreciation**
 - **Impact:** Could increase costs in USD terms, straining budgets.
 - **Mitigation:** Use fixed exchange rate contracts for donor-funded components and prioritize IGF to buffer local currency fluctuations.

- **Risk: Limited Donor Funding**
 - **Impact:** Reduced funding could delay infrastructure or training programmes.
 - **Mitigation:** Secure multi-donor commitments early and diversify funding sources (e.g., private sector partnerships).

- **Risk: Implementation Delays**
 - **Impact:** Slow procurement or land acquisition could disrupt timelines.
 - **Mitigation:** Establish dedicated project management units and streamline procurement processes per World Bank guidelines.

- **Risk: Low Farmer Adoption**
 - **Impact:** Resistance to digital platforms or contract farming could limit impact.
 - **Mitigation:** Intensify awareness campaigns and provide incentives (e.g., subsidized inputs, guaranteed markets).

- **Risk: Climate Variability**
 - **Impact:** Droughts or floods could affect crop production and irrigation investments.
 - **Mitigation:** Prioritize climate-resilient varieties and scalable irrigation systems, with contingency budgets for extreme weather events.

Remarks

The programmes are designed to transform Ghana's agribusiness sector by addressing structural challenges, enhancing market access, and promoting climate resilience. The costing approach ensures precision through World Bank and AfDB benchmarks, tailored to Ghana's context. Continuous monitoring, stakeholder engagement, and adaptive management will be critical to achieving the targeted outcomes, such as a 15% increase in non-traditional exports, 20% reduction

in transport costs, and 15% expansion of arable land. The reliance on donor funding underscores the need for strong coordination with international partners to sustain momentum and achieve AfCFTA-aligned growth.

5.4 Strategic Environmental Assessment of formulated programmes

This section evaluates the environmental implications of the proposed development programmes under four key goals: Industrial Development, Trade and Investment, Private Sector Development, and Agro-Industrial Development. The SEA identifies potential environmental impacts, proposes mitigation measures, and aligns the programmes with sustainable development principles to ensure environmental protection and socio-economic benefits.

5.4.1 Industrial Development

Programme Overview

The Industrial Development programmes aim to foster equitable manufacturing growth, create skilled jobs, empower MSMEs, promote sustainable raw material use, and develop a skilled workforce. Programmes include:

- Industrial Ecosystem Development
- Rapid Industrialization for Jobs
- MSME Empowerment and Supply Chain Integration
- Sustainable Raw Material and Green Manufacturing
- Workforce Development and Skills Alignment

Environmental Impacts

Positive Impacts:

- Green technology incentives promote cleaner production methods, reducing emissions.
- Recycling hubs under Sustainable Raw Material and Green Manufacturing reduce industrial waste.
- SEZs with reliable utilities improve energy efficiency and reduce environmental degradation.

Negative Impacts:

- Industrial parks and SEZs may lead to land use changes, potentially causing deforestation and habitat loss.
- High-value industries (e.g., petrochemicals) may increase water and air pollution if not properly managed.
- Infrastructure development (roads, utilities) may disrupt ecosystems and increase carbon emissions during construction.

Mitigation Measures

- Conduct Environmental Impact Assessments (EIAs) for all SEZs and industrial parks to minimize habitat disruption.

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- Enforce strict emission standards for high-value industries, with regular monitoring by the Environmental Protection Agency (EPA).
- Promote renewable energy use in industrial zones to reduce carbon foot-prints.
- Implement reforestation programmes to offset land use changes.

5.4.2 Trade and Investment

Programme Overview

The Trade and Investment programmes aim to position Ghana as a trade hub under AfCFTA, promote digital trade, develop green trade practices, diversify exports, optimize trade logistics, and enhance market access. Programmes include:

- AfCFTA-Led Trade and Investment Accelerator
- Digital and Sustainable Trade Facilitation
- Green and Sustainable Trade Development
- Export Diversification
- Infrastructure and Trade Logistics Optimization
- Trade Diplomacy and Market Access

Environmental Impacts

Positive Impacts:

- Green certifications for exports (e.g., cocoa, textiles) align with global sustainability standards.
- Climate-resilient infrastructure reduces long-term environmental vulnerabilities.
- Digital customs systems reduce paper waste and improve efficiency.

Negative Impacts:

- Port and road modernization may cause coastal ecosystem disruption and increased emissions during construction.
- Increased export activities may lead to higher resource extraction, potentially depleting natural resources.
- Climate-smart agriculture zones may require significant land use changes, impacting biodiversity.

Mitigation Measures

- Use eco-friendly construction materials and methods for port and road up-grades.
- Implement sustainable resource management plans to prevent over-extraction.
- Conduct biodiversity surveys before establishing climate-smart agriculture zones.
- Promote digital platforms to reduce physical trade-related emissions.

5.4.3 Private Sector Development

Programme Overview

The Private Sector Development programmes focus on creating a digital business ecosystem, supporting MSME growth, promoting export-driven industrialization, fostering sustainable investments, and building a skilled workforce. Programmes include:

- Digital Business Ecosystem
- MSME Growth and Formalization
- Export-Driven Industrialization
- Sustainable and Inclusive Investment
- Talent and Innovation Ecosystem

Environmental Impacts

Positive Impacts:

- Digital platforms reduce paper-based processes, lowering environmental impact.
- ESG principles in investments promote sustainable practices in private sector operations.
- Digital literacy training enhances awareness of sustainable business practices.

Negative Impacts:

- Increased industrial activity from export-driven industrialization may lead to higher energy consumption and emissions.
- Expansion of digital infrastructure may increase electronic waste if not managed properly.
- Anchor investments in Free Zones may lead to land use conflicts and environmental degradation.

Mitigation Measures

- Implement e-waste recycling programmes for digital infrastructure expansion.
- Enforce ESG compliance through regular audits and incentives for green practices.
- Conduct land use planning to minimize environmental impacts of Free Zones.
- Promote energy-efficient technologies in industrial operations.

5.4.4 Agriculture and Agribusiness Development

Programme Overview

These programmes aim to establish Ghana as an agro processing hub, promote climate-smart manufacturing, empower SMEs, and enhance market linkages. Programmes include:

- Agro-Industrial Transformation
- Climate-Smart Agro-Manufacturing
- Inclusive Agro-Industry Empowerment
- Market Linkages and Logistics Enhancement

Environmental Impacts

Positive Impacts:

- Climate-smart practices (e.g., drought-resistant crops, agro-ecology) enhance environmental resilience.
- Renewable energy-powered irrigation reduces reliance on fossil fuels.
- Post-harvest infrastructure reduces food waste, improving resource efficiency.

Negative Impacts:

- Commodity processing zones may lead to deforestation and soil degradation if not carefully planned.
- Irrigation expansion may strain water resources in water-scarce regions.
- Road upgrades under the “Big Push” programme may disrupt ecosystems and increase emissions.

Mitigation Measures

- Conduct EIAs for all processing zones to ensure minimal environmental impact.
- Implement water-efficient irrigation systems to reduce water stress.
- Use low-carbon construction techniques for road upgrades.
- Train farmers in sustainable land management to prevent soil degradation.

Cumulative Impacts and Recommendations

Cumulative Impacts

- Large-scale infrastructure and industrial developments across all goals may lead to cumulative habitat loss and biodiversity decline if not coordinated.
- Increased industrial and agricultural activities may strain water resources and increase emissions, particularly in high value industries and agro-processing.
- While green initiatives are proposed, the scale of industrial and infrastructure activities may contribute to short-term carbon emissions.

Recommendations

- Develop a centralized environmental monitoring framework led by the EPA to track cumulative impacts across all programmes.
- Integrate climate risk assessments into all programme planning to ensure resilience.
- Promote cross-sectoral coordination to avoid overlapping land use and re-source conflicts.
- Establish a sustainability fund to support green technology adoption and environmental restoration projects.

The proposed development programmes offer significant opportunities for economic growth and sustainability but pose environmental risks, including habitat loss, resource depletion, and emissions. By implementing the recommended mitigation measures and fostering cross-sectoral coordination, Ghana can achieve its development goals while minimizing environmental harm and aligning with global sustainability standards.

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CHAPTER SIX: ANNUAL ACTION PLANS

6.1 Introduction

The Annual Action Plans for the Ministry of Trade, Agribusiness and Industry (MoTAI) and its Agencies outline a strategic roadmap for 2026–2029 to drive Ghana’s economic transformation through inclusive, sustainable, and innovative initiatives.

These plans align with national development priorities and regional frameworks, particularly the African Continental Free Trade Area (AfCFTA), to foster equitable industrialization, enhance trade competitiveness, empower micro, small, and medium enterprises (MSMEs), and strengthen agriculture and agribusiness sectors. By prioritizing job creation, investment attraction, and sustainable growth, MoTAI aims to position Ghana as a regional leader in manufacturing, agro-processing, and green trade.

6.2 2026 Annual Action Plan

Thematic Area	Projects	Location	Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: To promote equitable industrial growth, attract investment, and enhance infrastructure and green technology adoption across Ghana														
Programme: Inclusive and Sustainable Industrialization														
Industrial Transformation	1.1 Site Identification and Feasibility Studies	Nationwide	X	X	X	X	2,318,640	0	241,920	8,091,370	X		MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	1.2 Land Acquisition and Preparation	Nationwide	X	X	X	X	2,318,640	0	241,920	8,091,370	X		MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	1.3 Capacity Building for Local Governments	Nationwide	X	X	X	X	2,318,640	0	241,920	8,091,370	X		MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	1.4 Marketing and Investor Outreach	Nationwide	X	X	X	X	2,318,640	0	241,920	8,091,370	X		MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	2.1 Policy Framework Development	Selected regions	X	X	X	X	1,955,520	0	201,600	6,819,460		X	MoTAI	GFZA MoF; GRA; GIPC; District Assemblies
	2.2 SEZ Establishment	Selected regions	X	X	X	X	1,955,520	0	201,600	6,819,460		X	MoTAI	GFZA MoF; GRA; GIPC;

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														District Assemblies
	2.3 Incentive Implementation	Selected regions	X	X	X	X	1,955,520	0	201,600	6,819,460		X	MoTAI	GFZA MoF; GRA; GIPC; District Assemblies
	3.1 Road Infrastructure Development	Nationwide	X	X	X	X	195,646,200	0	19,551,480	684,665,090		X	MoTAI	MRH; ECG; GWCL; EPA
	3.2 Utility Infrastructure Development	Nationwide	X	X	X	X	195,646,200	0	19,551,480	684,665,090		X	MoTAI	MRH; ECG; GWCL; EPA
	4.1 Commercial Zone Development	Selected regions	X	X	X	X	6,936,960	0	684,960	24,263,210	X		MoTAI	Ghana Green Building Council; Private Developers; Energy Commission; District Assemblies
	4.3 Utility Reliability Upgrades	Selected regions	X	X	X	X	6,936,960	0	684,960	24,263,210	X		MoTAI	Ghana Green Building Council; Private Developers; Energy Commission; District Assemblies
Objective: To accelerate high-value industrial growth and create skilled jobs through infrastructure development, R&D incentives, and STI hubs.														
Programme: Rapid Industrialization for Jobs														
	1.1 Feasibility Studies and	Selected regions	X	X	X	X	22,945,680	0	2,296,320	80,317,220	X		MoTAI	Ghana Investment

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	Industry Planning													Promotion Centre (GIPC), Energy Commission
	1.3 Power Supply Enhancement	Selected regions	X	X	X	X	22,945,680	0	2,296,320	80,317,220	X		MoTAI	Ghana Investment Promotion Centre (GIPC), Energy Commission
	1.4 Regulatory Streamlining	Selected regions	X	X	X	X	22,945,680	0	2,296,320	80,317,220	X		MoTAI	Ghana Investment Promotion Centre (GIPC), Energy Commission
	2.1 Skills Training Programs	Nationwide	X	X	X	X	1,857,120	0	181,440	6,486,140		X	MoTAI	COTVET, Private Sector Firms
	2.2 Job Placement and Industry Linkages	Nationwide	X	X	X	X	1,857,120	0	181,440	6,486,140		X	MoTAI	COTVET, Private Sector Firms
	2.4 Labor Market Assessments	Nationwide	X	X	X	X	1,857,120	0	181,440	6,486,140		X	MoTAI	COTVET, Private Sector Firms
	3.1 Tax Credit Policy Development	Nationwide	X	X	X	X	6,655,200	0	665,280	23,295,150		X	MoTAI	Association of Ghana Industries Ghana

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														Revenue Authority
	4.1 STI Hub Establishment	Selected University campuses	X	X	X	X	806,880	0	80,640	2,803,070		X	MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR
	4.3 Industry-Academia Collaboration	Selected University campuses	X	X	X	X	806,880	0	80,640	2,803,070		X	MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR
	4.4 Capacity Building for Researchers	Selected University campuses	X	X	X	X	806,880	0	80,640	2,803,070		X	MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR
Objective: To promote sustainable raw material production and green manufacturing in Ghana through incentives, recycling, contract farming, and green commercial zones.														
Programme: Sustainable Raw Material and Green Manufacturing Program														
	1.1 Incentive Policy Development	Nationwide	X	X	X	X	3,468,480	0	342,720	12,177,240	X		MoTAI	Ministry of Food & Agriculture MoF GRA GIPC Private Agro-Processors
	1.3 Raw Material Quality Training	Nationwide	X	X	X	X	3,468,480	0	342,720	12,177,240	X		MoTAI	Ministry of Food & Agriculture MoF GRA GIPC Private

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														Agro-Processors
	2.1 Recycling Hub Establishment	Nationwide	X	X	X	X	1,290,240	0	141,120	4,537,250		X	MoTAI	MESTI EPA Private Recycling Associations
	2.2 Recycling Technology Deployment	Nationwide	X	X	X	X	1,290,240	0	141,120	4,537,250		X	MoTAI	MESTI EPA Private Recycling Associations
	2.3 Training for Recycling Operations	Nationwide	X	X	X	X	1,290,240	0	141,120	4,537,250		X	MoTAI	MESTI EPA Private Recycling Associations
	2.4 Waste Collection Systems	Nationwide	X	X	X	X	1,290,240	0	141,120	4,537,250		X	MoTAI	MESTI EPA Private Recycling Associations
	3.1 Contract Farming Framework Development	Selected regions	X	X	X	X	2,641,440	0	262,080	9,279,320		X	MoTAI	Ministry of Food & Agriculture GIPC GEPA Agro-Processing Firms National Food Buffer Stock Co.
	3.2 Farmer Training and Inputs	Selected regions	X	X	X	X	2,641,440	0	262,080	9,279,320		X	MoTAI	Ministry of Food & Agriculture GIPC GEPA Agro-Processing

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														Firms National Food Buffer Stock Co.
	3.3 Contract Facilitation	Selected regions	X	X	X	X	2,641,440	0	262,080	9,279,320		X	MoTAI	Ministry of Food & Agriculture GIPC GEPA Agro- Processing Firms National Food Buffer Stock Co.
	4.1 Commercial Zone Development	Nationwid e	X	X	X	X	3,871,680	0	383,040	13,576,410		X	MoTAI	Ghana Free Zones Authority Energy Commission
	4.3 Utility Upgrades	Nationwid e	X	X	X	X	3,871,680	0	383,040	13,576,410		X	MoTAI	Ghana Free Zones Authority Energy Commission
	4.4 Green Certification Training	Nationwid e	X	X	X	X	3,871,680	0	383,040	13,576,410		X	MoTAI	Ghana Free Zones Authority Energy Commission
Objective: To strengthen and formalize MSMEs in Ghana through tax reforms, financial support, compliance training, and inclusive programs for women and rural entrepreneurs														
Programme : MSME Empowerment and Supply Chain Integration														
Private Sector Development	1.1 Subcontractin	Nationwid e	X	X	X	X	675,510	0	291,030	1,733,520	X			Ghana Investment Promotion

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	g Platform Development													Centre (GIPC) Association of Ghana Industries
	1.2 Subcontracting Promotion Campaigns	Nationwide	X	X	X	X	675,510	0	291,030	1,733,520	X			Ghana Investment Promotion Centre (GIPC) Association of Ghana Industries
	1.3 Capacity Building for Subcontracting	Nationwide	X	X	X	X	675,510	0	291,030	1,733,520	X			Ghana Investment Promotion Centre (GIPC) Association of Ghana Industries
	2.1 Certification System Development	Nationwide	X	X	X	X	2,559,050	0	1,164,240	6,664,560		X		Ghana Standards Authority Ghana Enterprises Agency (GEA)
	2.3 Training for Certification Compliance	Nationwide	X	X	X	X	2,559,050	0	1,164,240	6,664,560		X		Ghana Standards Authority Ghana Enterprises Agency (GEA)

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	3.1 Entrepreneurs hip Training Programs	Nationwid e	X	X	X	X	1,843,920	0	873,180	4,796,040		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
	3.2 Technical Support Centers	Nationwid e	X	X	X	X	1,843,920	0	873,180	4,796,040		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
	3.3 Access to Finance Initiatives	Nationwid e	X	X	X	X	1,843,920	0	873,180	4,796,040		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
	3.4 Mentorship and Networking	Nationwid e	X	X	X	X	1,843,920	0	873,180	4,796,040		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
Objective: To build a skilled, industry-ready workforce for advanced manufacturing through modernized apprenticeships, aligned TVET curricula, and STI hubs.														
Programme: Development and Skills Alignment														
	1.1 Apprenticeshi p Program Redesign	Nationwid e	X	X	X	X	2,149,290	0	1,067,370	5,553,360	X		MoTAI	Ghana Enterprises Agency (GEA) MoE GRATIS Foundation, Private Manufacturers

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	1.2 Apprenticeship Training	Nationwide	X	X	X	X	2,149,290	0	1,067,370	5,553,360	X		MoTAI	Ghana Enterprises Agency (GEA) MoE GRATIS Foundation, Private Manufacturers
	1.3 Training Facility Upgrades	Nationwide	X	X	X	X	2,149,290	0	1,067,370	5,553,360	X		MoTAI	Ghana Enterprises Agency (GEA) MoE GRATIS Foundation, Private Manufacturers
Objective														
To establish Ghana as a regional agro-processing hub by developing infrastructure, digital platforms, and export capabilities while reducing post-harvest losses and creating jobs														
Programme														
Agro-Industrial Transformation														
Agriculture and Agribusiness Development	1.1 Processing Zones Development	Nationwide	X	X	X	X	27,093,600	0	9,113,000	98,545,000	X		MoTAI	MoF AMoE GEA
	1.3 Zone Management Training	Nationwide	X	X	X	X	27,093,600	0	9,113,000	98,545,000	X		MoTAI	MoF AMoE GEA
	2.2 Processing Plant Construction	Selected regions	X	X	X	X	7,185,840	0	2,460,510	26,247,330		X	MoTAI	GIPC Donor Partners Agro-processors GEA

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	2.3 Farmer Training on Post-Harvest	Selected regions	X	X	X	X	7,185,840	0	2,460,510	26,247,330		X	MoTAI	GIPC Donor Partners Agro-processors GEA
	3.1 GAAP Platform Expansion	Nationwide	X	X	X	X	3,657,720	0	1,184,110	13,208,030		X	MoTAI	GEA MCTDI NITA Donor Partners
	3.2 Mobile App for Farmers	Nationwide	X	X	X	X	3,657,720	0	1,184,110	13,208,030		X	MoTAI	GEA MCTDI NITA Donor Partners
	3.3 Digital Literacy Training	Nationwide	X	X	X	X	3,657,720	0	1,184,110	13,208,030		X	MoTAI	GEA MCTDI NITA Donor Partners
	4.1 AfCFTA Market Promotion	Nationwide	X	X	X	X	4,473,240	0	1,548,470	16,346,470		X	MoTAI	GEPA GSA GIPC GEXIM GEA
	4.2 Export Certification Support	Nationwide	X	X	X	X	4,473,240	0	1,548,470	16,346,470		X	MoTAI	GEPA GSA GIPC GEXIM GEA
	4.3 Export Financing Program	Nationwide	X	X	X	X	4,473,240	0	1,548,470	16,346,470		X	MoTAI	GEPA GSA GIPC GEXIM GEA
Objective: To promote sustainable, climate-resilient agro-industrial growth in Ghana through innovative farming practices, renewable energy solutions, and expanded irrigation infrastructure														
Programme: Climate-Smart Agro-Manufacturing														
	1.1 Drought-Resistant Seed Distribution	Nationwide	X	X	X	X	5,419,200	0	1,822,600	19,709,000	X		MoTAI	MoFA MESTI CSIR FAO GEA Donor Partners

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	1.2 Agro-Ecology Research Centers	Nationwide	X	X	X	X	5,419,200	0	1,822,600	19,709,000	X		MoTAI	MoFA MESTI CSIR FAO GEA Donor Partners
	1.3 Farmer Field Schools	Nationwide	X	X	X	X	5,419,200	0	1,822,600	19,709,000	X		MoTAI	MoFA MESTI CSIR FAO GEA Donor Partners
	2.1 Solar-Powered Irrigation Systems	Nationwide	X	X	X	X	10,838,400	0	3,645,200	39,418,000		X	MoTAI	MoE GEA Donor Partners
	2.2 Maintenance Training Program	Nationwide	X	X	X	X	10,838,400	0	3,645,200	39,418,000		X	MoTAI	MoE GEA Donor Partners
	3.1 Sustainable Farming Curriculum	Nationwide	X	X	X	X	3,657,720	0	1,184,110	13,208,030		X	MoTAI	MoFA Donor Partners MCTDI NITA
	3.2 Training Hubs	Nationwide	X	X	X	X	3,657,720	0	1,184,110	13,208,030		X	MoTAI	MoFA Donor Partners MCTDI NITA
Objective: To transform Ghana into a digital trade leader by developing e-commerce and fintech platforms, digitizing customs processes, reducing export costs, and leveraging digital and diaspora networks for market access.														
Programme: Market Linkages and Logistics Enhancement														
Trade and Investment	2.4 Implement Road maintenance programs	Nationwide	X	X	X	X	27,093,600	0	9,113,000	98,545,000		X	MoTAI	MoFA MRH Donor Partners

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	2.5 Monitor transport cost reductions	Nationwide	X	X	X	X	27,093,600	0	9,113,000	98,545,000		X	MoTAI	MoFA MRH Donor Partners
	3.1 Construct trading centers in key agricultural regions	Nationwide	X	X	X	X	67,734,000	0	22,782,500	246,362,500		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.2 Equip trading centers	Nationwide	X	X	X	X	67,734,000	0	22,782,500	246,362,500		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.3 Train traders/processors on AfCFTA market standards	Nationwide	X	X	X	X	67,734,000	0	22,782,500	246,362,500		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.4 Integrate trading centers into regional trade networks.	Nationwide	X	X	X	X	67,734,000	0	22,782,500	246,362,500		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.5 Provide logistics support	Nationwide	X	X	X	X	67,734,000	0	22,782,500	246,362,500		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA

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	4.1 Implement digital customs systems	Nationwide	X	X	X	X	16,248,960	0	5,467,800	59,128,500		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.2 Train customs officers on WTO Trade Facilitation Agreement (TFA) measures.	Nationwide	X	X	X	X	16,248,960	0	5,467,800	59,128,500		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.3 Harmonize regulations to reduce non-tariff barriers.	Nationwide	X	X	X	X	16,248,960	0	5,467,800	59,128,500		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.4 Upgrade major border posts	Nationwide	X	X	X	X	16,248,960	0	5,467,800	59,128,500		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.5 Monitor trade cost reductions	Nationwide	X	X	X	X	16,248,960	0	5,467,800	59,128,500		X	MoTAI	MoF GRA GPHA Donor Partners MoT

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6.3 2027 Annual Action Plan

Thematic Area	Projects	Location	Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: To promote equitable industrial growth, attract investment, and enhance infrastructure and green technology adoption across Ghana														
Programme: Inclusive and Sustainable Industrialization														
Industrial Transformation	1.2 Land Acquisition and Preparation	Nationwide	X	X	X	X	1,530,000	0	150,000	5,350,000	X		MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	1.3 Capacity Building for Local Governments	Nationwide	X	X	X	X	1,530,000	0	150,000	5,350,000	X		MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	1.4 Marketing and Investor Outreach	Nationwide	X	X	X	X	1,530,000	0	150,000	5,350,000	X		MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	2.2 SEZ Establishment	Selected regions	X	X	X	X	1,290,000	0	130,000	4,510,000	X		MoTAI	GFZA MoF; GRA; GIPC; District Assemblies
	2.3 Incentive Implementation	Selected regions	X	X	X	X	1,290,000	0	130,000	4,510,000	X		MoTAI	GFZA MoF; GRA; GIPC; District Assemblies
	3.1 Road Infrastructure Development	Nationwide	X	X	X	X	64,670,000	0	6,460,000	226,430,000	X		MoTAI	MRH; ECG; GWCL; EPA

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	3.2 Utility Infrastructure Development	Nationwide	X	X	X	X	64,670,000	0	6,460,000	226,430,000	X		MoTAI	MRH; ECG; GWCL; EPA
	3.3 Maintenance Planning	Nationwide	X	X	X	X	64,670,000	0	6,460,000	226,430,000	X		MoTAI	MRH; ECG; GWCL; EPA
	4.1 Commercial Zone Development	Selected regions	X	X	X	X	1,720,000	0	170,000	6,020,000	X		MoTAI	Ghana Green Building Council; Private Developers; Energy Commission; District Assemblies
	4.2 Green Technology Integration	Selected regions	X	X	X	X	1,720,000	0	170,000	6,020,000	X		MoTAI	Ghana Green Building Council; Private Developers; Energy Commission; District Assemblies
	4.3 Utility Reliability Upgrades	Selected regions	X	X	X	X	1,720,000	0	170,000	6,020,000	X		MoTAI	Ghana Green Building Council; Private Developers; Energy Commission; District Assemblies

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	3.2 R&D Incentive Implementation	Nationwide	X	X	X	X	1,650,000	0	170,000	5,780,000	X		MoTAI	Association of Ghana Industries, Ghana Revenue Authority
	3.3 Monitoring and Evaluation	Nationwide	X	X	X	X	1,650,000	0	170,000	5,780,000	X		MoTAI	Association of Ghana Industries, Ghana Revenue Authority
	4.1 STI Hub Establishment	Selected University campuses	X	X	X	X	400,000	0	40,000	1,390,000	X		MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR
	4.3 Industry-Academia Collaboration	Selected University campuses	X	X	X	X	400,000	0	40,000	1,390,000	X		MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR
	4.4 Capacity Building for Researchers	Selected University campuses	X	X	X	X	400,000	0	40,000	1,390,000	X		MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR

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Objective: To promote sustainable raw material production and green manufacturing in Ghana through incentives, recycling, contract farming, and green commercial zones.														
Programme: Sustainable Raw Material and Green Manufacturing Program														
	1.2 Incentive Implementation	Nationwide	X	X	X	X	1,290,000	0	130,000	4,530,000	X		MoTAI	Ministry of Food & Agriculture, MoF, GRA, GIPC, Private Agro-Processors
	1.3 Raw Material Quality Training	Nationwide	X	X	X	X	1,290,000	0	130,000	4,530,000	X		MoTAI	Ministry of Food & Agriculture, MoF, GRA, GIPC, Private Agro-Processors
	1.4 Monitoring and Compliance	Nationwide	X	X	X	X	1,290,000	0	130,000	4,530,000	X		MoTAI	Ministry of Food & Agriculture, MoF, GRA, GIPC, Private Agro-Processors
	2.1 Recycling Hub Establishment	Nationwide	X	X	X	X	640,000	0	70,000	2,250,000	X		MoTAI	MESTI, EPA, Private Recycling Associations
	2.2 Recycling Technology Deployment	Nationwide	X	X	X	X	640,000	0	70,000	2,250,000	X		MoTAI	MESTI, EPA, Private Recycling Associations
	2.3 Training for Recycling Operations	Nationwide	X	X	X	X	640,000	0	70,000	2,250,000	X		MoTAI	MESTI, EPA, Private

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														Recycling Associations
	2.4 Waste Collection Systems	Nationwide	X	X	X	X	640,000	0	70,000	2,250,000	X		MoTAI	MESTI, EPA, Private Recycling Associations
	3.2 Farmer Training and Inputs	Selected regions	X	X	X	X	1,310,000	0	130,000	4,600,000	X		MoTAI	Ministry of Food & Agriculture, GIPC, GEPA, Agro-Processing Firms, National Food Buffer Stock Co.
	3.3 Contract Facilitation	Selected regions	X	X	X	X	1,310,000	0	130,000	4,600,000	X		MoTAI	Ministry of Food & Agriculture, GIPC, GEPA, Agro-Processing Firms, National Food Buffer Stock Co.
	3.4 Monitoring and Support	Selected regions	X	X	X	X	1,310,000	0	130,000	4,600,000	X		MoTAI	Ministry of Food & Agriculture, GIPC, GEPA, Agro-Processing Firms, National Food

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														Buffer Stock Co.
	4.1 Commercial Zone Development	Nationwide	X	X	X	X	1,920,000	0	190,000	6,730,000	X		MoTAI	Ghana Free Zones Authority, Energy Commission
	4.2 Green Technology Incentives	Nationwide	X	X	X	X	1,920,000	0	190,000	6,730,000	X		MoTAI	Ghana Free Zones Authority, Energy Commission
	4.3 Utility Upgrades	Nationwide	X	X	X	X	1,920,000	0	190,000	6,730,000	X		MoTAI	Ghana Free Zones Authority, Energy Commission
	4.4 Green Certification Training	Nationwide	X	X	X	X	1,920,000	0	190,000	6,730,000	X		MoTAI	Ghana Free Zones Authority, Energy Commission
Objective: To strengthen and formalize MSMEs in Ghana through tax reforms, financial support, compliance training, and inclusive programs for women and rural entrepreneurs														
Programme: MSME Empowerment and Supply Chain Integration														
Private Sector Development	1.2 Subcontracting Promotion Campaigns	Nationwide	X	X	X	X	430,000	0	40,000	1,520,000	X			Ghana Investment Promotion Centre (GIPC), Association of Ghana Industries

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	1.3 Capacity Building for Subcontracting	Nationwide	X	X	X	X	430,000	0	40,000	1,520,000	X			Ghana Investment Promotion Centre (GIPC), Association of Ghana Industries
	1.4 Monitoring and Matchmaking Support	Nationwide	X	X	X	X	430,000	0	40,000	1,520,000	X			Ghana Investment Promotion Centre (GIPC), Association of Ghana Industries
	2.2 Certification Implementation	Nationwide	X	X	X	X	420,000	0	40,000	1,460,000	X			Ghana Standards Authority, Ghana Enterprises Agency (GEA)
	2.3 Training for Certification Compliance	Nationwide	X	X	X	X	420,000	0	40,000	1,460,000	X			Ghana Standards Authority, Ghana Enterprises Agency (GEA)
	2.4 Quality Assurance Monitoring	Nationwide	X	X	X	X	420,000	0	40,000	1,460,000	X			Ghana Standards Authority, Ghana Enterprises

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														Agency (GEA)
	3.1 Entrepreneurship Training Programs	Nationwide	X	X	X	X	900,000	0	90,000	3,150,000	X			Ghana Enterprises Agency (GEA), GRATIS Foundation
	3.2 Technical Support Centers	Nationwide	X	X	X	X	900,000	0	90,000	3,150,000	X			Ghana Enterprises Agency (GEA), GRATIS Foundation
	3.3 Access to Finance Initiatives	Nationwide	X	X	X	X	900,000	0	90,000	3,150,000	X			Ghana Enterprises Agency (GEA), GRATIS Foundation
	3.4 Mentorship and Networking	Nationwide	X	X	X	X	900,000	0	90,000	3,150,000	X			Ghana Enterprises Agency (GEA), GRATIS Foundation
Objective: To establish Ghana as a regional agro-processing hub by developing infrastructure, digital platforms, and export capabilities while reducing post-harvest losses and creating jobs														
Programme Agro-Industrial Transformation														
Agriculture and Agribusiness Development	1.1 Processing Zones Development	Nationwide	X	X	X	X	1,000,000	0	500,000	2,500,000	X		MoTAI	MoF, AMoE, GEA

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	1.2 Renewable Energy Integration	Nationwide	X	X	X	X	1,000,000	0	500,000	2,500,000	X		MoTAI	MoF, AMoE, GEA
	1.3 Zone Management Training	Nationwide	X	X	X	X	1,000,000	0	500,000	2,500,000	X		MoTAI	MoF, AMoE, GEA
	2.1 Cold Storage Facilities	Selected regions	X	X	X	X	530,000	0	270,000	1,330,000	X		MoTAI	GIPC, Donor Partners, Agro-processors, GEA
	2.2 Processing Plant Construction	Selected regions	X	X	X	X	530,000	0	270,000	1,330,000	X		MoTAI	GIPC, Donor Partners, Agro-processors, GEA
	2.3 Farmer Training on Post-Harvest	Selected regions	X	X	X	X	530,000	0	270,000	1,330,000	X		MoTAI	GIPC, Donor Partners, Agro-processors, GEA
	3.1 GAAP Platform Expansion	Nationwide	X	X	X	X	400,000	0	200,000	1,000,000	X		MoTAI	GEA, MCTDI, NITA, Donor Partners
	3.2 Mobile App for Farmers	Nationwide	X	X	X	X	400,000	0	200,000	1,000,000	X		MoTAI	GEA, MCTDI, NITA, Donor Partners
	4.1 AfCFTA Market Promotion	Nationwide	X	X	X	X	500,000	0	250,000	1,250,000	X		MoTAI	GEPA, GSA, GIPC, GEXIM, GEA

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	4.3 Export Financing Program	Nationwide	X	X	X	X	500,000	0	250,000	1,250,000	X		MoTAI	GEPA, GSA, GIPC, GEXIM, GEA
Objective: To promote sustainable, climate-resilient agro-industrial growth in Ghana through innovative farming practices, renewable energy solutions, and expanded irrigation infrastructure														
Programme: Climate-Smart Agro-Manufacturing														
	1.1 Drought-Resistant Seed Distribution	Nationwide	X	X	X	X	600,000	0	300,000	1,500,000	X		MoTAI	MoFA, MESTI, CSIR, FAO, GEA, Donor Partners
	1.2 Agro-Ecology Research Centers	Nationwide	X	X	X	X	600,000	0	300,000	1,500,000	X		MoTAI	MoFA, MESTI, CSIR, FAO, GEA, Donor Partners
	2.1 Solar-Powered Irrigation Systems	Nationwide	X	X	X	X	530,000	0	270,000	1,330,000	X		MoTAI	MoE, GEA, Donor Partners
	2.2 Maintenance Training Program	Nationwide	X	X	X	X	530,000	0	270,000	1,330,000	X		MoTAI	MoE, GEA, Donor Partners
	2.3 Energy Access Campaigns	Nationwide	X	X	X	X	530,000	0	270,000	1,330,000	X		MoTAI	MoE, GEA, Donor Partners
	3.1 Sustainable Farming Curriculum	Nationwide	X	X	X	X	400,000	0	200,000	1,000,000	X		MoTAI	MoFA, Donor Partners, MCTDI, NITA
	3.2 Training Hubs	Nationwide	X	X	X	X	400,000	0	200,000	1,000,000	X		MoTAI	MoFA, Donor Partners,

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														MCTDI, NITA
	4.1 Development Partners Irrigation Project Scaling	Nationwide	X	X	X	X	470,000	0	230,000	1,170,000	X		MoTAI	Ghana Irrigation Dev. Authority, GEA, Donor Partners
	4.2 Irrigation Management Training	Nationwide	X	X	X	X	470,000	0	230,000	1,170,000	X		MoTAI	Ghana Irrigation Dev. Authority, GEA, Donor Partners
	4.3 Monitoring and Evaluation System	Nationwide	X	X	X	X	470,000	0	230,000	1,170,000	X		MoTAI	Ghana Irrigation Dev. Authority, GEA, Donor Partners
Objective: To establish sustainable contract farming systems that link smallholder farmers (especially women and youth) with agro-processors enhancing productivity, market access, and value addition in Ghana's agricultural sector														
Programme: Inclusive Agro-Industry														
	1.1 Land Access Policy Development	Nationwide	X	X	X	X	480,000	0	230,000	1,200,000	X		MoTAI	MLNR, Land Commission, Traditional Authorities, Donor Partners, MCTDI, NITA
	1.2 Land Registration Support	Nationwide	X	X	X	X	480,000	0	230,000	1,200,000	X		MoTAI	MLNR, Land Commission, Traditional Authorities, Donor Partners,

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														MCTDI, NITA
	2.1 Contract Farming Framework	Nationwide	X	X	X	X	560,000	0	280,000	1,420,000	X		MoTAI	GEA, GEPA, Ministry of Food & Agriculture, AGI, Donor Partners
	2.2 Input Supply Program	Nationwide	X	X	X	X	560,000	0	280,000	1,420,000	X		MoTAI	GEA, GEPA, Ministry of Food & Agriculture, AGI, Donor Partners
	2.3 Processor Linkage Workshops	Nationwide	X	X	X	X	560,000	0	280,000	1,420,000	X		MoTAI	GEA, GEPA, Ministry of Food & Agriculture, AGI, Donor Partners
	3.1 Low-Interest Loan Program	Nationwide	X	X	X	X	460,000	0	220,000	1,160,000	X		MoTAI	GEA, NEIP, MoF, Donor Partners
	3.2 Financial Literacy Training	Nationwide	X	X	X	X	460,000	0	220,000	1,160,000	X		MoTAI	GEA, NEIP, MoF, Donor Partners
	3.3 Credit Guarantee Scheme	Nationwide	X	X	X	X	460,000	0	220,000	1,160,000	X		MoTAI	GEA, NEIP, MoF, Donor Partners
<p>Objective: To transform Ghana into a digital trade leader by developing e-commerce and fintech platforms, digitizing customs processes, reducing export costs, and leveraging digital and diaspora networks for market access.</p>														

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Programme: Market Linkages and Logistics Enhancement														
Trade and Investment	1.2 Train farmers/processors on GCX trading systems	Nationwide	X	X	X	X	2,500,000	0	1,250,000	8,750,000	X		MoTAI	GCX, AGI, MoFA, Donor Partners, MCTDI, NITA, GEA
	1.3 Establish new GCX trading hubs	Nationwide	X	X	X	X	2,500,000	0	1,250,000	8,750,000	X		MoTAI	GCX, AGI, MoFA, Donor Partners, MCTDI, NITA, GEA
	1.4 Provide financial access to farmers	Nationwide	X	X	X	X	2,500,000	0	1,250,000	8,750,000	X		MoTAI	GCX, AGI, MoFA, Donor Partners, MCTDI, NITA, GEA
	1.5 Conduct awareness campaigns to promote GCX benefits	Nationwide	X	X	X	X	2,500,000	0	1,250,000	8,750,000	X		MoTAI	GCX, AGI, MoFA, Donor Partners, MCTDI, NITA, GEA
	2.1 Upgrade feeder roads connecting key agricultural zones	Nationwide	X	X	X	X	20,000,000	0	5,000,000	75,000,000	X		MoTAI	MoFA, MRH, Donor Partners
	2.2 Rehabilitate existing roads	Nationwide	X	X	X	X	20,000,000	0	5,000,000	75,000,000	X		MoTAI	MoFA, MRH, Donor Partners
	2.3 Construct bridges to enhance connectivity in remote areas	Nationwide	X	X	X	X	20,000,000	0	5,000,000	75,000,000	X		MoTAI	MoFA, MRH, Donor Partners

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	2.4 Implement Road maintenance programs	Nationwide	X	X	X	X	20,000,000	0	5,000,000	75,000,000	X		MoTAI	MoFA, MRH, Donor Partners
	2.5 Monitor transport cost reductions	Nationwide	X	X	X	X	20,000,000	0	5,000,000	75,000,000	X		MoTAI	MoFA, MRH, Donor Partners
	3.1 Construct trading centers in key agricultural regions	Nationwide	X	X	X	X	5,000,000	0	2,500,000	17,500,000	X		MoTAI	GIPC, AfCFTA Secretariat, Local Assemblies, GEA
	3.2 Equip trading centers	Nationwide	X	X	X	X	5,000,000	0	2,500,000	17,500,000	X		MoTAI	GIPC, AfCFTA Secretariat, Local Assemblies, GEA
	3.3 Train traders/processors on AfCFTA market standards	Nationwide	X	X	X	X	5,000,000	0	2,500,000	17,500,000	X		MoTAI	GIPC, AfCFTA Secretariat, Local Assemblies, GEA
	3.4 Integrate trading centers into regional trade networks	Nationwide	X	X	X	X	5,000,000	0	2,500,000	17,500,000	X		MoTAI	GIPC, AfCFTA Secretariat, Local Assemblies, GEA
	3.5 Provide logistics support	Nationwide	X	X	X	X	5,000,000	0	2,500,000	17,500,000	X		MoTAI	GIPC, AfCFTA Secretariat,

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														Local Assemblies, GEA
	4.1 Implement digital customs systems	Nationwide	X	X	X	X	1,200,000	0	600,000	4,200,000	X		MoTAI	MoF, GRA, GPHA, Donor Partners, MoT
	4.2 Train customs officers on WTO Trade Facilitation Agreement (TFA) measures	Nationwide	X	X	X	X	1,200,000	0	600,000	4,200,000	X		MoTAI	MoF, GRA, GPHA, Donor Partners, MoT
	4.3 Harmonize regulations to reduce non-tariff barriers	Nationwide	X	X	X	X	1,200,000	0	600,000	4,200,000	X		MoTAI	MoF, GRA, GPHA, Donor Partners, MoT
	4.4 Upgrade major border posts	Nationwide	X	X	X	X	1,200,000	0	600,000	4,200,000	X		MoTAI	MoF, GRA, GPHA, Donor Partners, MoT
	4.5 Monitor trade cost reductions	Nationwide	X	X	X	X	1,200,000	0	600,000	4,200,000	X		MoTAI	MoF, GRA, GPHA, Donor Partners, MoT

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6.4 2028 Annual Action Plan

Thematic Area	Projects	Location	Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: To promote equitable industrial growth, attract investment, and enhance infrastructure and green technology adoption across Ghana														
Programme: Inclusive and Sustainable Industrialization														
Industrial Transformation	1.3 Capacity Building for Local Governments	Nationwide	X	X	X	X	6,905,400	0	690,460	24,139,220		X	MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	1.4 Marketing and Investor Outreach	Nationwide	X	X	X	X	6,905,400	0	690,460	24,139,220		X	MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	2.2 SEZ Establishment	Selected regions	X	X	X	X	3,876,258	0	390,126	13,558,860		X	MoTAI	GFZA MoF; GRA; GIPC; District Assemblies
	2.3 Incentive Implementation	Selected regions	X	X	X	X	3,876,258	0	390,126	13,558,860		X	MoTAI	GFZA MoF; GRA; GIPC; District Assemblies
	3.1 Road Infrastructure Development	Nationwide	X	X	X	X	194,205,534	0	19,394,262	680,316,180		X	MoTAI	MRH; ECG; GWCL; EPA
	3.2 Utility Infrastructure Development	Nationwide	X	X	X	X	194,205,534	0	19,394,262	680,316,180		X	MoTAI	MRH; ECG; GWCL; EPA
	3.3 Maintenance Planning	Nationwide	X	X	X	X	194,205,534	0	19,394,262	680,316,180		X	MoTAI	MRH; ECG; GWCL; EPA

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	4.1 Commercial Zone Development	Selected regions	X	X	X	X	5,166,516	0	511,842	18,071,160		X	MoTAI	Ghana Green Building Council; Private Developers; Energy Commission; District Assemblies
	4.2 Green Technology Integration	Selected regions	X	X	X	X	5,166,516	0	511,842	18,071,160		X	MoTAI	Ghana Green Building Council; Private Developers; Energy Commission; District Assemblies
	4.3 Utility Reliability Upgrades	Selected regions	X	X	X	X	5,166,516	0	511,842	18,071,160		X	MoTAI	Ghana Green Building Council; Private Developers; Energy Commission; District Assemblies
Objective: To accelerate high-value industrial growth and create skilled jobs through infrastructure development, R&D incentives, and STI hubs.														
Programme: Rapid Industrialization for Jobs														
	1.2 Industrial Facility Development	Selected regions	X	X	X	X	68,276,550	0	6,814,140	239,190,390	X		MoTAI	Ghana Investment Promotion Centre (GIPC), Energy Commission

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	1.3 Power Supply Enhancement	Selected regions	X	X	X	X	68,276,550	0	6,814,140	239,190,390	X		MoTAI	Ghana Investment Promotion Centre (GIPC), Energy Commission
	2.1 Skills Training Programs	Nationwide	X	X	X	X	1,831,662	0	180,132	6,433,140		X	MoTAI	COTVET, Private Sector Firms
	2.2 Job Placement and Industry Linkages	Nationwide	X	X	X	X	1,831,662	0	180,132	6,433,140		X	MoTAI	COTVET, Private Sector Firms
	2.3 Apprenticeship Programs	Nationwide	X	X	X	X	1,831,662	0	180,132	6,433,140		X	MoTAI	COTVET, Private Sector Firms
	3.2 R&D Incentive Implementation	Nationwide	X	X	X	X	4,954,110	0	510,174	17,367,480		X	MoTAI	Association of Ghana Industries Ghana Revenue Authority
	3.3 Monitoring and Evaluation	Nationwide	X	X	X	X	4,954,110	0	510,174	17,367,480		X	MoTAI	Association of Ghana Industries Ghana Revenue Authority
	4.2 Research Grants for Industry Solutions	Selected University campuses	X	X	X	X	1,592,046	0	150,110	5,563,350		X	MoTAI	Ministry of Education, MESTI, Universities,

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														Private Sector, CSIR
	4.3 Industry-Academia Collaboration	Selected University campuses	X	X	X	X	1,592,046	0	150,110	5,563,350		X	MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR
	4.4 Capacity Building for Researchers	Selected University campuses	X	X	X	X	1,592,046	0	150,110	5,563,350		X	MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR
Objective: To promote sustainable raw material production and green manufacturing in Ghana through incentives, recycling, contract farming, and green commercial zones.														
Programme : Sustainable Raw Material and Green Manufacturing Program														
	1.2 Incentive Implementation	Nationwide	X	X	X	X	3,876,258	0	390,126	13,558,860		X	MoTAI	Ministry of Food & Agriculture MoF GRA GIPC Private Agro-Processors
	1.3 Raw Material Quality Training	Nationwide	X	X	X	X	3,876,258	0	390,126	13,558,860		X	MoTAI	Ministry of Food & Agriculture MoF GRA GIPC Private Agro-Processors
	1.4 Monitoring and Compliance	Nationwide	X	X	X	X	3,876,258	0	390,126	13,558,860		X	MoTAI	Ministry of Food & Agriculture MoF GRA

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														GIPC Private Agro-Processors
	2.1 Recycling Hub Establishment	Nationwide	X	X	X	X	2,584,172	0	270,198	9,018,000		X	MoTAI	MESTI EPA Private Recycling Associations
	2.3 Training for Recycling Operations	Nationwide	X	X	X	X	2,584,172	0	270,198	9,018,000		X	MoTAI	MESTI EPA Private Recycling Associations
	2.4 Waste Collection Systems	Nationwide	X	X	X	X	2,584,172	0	270,198	9,018,000		X	MoTAI	MESTI EPA Private Recycling Associations
	3.2 Farmer Training and Inputs	Selected regions	X	X	X	X	3,933,882	0	390,126	13,806,600		X	MoTAI	Ministry of Food & Agriculture GIPC GEPA Agro-Processing Firms National Food Buffer Stock Co.
	3.3 Contract Facilitation	Selected regions	X	X	X	X	3,933,882	0	390,126	13,806,600		X	MoTAI	Ministry of Food & Agriculture GIPC GEPA Agro-Processing Firms National

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														Food Buffer Stock Co.
	3.4 Monitoring and Support	Selected regions	X	X	X	X	3,933,882	0	390,126	13,806,600		X	MoTAI	Ministry of Food & Agriculture GIPC GEPA Agro-Processing Firms National Food Buffer Stock Co.
	4.1 Commercial Zone Development	Nationwide	X	X	X	X	7,688,688	0	781,068	26,928,510		X	MoTAI	Ghana Free Zones Authority Energy Commission
	4.2 Green Technology Incentives	Nationwide	X	X	X	X	7,688,688	0	781,068	26,928,510		X	MoTAI	Ghana Free Zones Authority Energy Commission
	4.4 Green Certification Training	Nationwide	X	X	X	X	7,688,688	0	781,068	26,928,510		X	MoTAI	Ghana Free Zones Authority Energy Commission
Objective: To strengthen and formalize MSMEs in Ghana through tax reforms, financial support, compliance training, and inclusive programs for women and rural entrepreneurs														
Programme: MSME Empowerment and Supply Chain Integration														
Private Sector Development	1.2 Subcontracting Promotion Campaigns	Nationwide	X	X	X	X	988,011	0	429,996	2,570,820		X		Ghana Investment Promotion Centre (GIPC)

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														Association of Ghana Industries
	1.3 Capacity Building for Subcontracting	Nationwide	X	X	X	X	988,011	0	429,996	2,570,820		X		Ghana Investment Promotion Centre (GIPC) Association of Ghana Industries
	1.4 Monitoring and Matchmaking Support	Nationwide	X	X	X	X	988,011	0	429,996	2,570,820		X		Ghana Investment Promotion Centre (GIPC) Association of Ghana Industries
	2.2 Certification Implementation	Nationwide	X	X	X	X	1,258,974	0	573,792	3,289,980		X		Ghana Standards Authority Ghana Enterprises Agency (GEA)
	2.3 Training for Certification Compliance	Nationwide	X	X	X	X	1,258,974	0	573,792	3,289,980		X		Ghana Standards Authority Ghana Enterprises Agency (GEA)

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	2.4 Quality Assurance Monitoring	Nationwide	X	X	X	X	1,258,974	0	573,792	3,289,980		X		Ghana Standards Authority Ghana Enterprises Agency (GEA)
	3.1 Entrepreneurship Training Programs	Nationwide	X	X	X	X	2,698,230	0	1,291,032	7,099,260		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
	3.3 Access to Finance Initiatives	Nationwide	X	X	X	X	2,698,230	0	1,291,032	7,099,260		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
	3.4 Mentorship and Networking	Nationwide	X	X	X	X	2,698,230	0	1,291,032	7,099,260		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
Objective: To establish Ghana as a regional agro-processing hub by developing infrastructure, digital platforms, and export capabilities while reducing post-harvest losses and creating jobs														
Programme: Agro-Industrial Transformation														
Agriculture and Agribusiness Development	1.1 Processing Zones Development	Nationwide	X	X	X	X	12,854,000	0	4,283,000	46,102,250	X		MoTAI	MoF AMoE GEA
	1.2 Renewable Energy Integration	Nationwide	X	X	X	X	12,854,000	0	4,283,000	46,102,250	X		MoTAI	MoF AMoE GEA

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	1.3 Zone Management Training	Nationwide	X	X	X	X	12,854,000	0	4,283,000	46,102,250	X		MoTAI	MoF AMoE GEA
	2.1 Cold Storage Facilities	Selected regions	X	X	X	X	10,283,200	0	3,426,400	36,881,800		X	MoTAI	GIPC Donor Partners Agro- processors GEA
	2.3 Farmer Training on Post-Harvest	Nationwide	X	X	X	X	10,283,200	0	3,426,400	36,881,800		X	MoTAI	GIPC Donor Partners Agro- processors GEA
	3.3 Digital Literacy Training	Nationwide	X	X	X	X	10,283,200	0	3,426,400	36,881,800		X	MoTAI	GEA MCTDI NITA Donor Partners
	4.1 AfCFTA Market Promotion	Nationwide	X	X	X	X	6,427,000	0	2,141,500	23,051,125		X	MoTAI	GEPA GSA GIPC GEXIM GEA
	4.2 Export Certification Support	Nationwide	X	X	X	X	6,427,000	0	2,141,500	23,051,125		X	MoTAI	GEPA GSA GIPC GEXIM GEA
	4.3 Export Financing Program	Nationwide	X	X	X	X	6,427,000	0	2,141,500	23,051,125		X	MoTAI	GEPA GSA GIPC GEXIM GEA
Objective: To promote sustainable, climate-resilient agro-industrial growth in Ghana through innovative farming practices, renewable energy solutions, and expanded irrigation infrastructure														
Programme: Climate-Smart Agro-Manufacturing														
	1.1 Drought-Resistant Seed Distribution	Nationwide	X	X	X	X	15,424,800	0	5,139,600	55,322,700	X		MoTAI	MoFA MESTI CSIR FAO GEA Donor Partners

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	2.1 Solar-Powered Irrigation Systems	Nationwide	X	X	X	X	10,283,200	0	3,426,400	36,881,800		X	MoTAI	MoE GEA Donor Partners
	2.3 Energy Access Campaigns	Nationwide	X	X	X	X	10,283,200	0	3,426,400	36,881,800		X	MoTAI	MoE GEA Donor Partners
	3.2 Training Hubs	Nationwide	X	X	X	X	5,141,600	0	1,713,200	18,440,900		X	MoTAI	MoFA Donor Partners MCTDI NITA
	3.3 Digital Training Platforms	Nationwide	X	X	X	X	5,141,600	0	1,713,200	18,440,900		X	MoTAI	MoFA Donor Partners MCTDI NITA
	4.2 Irrigation Management Training	Nationwide	X	X	X	X	8,997,800	0	2,999,100	32,281,675		X	MoTAI	Ghana Irrigation Dev. Authority GEA Donor Partners
	4.3 Monitoring and Evaluation System	Nationwide	X	X	X	X	8,997,800	0	2,999,100	32,281,675		X	MoTAI	Ghana Irrigation Dev. Authority GEA Donor Partners
Objective: To establish sustainable contract farming systems that link smallholder farmers (especially women and youth) with agro-processors enhancing productivity, market access, and value addition in Ghana's agricultural sector														
Programme: Inclusive Agro-Industry Empowerment														
	1.3 Land Access Awareness Campaign	Nationwide	X	X	X	X	12,213,100	0	4,068,390	44,257,440	X		MoTAI	MLNR Land Commission Traditional Authorities Donor

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														Partners MCTDI NITA
	2.2 Input Supply Program	Nationwide	X	X	X	X	7,198,240	0	2,398,080	26,184,420		X	MoTAI	GEA GEPA Ministry of Food & Agriculture AGI Donor Partners
	2.3 Processor Linkage Workshops	Nationwide	X	X	X	X	7,198,240	0	2,398,080	26,184,420		X	MoTAI	GEA GEPA Ministry of Food & Agriculture AGI Donor Partners
	3.1 Low-Interest Loan Program	Nationwide	X	X	X	X	5,913,940	0	1,968,720	21,394,260		X	MoTAI	GEA NEIP MoF Donor Partners
	3.2 Financial Literacy Training	Nationwide	X	X	X	X	5,913,940	0	1,968,720	21,394,260		X	MoTAI	GEA NEIP MoF Donor Partners
	3.3 Credit Guarantee Scheme	Nationwide	X	X	X	X	5,913,940	0	1,968,720	21,394,260		X	MoTAI	GEA NEIP MoF Donor Partners
Objective: To transform Ghana into a digital trade leader by developing e-commerce and fintech platforms, digitizing customs processes, reducing export costs, and leveraging digital and diaspora networks for market access.														
Programme: Market Linkages and Logistics Enhancement														
Trade and Investment	1.2 Train farmers/processors on GCX trading systems	Nationwide	X	X	X	X	4,050,000	0	835,625	6,210,938		X	MoTAI	GCX AGI MoFA Donor Partners MCTDI NITA GEA

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	1.3 Establish new GCX trading hubs	Nationwide	X	X	X	X	4,050,000	0	835,625	6,210,938		X	MoTAI	GCX AGI MoFA Donor Partners MCTDI NITA GEA
	1.4 Provide financial access to farmers	Nationwide	X	X	X	X	4,050,000	0	835,625	6,210,938		X	MoTAI	GCX AGI MoFA Donor Partners MCTDI NITA GEA
	1.5 Conduct awareness campaigns to promote GCX benefits	Nationwide	X	X	X	X	4,050,000	0	835,625	6,210,938		X	MoTAI	GCX AGI MoFA Donor Partners MCTDI NITA GEA
	2.1 Upgrade feeder roads connecting key agricultural zones	Nationwide	X	X	X	X	32,400,000	0	6,685,000	49,687,500		X	MoTAI	MoFA MRH Donor Partners
	2.2 Rehabilitate existing roads	Nationwide	X	X	X	X	32,400,000	0	6,685,000	49,687,500		X	MoTAI	MoFA MRH Donor Partners
	2.3 Construct bridges to enhance connectivity in remote areas	Nationwide	X	X	X	X	32,400,000	0	6,685,000	49,687,500		X	MoTAI	MoFA MRH Donor Partners
	2.4 Implement Road maintenance programs	Nationwide	X	X	X	X	32,400,000	0	6,685,000	49,687,500		X	MoTAI	MoFA MRH Donor Partners

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	2.5 Monitor transport cost reductions	Nationwide	X	X	X	X	32,400,000	0	6,685,000	49,687,500		X	MoTAI	MoFA MRH Donor Partners
	3.1 Construct trading centers in key agricultural regions	Nationwide	X	X	X	X	8,100,000	0	1,671,250	12,421,875		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.2 Equip trading centers	Nationwide	X	X	X	X	8,100,000	0	1,671,250	12,421,875		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.3 Train traders/processors on AfCFTA market standards	Nationwide	X	X	X	X	8,100,000	0	1,671,250	12,421,875		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.4 Integrate trading centers into regional trade networks.	Nationwide	X	X	X	X	8,100,000	0	1,671,250	12,421,875		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.5 Provide logistics support	Nationwide	X	X	X	X	8,100,000	0	1,671,250	12,421,875		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA

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	4.1 Implement digital customs systems	Nationwide	X	X	X	X	1,944,000	0	401,100	2,981,250		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.2 Train customs officers on WTO Trade Facilitation Agreement (TFA) measures.	Nationwide	X	X	X	X	1,944,000	0	401,100	2,981,250		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.3 Harmonize regulations to reduce non-tariff barriers.	Nationwide	X	X	X	X	1,944,000	0	401,100	2,981,250		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.4 Upgrade major border posts	Nationwide	X	X	X	X	1,944,000	0	401,100	2,981,250		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.5 Monitor trade cost reductions	Nationwide	X	X	X	X	1,944,000	0	401,100	2,981,250		X	MoTAI	MoF GRA GPHA Donor Partners MoT

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6.5 2029 Annual Action Plan

Thematic Area	Projects	Location	Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: To promote equitable industrial growth, attract investment, and enhance infrastructure and green technology adoption across Ghana														
Programme: Inclusive and Sustainable Industrialization														
Industrial Transformation	1.4 Marketing and Investor Outreach	Nationwide	X	X	X	X	5,638,881	0	564,594	19,747,095		X	MoTAI	Lands Commission; EPA; GIPC; District Assemblies
	2.3 Incentive Implementation	Selected regions	X	X	X	X	4,747,314	0	479,091	16,649,552		X	MoTAI	GFZA MoF; GRA; GIPC; District Assemblies
	3.3 Maintenance Planning	Nationwide	X	X	X	X	476,092,047	0	47,582,247	1,672,384,290		X	MoTAI	MRH; ECG; GWCL; EPA
	4.2 Green Technology Integration	Selected regions	X	X	X	X	8,456,592	0	849,162	29,636,360		X	MoTAI	Ghana Green Building Council; Private Developers; Energy Commission; District Assemblies
Objective: To accelerate high-value industrial growth and create skilled jobs through infrastructure development, R&D incentives, and STI hubs.														
Programme: Rapid Industrialization for Jobs														
	2.1 Skills Training Programs	Nationwide	X	X	X	X	749,469	0	73,734	2,633,840		X	MoTAI	COTVET, Private Sector Firms
	2.2 Job Placement and	Nationwide	X	X	X	X	749,469	0	73,734	2,633,840		X	MoTAI	COTVET, Private Sector Firms

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	Industry Linkages													
	2.3 Apprenticeship Programs	Nationwide	X	X	X	X	749,469	0	73,734	2,633,840		X	MoTAI	COTVET, Private Sector Firms
	3.2 R&D Incentive Implementation	Nationwide	X	X	X	X	2,027,850	0	208,930	7,113,180		X	MoTAI	Association of Ghana Industries Ghana Revenue Authority
	3.3 Monitoring and Evaluation	Nationwide	X	X	X	X	2,027,850	0	208,930	7,113,180		X	MoTAI	Association of Ghana Industries Ghana Revenue Authority
	4.2 Research Grants for Industry Solutions	Selected University campuses	X	X	X	X	651,370	0	61,450	2,277,350		X	MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR
	4.3 Industry-Academia Collaboration	Selected University campuses	X	X	X	X	651,370	0	61,450	2,277,350		X	MoTAI	Ministry of Education, MESTI, Universities, Private Sector, CSIR
	4.4 Capacity Building for Researchers	Selected University campuses	X	X	X	X	651,370	0	61,450	2,277,350		X	MoTAI	Ministry of Education, MESTI, Universities,

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														Private Sector, CSIR
Objective: To promote sustainable raw material production and green manufacturing in Ghana through incentives, recycling, contract farming, and green commercial zones.														
Programme: Sustainable Raw Material and Green Manufacturing Program														
	1.2 Incentive Implementation	Nationwide	X	X	X	X	1,585,410	0	159,770	5,578,830		X	MoTAI	Ministry of Food & Agriculture MoF GRA GIPC Private Agro-Processors
	1.3 Raw Material Quality Training	Nationwide	X	X	X	X	1,585,410	0	159,770	5,578,830		X	MoTAI	Ministry of Food & Agriculture MoF GRA GIPC Private Agro-Processors
	1.4 Monitoring and Compliance	Nationwide	X	X	X	X	1,585,410	0	159,770	5,578,830		X	MoTAI	Ministry of Food & Agriculture MoF GRA GIPC Private Agro-Processors
	2.3 Training for Recycling Operations	Nationwide	X	X	X	X	1,585,410	0	159,770	5,578,830		X	MoTAI	MESTI EPA Private Recycling Associations
	2.4 Waste Collection Systems	Nationwide	X	X	X	X	1,585,410	0	159,770	5,578,830		X	MoTAI	MESTI EPA Private Recycling Associations

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	3.2 Farmer Training and Inputs	Selected regions	X	X	X	X	3,233,270	0	319,540	11,313,290		X	MoTAI	Ministry of Food & Agriculture GIPC GEPA Agro-Processing Firms National Food Buffer Stock Co.
	3.3 Contract Facilitation	Selected regions	X	X	X	X	3,233,270	0	319,540	11,313,290		X	MoTAI	Ministry of Food & Agriculture GIPC GEPA Agro-Processing Firms National Food Buffer Stock Co.
	4.2 Green Technology Incentives	Nationwide	X	X	X	X	4,731,650	0	479,910	16,570,460		X	MoTAI	Ghana Free Zones Authority Energy Commission
	4.4 Green Certification Training	Nationwide	X	X	X	X	4,731,650	0	479,910	16,570,460		X	MoTAI	Ghana Free Zones Authority Energy Commission
Objective: To strengthen and formalize MSMEs in Ghana through tax reforms, financial support, compliance training, and inclusive programs for women and rural entrepreneurs														
Programme: MSME Empowerment and Supply Chain Integration														
Private Sector Development	1.2 Subcontracting	Nationwide	X	X	X	X	675,510	0	291,030	1,733,520		X		Ghana Investment Promotion

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	Promotion Campaigns													Centre (GIPC) Association of Ghana Industries
	1.3 Capacity Building for Subcontracting	Nationwide	X	X	X	X	675,510	0	291,030	1,733,520		X		Ghana Investment Promotion Centre (GIPC) Association of Ghana Industries
	1.4 Monitoring and Matchmaking Support	Nationwide	X	X	X	X	675,510	0	291,030	1,733,520		X		Ghana Investment Promotion Centre (GIPC) Association of Ghana Industries
	2.2 Certification Implementation	Nationwide	X	X	X	X	1,291,200	0	576,000	3,295,200		X		Ghana Standards Authority Ghana Enterprises Agency (GEA)
	2.4 Quality Assurance Monitoring	Nationwide	X	X	X	X	1,291,200	0	576,000	3,295,200		X		Ghana Standards Authority Ghana Enterprises Agency (GEA)

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	3.1 Entrepreneurship Training Programs	Nationwide	X	X	X	X	3,696,000	0	1,728,000	9,504,000		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
	3.3 Access to Finance Initiatives	Nationwide	X	X	X	X	3,696,000	0	1,728,000	9,504,000		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
	3.4 Mentorship and Networking	Nationwide	X	X	X	X	3,696,000	0	1,728,000	9,504,000		X		Ghana Enterprises Agency (GEA) GRATIS Foundation
Objective: To establish Ghana as a regional agro-processing hub by developing infrastructure, digital platforms, and export capabilities while reducing post-harvest losses and creating jobs														
Programme: Agro-Industrial Transformation														
Agriculture and Agribusiness Development	1.1 Processing Zones Development	Nationwide	X	X	X	X	2,330,000	0	1,165,000	5,825,000		X	MoTAI	MoF AMoE GEA
	1.2 Renewable Energy Integration	Nationwide	X	X	X	X	2,330,000	0	1,165,000	5,825,000		X	MoTAI	MoF AMoE GEA
	2.1 Cold Storage Facilities	Selected regions	X	X	X	X	1,864,000	0	932,000	4,660,000		X	MoTAI	GIPC Donor Partners Agro-processors GEA

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	4.1 AfCFTA Market Promotion	Nationwide	X	X	X	X	1,165,000	0	582,500	2,912,500		X	MoTAI	GEPA GSA GIPC GEXIM GEA
Objective: To promote sustainable, climate-resilient agro-industrial growth in Ghana through innovative farming practices, renewable energy solutions, and expanded irrigation infrastructure														
Programme: Climate-Smart Agro-Manufacturing														
	1.3 Farmer Field Schools	Nationwide	X	X	X	X	1,396,800	0	698,400	3,492,000		X	MoTAI	MoFA MESTI CSIR FAO GEA Donor Partners
	2.1 Solar-Powered Irrigation Systems	Nationwide	X	X	X	X	1,864,000	0	932,000	4,660,000		X	MoTAI	MoE GEA Donor Partners
	3.2 Training Hubs	Nationwide	X	X	X	X	932,000	0	466,000	2,330,000		X	MoTAI	MoFA Donor Partners MCTDI NITA
	4.2 Irrigation Management Training	Nationwide	X	X	X	X	1,629,600	0	814,800	4,074,000		X	MoTAI	Ghana Irrigation Dev. Authority GEA Donor Partners
	4.3 Monitoring and Evaluation System	Nationwide	X	X	X	X	1,629,600	0	814,800	4,074,000		X	MoTAI	Ghana Irrigation Dev. Authority GEA Donor Partners

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	maintenance programs													
	3.3 Train traders/processors on AfCFTA market standards	Nationwide	X	X	X	X	8,881,667	0	4,440,833	31,109,833		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.4 Integrate trading centers into regional trade networks.	Nationwide	X	X	X	X	8,881,667	0	4,440,833	31,109,833		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	3.5 Provide logistics support	Nationwide	X	X	X	X	8,881,667	0	4,440,833	31,109,833		X	MoTAI	GIPC AfCFTA Secretariat Local Assemblies GEA
	4.2 Train customs officers on WTO Trade Facilitation Agreement (TFA) measures.	Nationwide	X	X	X	X	1,995,000	0	997,500	6,982,500		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.4 Upgrade major border posts	Nationwide	X	X	X	X	1,995,000	0	997,500	6,982,500		X	MoTAI	MoF GRA GPHA Donor Partners MoT
	4.5 Monitor trade cost reductions	Nationwide	X	X	X	X	1,995,000	0	997,500	6,98				

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6.6 Summary Cost Table for the AAP (2026-2029)

The action plan spans 2026 to 2029, with total costs aggregated across all programmes in the economic dimensions (Industrial Transformation, Trade and Investment, Private Sector Development, and Agriculture and Agribusiness Development). The totals are for the entire 4-year period, and since all programmes are active across all years, the annual costs are calculated as an average (total divided by 4). This assumes uniform distribution, though actual phasing may vary slightly based on sub-project timelines.

Table 17: AAP Year on Year Cost breakdown

Year	Industrial Transformation	Trade and Investment	Private Sector Development	Agriculture and Agribusiness Development	Total Cost (GHS)
2026	487,083,400	295,086,800	16,149,360	134,955,000	933,274,560
2027	487,083,400	295,086,800	16,149,360	134,955,000	933,274,560
2028	879,305,865	241,297,875	24,707,370	175,615,135	1,320,926,245
2029	520,648,135	208,377,500	24,707,370	34,332,625	788,065,630
Grand Total	2,374,120,800	1,039,849,975	81,713,460	479,857,760	3,975,540,995

Funding breakdown

Funding Source	Amount (GHS)	Percentage of Total
GoG	1,418,844,717	35.88%
IGF	143,560,768	3.63%
Other/Donor	2,393,035,515	60.49%
Total	3,955,441,000	100.00%

CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENTS

7.1 Introduction

This chapter establishes a comprehensive Monitoring and Evaluation (M&E) framework to guide the implementation and assessment of Ghana’s Economic Dimension programmes, including Industrial Transformation, Trade and Investment, Private Sector Development, and Agriculture and Agribusiness Development. This framework is designed to ensure that these programmes achieve their overarching goal of transforming Ghana into a regional hub for manufacturing, trade, and agro-processing, while promoting inclusive, sustainable, and equitable economic growth. By integrating stakeholder engagement, systematic monitoring, rigorous evaluation, participatory approaches, knowledge management, and a focus on sustainability and accountability, the chapter provides a robust structure to track progress, measure impact, and adapt strategies to align with national priorities such as the African Continental Free Trade Area (AfCFTA) integration and sustainable development goals. The subsequent sections—Stakeholder Analysis (7.2), Monitoring Matrix (7.3), Evaluation (7.4), Participatory M&E (7.5), Knowledge Management and Learning (7.6), and Sustainability, Accountability, and Lessons Learned (7.7)—collectively ensure that evidence-based decision-making drives Ghana’s economic transformation, fostering transparency, inclusivity, and continuous improvement.

7.2 Stakeholder Analysis

The table below outlines the stakeholder analysis for the Monitoring and Evaluation (M&E) framework of Ghana’s Economic Dimension programmes, detailing organizations and groups involved in Industrial Transformation, Trade and Investment, Private Sector Development, and Agriculture and Agribusiness Development. It categorizes stakeholders as internal (under or directly linked to MoTAI) or external, specifying their interests, roles, responsibilities, and influence in the M&E process. This analysis supports the effective implementation of the M&E framework, ensuring alignment with national priorities such as AfCFTA integration and sustainable development.

Table 18: Monitoring and Evaluation Stakeholder analysis

Stakeholder	Type	Interest	Role in M&E	Responsibilities	Influence
Ministry of Trade, Agribusiness, and Industry (MoTAI)	Internal	Ensure programmes align with national economic goals, enhance competitiveness, and achieve measurable outcomes.	Oversee M&E framework, coordinate data collection, align KPIs with objectives.	Develop M&E guidelines, supervise agencies, validate data, report progress.	High power, high interest. Primary coordinator with authority over programme direction.

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Ghana Export Promotion Authority (GEPA)	Internal	Diversify exports, target \$25.3B in non-traditional exports by 2029, promote trade.	Monitor export indicators (e.g., NTE value, exporters on digital platforms).	Provide export data, support SME export readiness, align trade policies.	High power, medium interest. Key influence in trade-related M&E.
Ghana Free Zones Authority (GFZA)	Internal	Promote investment in SEZs, drive job creation.	Track investment indicators (e.g., anchor investments, jobs in SEZs).	Collect FDI data, monitor SEZ performance, report to MoTAI.	Medium power, high interest. Moderate influence in investment M&E.
Ghana Enterprises Agency (GEA)	Internal	Empower MSMEs, especially women/youth, through training and financing.	Monitor MSME indicators (e.g., formalized MSMEs, trained entrepreneurs).	Collect MSME data, coordinate training, report inclusivity metrics.	Medium power, high interest. Significant influence in inclusive growth M&E.
Ghana Standards Authority (GSA)	Internal	Ensure quality compliance, support export competitiveness via standards.	Monitor standards indicators (e.g., MSME certifications, export compliance).	Conduct audits, collect compliance data, align standards with AfCFTA/ECOWAS.	Medium power, medium interest. Technical influence in quality M&E.
Ghana Export-Import Bank (GEXIM)	Internal	Facilitate export financing for trade and agro-processing growth.	Track financial indicators (e.g., export financing, farmer financing).	Provide loan data, monitor financial support, report to MoTAI.	Medium power, high interest. Moderate influence in trade/agribusiness M&E.
Ghana National Procurement Agency Limited (GNPA)	Internal	Support bulk procurement and export of non-traditional goods.	Monitor procurement indicators (e.g., volume of	Collect procurement data, collaborate with	Low power, medium interest. Limited

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			goods procured).	MoTAI on trade metrics.	influence in M&E.
GRATIS Foundation	Internal	Promote MSME development via technical assistance, technology transfer.	Track MSME training and technology indicators.	Provide technical programme data, collaborate with GEA/MoTAI.	Low power, medium interest. Targeted influence in MSME M&E.
Ghana Trade Fair Company Limited (GTFC)	Internal	Promote trade through fairs/exhibitions, enhance market access.	Monitor trade promotion indicators (e.g., businesses at trade fairs).	Collect trade fair data, support MoTAI in trade M&E.	Low power, low interest. Supplementary influence in M&E.
Central Region Development Commission (CEDECOM)	Internal	Drive regional economic development in trade and private sector.	Monitor regional indicators (e.g., agro-processing facilities in Central Region).	Collect regional data, collaborate with MoTAI.	Low power, medium interest. Region-specific influence in M&E.
Rural Enterprises Programme (REP)	Internal	Reduce rural poverty via MSME development, job creation.	Track rural indicators (e.g., rural entrepreneurs trained, jobs created).	Provide rural MSME data, support GEA in M&E.	Low power, high interest. Targeted influence in rural M&E.
Ministry of Finance (MoF)	External	Ensure fiscal sustainability, support programme financing.	Monitor financial indicators (e.g., R&D incentives, GEA loans).	Provide financial data, validate budgets, oversee fiscal M&E.	High power, high interest. Significant influence via funding control.
Ministry of Food and Agriculture (MoFA)	External	Promote agricultural productivity, climate-smart practices, agro-processing.	Track agriculture indicators (e.g., sustainable raw materials,	Collect agricultural data, support contract farming, report to MoTAI.	High power, high interest. Key influence in agribusiness M&E.

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			contract farming).		
Ghana Revenue Authority (GRA)	External	Implement tax policies, ensure compliance, support trade facilitation.	Monitor tax indicators (e.g., MSME tax reforms, export cost reduction).	Provide tax compliance data, collaborate with MoF/MoTAI.	Medium power, medium interest. Moderate influence in tax M&E.
Ghana Health Service (GHS)	External	Ensure health compliance in agro-processing/industrial activities.	Support monitoring of health/safety standards in agro-processing.	Provide health compliance data, collaborate with GSA.	Low power, medium interest. Specific influence in health M&E.
Ministry of Roads and Highways (MRH)	External	Develop infrastructure for trade/industrial logistics.	Track infrastructure indicators (e.g., roads for industrial zones, farm-to-market).	Collect road project data, collaborate with MoTAI.	Medium power, medium interest. Moderate influence in infrastructure M&E.
Ministry of Education (MoE) and COTVET	External	Align education/training with industry needs.	Monitor training indicators (e.g., apprentices trained, TVET alignment).	Provide training data, collaborate with MoTAI on skills M&E.	Medium power, high interest. Significant influence in workforce M&E.
Ministry of Science, Technology, and Innovation (MoSTI)	External	Promote innovation/technology in industry/agriculture.	Track STI indicators (e.g., operational STI hubs, trainees).	Collect STI data, collaborate with MoTAI.	Medium power, high interest. Moderate influence in innovation M&E.
Ghana Ports and Harbours Authority (GPHA)	External	Enhance port efficiency for trade/export logistics.	Monitor port indicators (e.g., modernized	Provide port performance data, collaborate with MoTAI.	Medium power, medium interest. Moderate

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			ports operational).		influence in trade logistics M&E.
Environmental Protection Agency (EPA)	External	Ensure environmental compliance, support green manufacturing.	Monitor environmental indicators (e.g., recycling facilities, green zones).	Collect compliance data, collaborate with MoTAI.	Medium power, medium interest. Moderate influence in environmental M&E.
Ghana Statistical Service	External	Provide accurate data for economic planning/monitoring.	Validate indicators (e.g., job creation, export values, employment rates).	Conduct surveys, provide statistical analysis, support MoTAI.	Medium power, high interest. Significant influence in data accuracy.
Donor Partners (e.g., World Bank, AfDB, EU, UNDP)	External	Support sustainable development via funding/technical assistance.	Monitor programme performance for funding alignment.	Provide funding, technical support, conduct evaluations.	High power, high interest. Significant influence via funding.
Private Sector (e.g., AGI, Agro-Processors, MSMEs)	External	Seek business growth, market access, supportive policies.	Provide data on private sector performance (e.g., MSME subcontracting, exports).	Report business activities, participate in surveys, collaborate with MoTAI/GEA.	Medium power, high interest. Significant influence via economic role.
Local Communities and Farmers (including Women/Youth)	External	Seek improved livelihoods, market access, inclusion.	Provide grassroots data via participatory M&E (e.g., contract farming impacts).	Report programme impacts, participate in community monitoring.	Low power, high interest. Limited but critical for inclusivity.

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Universities/Research Institutions (e.g., CSIR, UDS)	External	Advance research/innovation in agriculture/industry.	Monitor technical indicators (e.g., agro-ecology training, climate-smart zones).	Conduct research, evaluate outcomes, collaborate with MoFA/MoSTI.	Low power, high interest. Technical expertise supports M&E credibility.
AfCFTA Secretariat	External	Promote regional trade integration, market access.	Monitor trade indicators (e.g., exports to AfCFTA markets, policy alignment).	Provide regional data, validate trade metrics, collaborate with MoTAI/GEPA.	Medium power, high interest. Enhances trade programme M&E.

7.3 Stakeholder Mapping and Engagement Strategy

Using the **Power/Interest Grid** (,), stakeholders are categorized to guide M&E engagement:

- **High Power, High Interest (Actively Engaged):** MoTAI, MoF, MoFA, GEPA, Donor Partners. These stakeholders require close collaboration, regular updates, and involvement in M&E planning and reporting to ensure alignment with strategic goals.
- **High Power, Low Interest (Keep Satisfied):** GRA, MRH, GPHA. These stakeholders need periodic updates to maintain support without overwhelming them with details.
- **Low Power, High Interest (Keep Informed):** GEA, GFZA, GEXIM, MoE/COTVET, MoSTI, EPA, Ghana Statistical Service, Private Sector, Local Communities, Universities. These stakeholders should be regularly informed and engaged in data collection to leverage their expertise and ensure inclusivity.
- **Low Power, Low Interest (Monitor):** GNPA, GRATIS, GTFC, CEDECOM, GHS. These stakeholders require minimal engagement but should be monitored for emerging roles.

7.4 Monitoring Matrix

7.4.1 INDUSTRIAL TRANSFORMATION

Theory of Change (ToC)

Problem Statement: Ghana's industrial sector faces challenges such as inequitable industrial growth, limited investment, inadequate infrastructure, low adoption of green technologies, insufficient high-value industries, weak MSME integration, unsustainable raw material production, and a lack of industry-aligned skills among the workforce.

Goal: Achieve inclusive, sustainable, and high-value industrial transformation in Ghana that promotes equitable growth, attracts investment, creates skilled jobs, strengthens MSMEs, ensures sustainable raw material use, and builds a skilled workforce for advanced manufacturing.

Inputs:

- Financial resources (Government of Ghana [GOG], Internally Generated Funds [IGF], Donor/Private Sector funding)
- Policy and regulatory frameworks (e.g., incentives for SEZs, green tech adoption)
- Partnerships with institutions (MoTAI, MFZA, GIPC, EPA, Ghana Standards Authority, etc.)
- Infrastructure investments (roads, utilities, STI hubs)
- Training and capacity-building programmes (TVET, apprenticeships, entrepreneurship support)

Activities:

1. Inclusive and Sustainable Industrialization:

- Distribute factories equitably nationwide to promote balanced industrial growth.
- Establish Special Economic Zones (SEZs) with incentives in selected regions.
- Invest in infrastructure (roads, utilities) to support industrial activities.
- Develop commercial zones with green technology integration.

2. Rapid Industrialization for Jobs:

- Promote high-value industries in selected regions.
- Establish Science, Technology, and Innovation (STI) hubs.
- Provide R&D incentives to foster innovation.

3. MSME Empowerment and Supply Chain Integration:

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- Promote subcontracting linkages for MSMEs.
- Enforce artisanal certification to ensure quality and compliance.
- Provide entrepreneurship support to MSMEs.

4. Sustainable Raw Material and Green Manufacturing:

- Offer incentives for sustainable raw material production.
- Promote recycling and contract farming.
- Develop green commercial zones.

5. Development and Skills Alignment:

- Modernize apprenticeship programmes.
- Align TVET curricula with industry needs.
- Establish STI hubs for workforce training.

Outputs:

- Increased number of factories distributed equitably across Ghana.
- Operational SEZs with active incentives attracting investors.
- Improved infrastructure (roads, utilities) supporting industrial zones.
- Commercial zones integrating green technologies.
- Growth in high-value industries creating skilled jobs.
- Functional STI hubs supporting innovation and training.
- Increased MSME participation in supply chains through subcontracting.
- Certified artisanal MSMEs meeting quality standards.
- Enhanced entrepreneurship skills among MSMEs.
- Sustainable raw material production and recycling systems established.
- Modernized apprenticeship programmes and industry-aligned TVET curricula.

Outcomes:

Short-term (1–3 years):

- Increased investment in industrial zones due to SEZ incentives.
- Improved access to infrastructure (roads, utilities) for industries.
- Enhanced MSME capacity through subcontracting and certification.
- Increased adoption of green technologies in commercial zones.

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- Improved workforce skills through modernized training programmes.

Medium-term (3–5 years):

- Equitable industrial growth across regions, reducing regional disparities.
- Significant job creation in high-value industries.
- Strengthened MSME integration into national and global supply chains.
- Sustainable raw material production contributing to environmental goals.
- Industry-ready workforce with skills aligned to advanced manufacturing.

Long-term (5–10 years):

- Inclusive and sustainable industrial economy in Ghana.
- Ghana established as a hub for high-value, green manufacturing.
- Robust MSME sector driving economic growth.
- Sustainable raw material supply chains supporting industrial needs.
- Highly skilled workforce sustaining industrial competitiveness.

Impact:

- A transformed industrial sector in Ghana that is inclusive, sustainable, and globally competitive, contributing to economic growth, job creation, environmental sustainability, and improved livelihoods.

Assumptions:

- Adequate funding is secured from GOG, IGF, and donors/private sector.
- Effective collaboration among lead and collaborating institutions.
- Political and economic stability supports long-term implementation.
- Stakeholders (MSMEs, industries, communities) adopt proposed interventions.
- Global demand for Ghana's high-value and green products remains strong.

Monitoring and Evaluation (M&E) Matrix

The M&E Matrix below outlines key performance indicators (KPIs), their definitions, data sources, frequency of measurement, and responsible entities for each programme's objectives and strategies.

Monitoring and Evaluation Matrix for Industrial Transformation

Table 19: M& E Matrix for Industrial Transformation

Goal: Achieve inclusive, sustainable, and high-value industrial transformation in Ghana that promotes equitable growth, attracts investment, creates skilled jobs, strengthens MSMEs, ensures sustainable raw material use, and builds a skilled workforce for advanced manufacturing.										
Objective: Promote equitable industrial growth, attract investment, and enhance infrastructure and green technology adoption across Ghana.										
Programme: Inclusive and Sustainable Industrialization										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Manufacturing sector contribution to GDP (%)	Percentage of GDP contributed by the manufacturing sector, reflecting industrial growth and economic diversification.	Outcome	11.2%	15%	18%	22%	25%	By region, sector (e.g., agro-processing, pharmaceuticals)	Annual	Ministry of Trade, Agribusiness, and Industry (MoTAI), Ghana Statistical Service (GSS)
Foreign Direct Investment (FDI) inflows in manufacturing (\$ billion)	Total FDI inflows directed to manufacturing, indicating investor confidence	Outcome	0.3	0.5	0.8	1.2	1.7	By sector, region	Annual	Ghana Investment Promotion Centre (GIPC), MoTAI

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	and industrial expansion.									
Number of operational factories established	Number of new factories operationalized, reflecting decentralized industrialization and job creation.	Output	169	200	250	300	350	By region (southern, northern), sector	Quarterly	MoTAI, District Assemblies
Percentage of factories in northern regions (%)	Proportion of operational factories located in northern regions to address spatial imbalances.	Outcome	10%	15%	20%	25%	30%	By region (e.g., Northern, Upper East, Upper West)	Annual	MoTAI, Regional Coordinating Councils
Jobs created in manufacturing sector	Number of direct jobs created in manufacturing, focusing on skilled and inclusive employment.	Outcome	170,370	200,000	250,000	300,000	350,000	By gender, age (youth), region	Annual	MoTAI, Ghana Labour Commission
MSMEs integrated into manufacturing	Percentage of MSMEs actively participating in	Outcome	20%	30%	40%	50%	60%	By sector, region, gender of owner	Annual	MoTAI, Ghana Enterprises Agency (GEA)

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ng supply chains (%)	manufacturing supply chains through subcontracting or direct production.									
Energy cost for industrial sector (\$/kWh)	Average cost of electricity for industrial use, reflecting affordability and competitiveness.	Input	0.15	0.13	0.11	0.09	0.08	By industrial zone, sector	Quarterly	Energy Commission, MoTAI
Percentage of manufacturing firms adopting green technologies (%)	Proportion of manufacturing firms using sustainable technologies (e.g., renewable energy, recycling systems).	Outcome	10%	20%	30%	40%	50%	By sector, size of firm	Annual	MoTAI, Environmental Protection Agency (EPA)
Proportion of workforce trained in advanced manufacturing skills (%)	Percentage of manufacturing workforce with training in digital technologies, precision manufacturing	Output	20%	25%	30%	35%	40%	By gender, age, region	Annual	MoTAI, Council for Technical and Vocational Education and Training (CTVET)

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	g, or quality standards.									
Volume of locally processed raw materials in manufacturing (%)	Percentage of raw materials used in manufacturing sourced locally, supporting sustainable supply chains.	Outcome	30%	40%	50%	60%	70%	By sector (e.g., agro-processing, textiles)	Annual	MoTAI, Ghana Standards Authority (GSA)

Goal: Achieve inclusive, sustainable, and high-value industrial transformation in Ghana that promotes equitable growth, attracts investment, creates skilled jobs, strengthens MSMEs, ensures sustainable raw material use, and builds a skilled workforce for advanced manufacturing.

Objective: Accelerate high-value industrial growth and create skilled jobs through infrastructure development, R&D incentives, and STI hubs.

Programme: Rapid Industrialization for Jobs

Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Manufacturing sector growth rate (%)	Annual growth rate of the manufacturing sector, reflecting high-value industrial expansion.	Outcome	3.1%	5%	7%	9%	12%	By sector (e.g., agro-processing, pharmaceuticals, automotive)	Annual	Ministry of Trade, Agribusiness, and Industry (MoTAI), Ghana Statistical Service (GSS)

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Skilled jobs created in high-value industries	Number of skilled jobs created in high-value manufacturing sectors (e.g., pharmaceuticals, automotive, petrochemicals).	Outcome	50,000	75,000	100,000	125,000	150,000	By gender, age (youth), sector	Annual	MoTAI, Ghana Labour Commission
Number of operational Special Economic Zones (SEZs) with infrastructure	Number of SEZs with reliable utilities (power, water, internet) and modernized transport connectivity.	Output	2	3	4	5	6	By region, type of infrastructure	Quarterly	MoTAI, Ghana Free Zones Authority (GFZA)
R&D expenditure in manufacturing (% of GDP)	Percentage of GDP allocated to research and development in manufacturing, supporting innovation.	Input	0.4%	0.6%	0.8%	1.0%	1.2%	By sector, funding source (public, private)	Annual	MoTAI, Ministry of Environment, Science, Technology and Innovation (MESTI)
Number of STI hubs established	Number of operational Science, Technology, and Innovation hubs fostering	Output	1	2	3	4	5	By region, sector focus	Quarterly	MoTAI, MESTI, Universities

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	university-industry R&D partnerships.									
Proportion of manufacturing firms engaged in university-industry R&D partnerships (%)	Percentage of manufacturing firms collaborating with universities for R&D in high-growth sectors.	Outcome	5%	10%	15%	20%	25%	By sector, firm size	Annual	MoTAI, MESTI
Percentage of workforce trained through modernized TVET programs (%)	Proportion of manufacturing workforce trained in advanced skills via Technical and Vocational Education and Training programs.	Output	20%	25%	30%	35%	40%	By gender, age, region	Annual	MoTAI, Council for Technical and Vocational Education and Training (CTVET)
Export value of high-value manufactured goods (\$ billion)	Total export value of high-value manufactured goods (e.g., processed foods, pharmaceuticals).	Outcome	3.7	4.5	5.5	6.5	8.0	By sector, destination market (e.g., AfCFTA, EU)	Annual	MoTAI, Ghana Export Promotion Authority (GEPA)

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Goal: Achieve inclusive, sustainable, and high-value industrial transformation in Ghana that promotes equitable growth, attracts investment, creates skilled jobs, strengthens MSMEs, ensures sustainable raw material use, and builds a skilled workforce for advanced manufacturing.										
Objective: Strengthen MSMEs in manufacturing through subcontracting linkages, artisanal certification, and entrepreneurship support.										
Programme: MSME Empowerment and Supply Chain Integration										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of MSMEs integrated into manufacturing supply chains (%)	Proportion of MSMEs actively participating in manufacturing supply chains through subcontracting or direct production.	Outcome	20%	30%	40%	50%	60%	By sector (e.g., agro-processing, textiles), region, gender of owner	Annual	Ministry of Trade, Agribusiness, and Industry (MoTAI), Ghana Enterprises Agency (GEA)
Number of MSMEs with artisanal certifications	Number of MSMEs certified for artisanal skills in sectors like textiles, food processing, or crafts, enhancing product quality and	Output	1,000	2,000	3,500	5,000	7,000	By sector, region, gender	Quarterly	MoTAI, Ghana Standards Authority (GSA), Ghana Enterprises Agency (GEA)

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	market access.									
MSME access to affordable credit (%)	Percentage of MSMEs accessing loans at interest rates below 15%, supporting business expansion.	Outcome	10%	20%	30%	40%	50%	By sector, region, gender of owner	Annual	MoTAI, Bank of Ghana, Ghana Enterprises Agency (GEA)
Number of MSMEs benefiting from entrepreneurship support programs	Number of MSMEs receiving training, mentorship, or market access support through entrepreneurship programs.	Output	5,000	7,500	10,000	12,500	15,000	By sector, region, gender, age (youth)	Quarterly	MoTAI, NBSSI, Ghana Enterprises Agency (GEA)
Jobs created by MSMEs in manufacturing	Number of direct jobs created by MSMEs in manufacturing, focusing on inclusive employment.	Outcome	50,000	75,000	100,000	125,000	150,000	By gender, age (youth), region, sector	Annual	MoTAI, Ghana Labour Commission
Percentage of MSME products	Proportion of MSME-manufactured	Outcome	20%	30%	40%	50%	60%	By sector, export market	Annual	MoTAI, GSA

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meeting international standards (%)	products certified to meet international quality standards (e.g., GSA, EU-EPA).									
Number of subcontracting linkages established	Number of formal subcontracting agreements between MSMEs and larger manufacturing firms.	Output	500	1,000	1,500	2,000	2,500	By sector, region	Quarterly	MoTAI, NBSSI, Ghana Investment Promotion Centre (GIPC)
MSME contribution to manufacturing exports (\$ million)	Total value of manufacturing exports contributed by MSMEs, reflecting their role in global value chains.	Outcome	500	750	1,000	1,250	1,500	By sector, destination market (e.g., AfCFTA, EU)	Annual	MoTAI, Ghana Export Promotion Authority (GEPA)
Percentage of women- and youth-owned MSMEs in manufacturing (%)	Proportion of MSMEs in manufacturing owned by women or youth, promoting	Outcome	25%	30%	35%	40%	45%	By gender, age, region	Annual	MoTAI, Ghana Enterprises Agency (GEA)

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	inclusive growth.									
Number of MSME-focused incubation centers established	Number of operational incubation centers providing technical and financial support to MSMEs in manufacturing.	Output	2	4	6	8	10	By region, sector focus	Quarterly	MoTAI, Ghana Enterprises Agency (GEA)

Goal: Achieve inclusive, sustainable, and high-value industrial transformation in Ghana that promotes equitable growth, attracts investment, creates skilled jobs, strengthens MSMEs, ensures sustainable raw material use, and builds a skilled workforce for advanced manufacturing.										
Objective: Promote sustainable raw material production and green manufacturing through incentives, recycling, contract farming, and green commercial zones.										
Programme: Sustainable Raw Material and Green Manufacturing										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Volume of locally processed raw materials in	Percentage of raw materials used in manufacturing sourced locally,	Outcome	30%	40%	50%	60%	70%	By sector (e.g., agro-processing, textiles), region	Annual	Ministry of Trade, Agribusiness, and Industry (MoTAI), Ghana

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manufacturing (%)	supporting sustainable supply chains.									Standards Authority (GSA)
Percentage of manufacturing firms adopting green technologies (%)	Proportion of manufacturing firms using sustainable technologies (e.g., renewable energy, recycling systems).	Outcome	10%	20%	30%	40%	50%	By sector, firm size	Annual	MoTAI, Environmental Protection Agency (EPA)
Number of operational recycling hubs	Number of recycling hubs established to support circular economy principles in manufacturing.	Output	1	2	3	4	5	By region, sector focus (e.g., plastics, textiles)	Quarterly	MoTAI, EPA, Ministry of Environment, Science, Technology and Innovation (MESTI)
Area under contract farming for industrial raw materials (ha)	Total hectares of farmland under contract farming arrangements to supply raw materials for	Output	10,000	15,000	20,000	25,000	30,000	By crop type, region	Quarterly	MoTAI, Ministry of Food and Agriculture (MoFA)

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	manufacturing.									
Number of green commercial zones established	Number of operational green economic zones with incentives for sustainable manufacturing and climate-smart practices.	Output	1	2	3	4	5	By region, sector focus	Quarterly	MoTAI, Ghana Free Zones Authority (GFZA), GIPC
Investment in green manufacturing incentives (\$ million)	Total investment in tax breaks, grants, or subsidies for green manufacturing technologies and practices.	Input	50	100	150	200	250	By sector, funding source (public, private)	Annual	MoTAI, Ministry of Finance, Ghana Revenue Authority (GRA)
Percentage of manufactured exports with green certifications (%)	Proportion of manufactured exports certified as eco-friendly (e.g., green certifications for cocoa, textiles).	Outcome	15%	25%	35%	45%	55%	By sector, export market (e.g., EU, AfCFTA)	Annual	MoTAI, GSA, Ghana Export Promotion Authority (GEPA)

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Reduction in industrial energy sector arrears (\$ million)	Decrease in outstanding energy sector arrears to improve energy reliability for green manufacturing.	Outcome	500	400	300	200	100	By industrial zone	Annual	MoTAI, Energy Commission, Ministry of Finance
Proportion of manufacturing firms using renewable energy (%)	Percentage of manufacturing firms powered by renewable energy sources (e.g., solar, wind).	Outcome	5%	10%	15%	20%	25%	By sector, firm size	Annual	MoTAI, Energy Commission, EPA
Post-harvest losses in raw material supply chains (%)	Percentage of agricultural raw materials lost post-harvest, reflecting efficiency in sustainable supply chains.	Outcome	20%	15%	12%	10%	8%	By crop type, region	Annual	MoTAI, MoFA, GSA

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Goal: Achieve inclusive, sustainable, and high-value industrial transformation in Ghana that promotes equitable growth, attracts investment, creates skilled jobs, strengthens MSMEs, ensures sustainable raw material use, and builds a skilled workforce for advanced manufacturing.										
Objective: Build a skilled, industry-ready workforce for advanced manufacturing through modernized apprenticeships, aligned TVET curricula, and STI hubs.										
Programme: Development and Skills Alignment										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of workforce trained in advanced manufacturing skills (%)	Percentage of manufacturing workforce trained in digital technologies, precision manufacturing, or quality standards.	Output	20%	25%	30%	35%	40%	By gender, age (youth), region	Annual	Ministry of Trade, Agribusiness, and Industry (MoTAI), Council for Technical and Vocational Education and Training (CTVET)
Number of workers completing modernized apprenticeship programs	Number of workers trained through updated apprenticeship programs in high-growth manufacturing sectors.	Output	5,000	10,000	15,000	20,000	25,000	By sector (e.g., textiles, agro-processing), gender, region	Quarterly	MoTAI, CTVET, National Apprenticeship Programme (NAP)

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Number of TVET institutions with industry-aligned curricula	Number of TVET institutions with curricula updated to meet advanced manufacturing industry needs.	Output	10	15	20	25	30	By region, sector focus	Annual	MoTAI, CTVET, Ministry of Education
Number of STI hubs established	Number of operational Science, Technology, and Innovation hubs fostering university-industry R&D partnerships for workforce skilling.	Output	1	2	3	4	5	By region, sector focus (e.g., pharmaceuticals, automotive)	Quarterly	MoTAI, Ministry of Environment, Science, Technology and Innovation (MESTI)
Percentage of TVET graduates employed in manufacturing (%)	Proportion of TVET graduates securing jobs in manufacturing within 6	Outcome	30%	40%	50%	60%	70%	By gender, age, region	Annual	MoTAI, CTVET, Ghana Labour Commission

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	months of graduation.									
Number of industry-academia partnerships for workforce training	Number of formal partnerships between manufacturing firms and academic institutions for skills development.	Output	10	20	30	40	50	By sector, institution type	Annual	MoTAI, MESTI, Universities
Labour productivity in manufacturing (GHS per worker)	Average output per worker in the manufacturing sector, reflecting efficiency and skill levels.	Outcome	50,000	55,000	60,000	65,000	70,000	By sector, region	Annual	MoTAI, Ghana Statistical Service (GSS)
Number of youth trained in digital manufacturing skills	Number of youth (aged 15-35) trained in digital technologies for advanced manufacturing.	Output	2,000	4,000	6,000	8,000	10,000	By gender, region	Quarterly	MoTAI, CTVET, GEA
Percentage of women in	Proportion of women	Outcome	25%	30%	35%	40%	45%	By region, sector	Annual	MoTAI, CTVET,

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advanced manufacturing training programs (%)	enrolled in advanced manufacturing training programs, promoting gender inclusivity.									Ghana Enterprises Agency (GEA)
Investment in TVET and apprenticeship programs (\$ million)	Total investment in modernizing TVET and apprenticeship programs for manufacturing workforce development.	Input	20	30	40	50	60	By funding source (public, private), region	Annual	MoTAI, Ministry of Finance, CTNET

7.4.2 TRADE AND INVESTMENT

Theory of Change (ToC)

Problem Statement: Ghana's trade and investment sector faces challenges such as outdated trade infrastructure, inefficient logistics, high export costs, limited adoption of green and sustainable trade practices, insufficient export diversification, and underutilized digital and diaspora networks for market access. These hinder Ghana’s ability to maximize trade potential and attract export-oriented investments, particularly within the African Continental Free Trade Area (AfCFTA) framework.

Goal: Transform Ghana into a leading hub for trade and investment in Africa by modernizing trade infrastructure, promoting green and sustainable trade, diversifying exports, leveraging digital platforms, and positioning Ghana as a gateway to AfCFTA markets, ultimately achieving \$25.3 billion in non-traditional exports (NTEs) by 2029.

Inputs:

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- Financial resources (Government of Ghana [GoG], Internally Generated Funds [IGF], Donor/Private Sector funding)
- Policy and regulatory frameworks (e.g., trade policy alignment, green certifications, AfCFTA compliance)
- Partnerships with institutions (MoTAI, GIPC, GEPA, GSA, MoF, AfCFTA Secretariat, etc.)
- Infrastructure investments (ports, roads, climate-resilient facilities)
- Digital systems (e-commerce, fintech, digital customs platforms)
- Capacity-building programmes for SMEs and exporters

Activities:

1. **Infrastructure and Trade Logistics Optimization:**

- Modernize ports and improve road networks in selected regions.
- Develop climate-resilient infrastructure nationwide.
- Implement digital customs systems at borders.
- Upgrade Ghana Ports and Harbours Authority (GPHA) facilities at Tema and Takoradi ports.

2. **Green and Sustainable Trade Development:**

- Incorporate green export certifications nationwide.
- Promote assembly of electric vehicles (EV) and solar technology hubs.
- Develop climate-smart agriculture zones.
- Enhance export potential through sustainable agricultural inputs.
- Strengthen compliance with international product standards.

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3. **Export Diversification:**

- Prioritize value-added and value-extension industries.
- Accelerate non-traditional exports (NTEs) to achieve \$25.3 billion by 2029.
- Train SMEs for export readiness.
- Implement National Export Development Strategy (NEDS) reforms.
- Ensure compliance with international standards.

4. **Digital Trade and Customs Modernization:**

- Develop e-commerce and fintech platforms.
- Streamline customs processes through digitalization.
- Reduce export costs via digital customs systems.
- Leverage digital platforms and diaspora networks for market access.

5. **AfCFTA-Led Trade and Investment Accelerator:**

- Align trade policies with AfCFTA requirements.
- Target high-demand AfCFTA markets.
- Promote "Made-in-Ghana" goods.
- Attract export-oriented investments.

6. **Market Access Enhancement:**

- Expand market access through diplomatic channels and global missions.
- Enhance market access via diaspora trade networks.

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- Implement strategies to target high-demand African markets.

Outputs:

- Modernized ports and improved road networks operational in selected regions.
- Climate-resilient infrastructure established nationwide.
- Digital customs systems implemented at borders.
- Upgraded GPHA facilities at Tema and Takoradi ports.
- Increased number of exporters with green certifications.
- Operational EV and solar assembly hubs.
- Established climate-smart agriculture zones.
- Enhanced use of sustainable agricultural inputs for exports.
- Improved compliance with international product standards.
- Growth in value-added industries and NTEs.
- Trained SMEs participating in export markets.
- Implemented NEDS reforms.
- Functional e-commerce and fintech platforms.
- Reduced export costs through streamlined digital customs.
- Expanded market access via digital and diaspora networks.
- Trade policies aligned with AfCFTA requirements.
- Increased promotion of "Made-in-Ghana" goods.

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- Attracted export-oriented investments.
- Enhanced market access through diplomatic and diaspora networks.

Outcomes:

- **Short-term** (1–3 years):
 - Improved trade logistics efficiency through modernized infrastructure and digital customs.
 - Increased adoption of green certifications and sustainable practices among exporters.
 - Growth in SME participation in export markets.
 - Enhanced market access through digital platforms and diaspora networks.
 - Increased alignment with AfCFTA trade policies.
- **Medium-term** (3–5 years):
 - Reduced export costs and improved trade competitiveness.
 - Significant growth in non-traditional exports (NTEs) toward the \$25.3 billion target.
 - Established Ghana as a hub for green trade and climate-smart industries.
 - Strengthened AfCFTA market penetration for Ghanaian goods.
 - Increased foreign direct investment (FDI) in export-oriented industries.
- **Long-term** (5–10 years):
 - Ghana positioned as a leader in digital trade and green exports in Africa.
 - Diversified export base with strong value-added industries.
 - Sustainable trade ecosystem supporting economic growth and job creation.

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- Ghana recognized as a gateway to AfCFTA markets with robust FDI inflows.

Impact:

- A transformed trade and investment sector in Ghana that is sustainable, digitally advanced, and globally competitive, driving economic growth, job creation, and regional leadership within AfCFTA markets.

Assumptions:

- Adequate funding is secured from GoG, IGF, and donors/private sector.
- Effective collaboration among lead and collaborating institutions.
- Political and economic stability supports long-term implementation.
- Global and African demand for Ghana's sustainable and value-added exports remains strong.
- SMEs and exporters adopt digital platforms and green practices.

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Monitoring and Evaluation Table for Trade and Investment

Goal: Transform Ghana into a leading hub for trade and investment in Africa by modernizing trade infrastructure, promoting green and sustainable trade, diversifying exports, leveraging digital platforms, and positioning Ghana as a gateway to AfCFTA markets, ultimately achieving \$25.3 billion in non-traditional exports (NTEs) by 2029.

Objective: Modernize trade infrastructure, enhance logistics efficiency, and reduce export costs through digitalization and climate-resilient investments.

Table 20: M & E Matrix for Trade and Investment

Goal: Transform Ghana into a leading hub for trade and investment in Africa by modernizing trade infrastructure, promoting green and sustainable trade, diversifying exports, leveraging digital platforms, and positioning Ghana as a gateway to AfCFTA markets, ultimately achieving \$25.3 billion in non-traditional exports (NTEs) by 2029.										
Objective: Modernize trade infrastructure, enhance logistics efficiency, and reduce export costs through digitalization and climate-resilient investments.										
Programme: Infrastructure and Trade Logistics Optimization										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Non-traditional export value (\$ billion)	Total value of non-traditional exports (e.g., processed foods, textiles, horticulture, pharmaceuticals).	Outcome	3.7	7.0	12.0	18.0	25.3	By sector, export market (e.g., AfCFTA, EU)	Annual	Ghana Export Promotion Authority (GEPA), Ministry of Trade, Agribusiness, and Industry (MoTAI)
Customs clearance time (hours)	Average time taken to clear goods through customs,	Outcome	168 (7 days)	96	72	48	24	By port (e.g., Tema, Takoradi), trade corridor	Quarterly	Ghana Revenue Authority (GRA), Ghana Ports and

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	reflecting trade facilitation efficiency.									Harbours Authority (GPHA)
Cross-border trade costs (% reduction)	Percentage reduction in costs associated with cross-border trade, driven by streamlined processes and infrastructure.	Outcome	20%	30%	40%	45%	50%	By trade corridor, sector	Annual	MoTAI, GRA, ECOWAS
Percentage of customs processes digitized (%)	Proportion of customs processes fully digitized, inspired by efficient models like Singapore.	Output	50%	60%	70%	80%	90%	By port, process type	Quarterly	GRA, MoTAI, Ghana Community Network Services (GCNet)
Investment in climate-resilient trade infrastructure (\$ million)	Total investment in climate-resilient port, road, and logistics infrastructure to support trade.	Input	300	400	500	600	700	By infrastructure type (e.g., ports, roads), region	Annual	MoTAI, Ministry of Finance, GPHA
Port efficiency ranking in Africa	Ghana's ranking among African ports based on efficiency metrics (e.g., turnaround time, capacity).	Outcome	Top 10	Top 8	Top 6	Top 5	Top 5	By port (e.g., Tema, Takoradi)	Annual	GPHA, MoTAI

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Number of redundant checkpoints eliminated	Number of unnecessary trade checkpoints removed to facilitate seamless regional trade.	Output	10	15	20	25	30	By trade corridor, region	Quarterly	MoTAI, GRA, ECOWAS
Percentage of trade logistics powered by renewable energy (%)	Proportion of trade logistics infrastructure (e.g., ports, warehouses) using renewable energy sources.	Outcome	5%	10%	15%	20%	25%	By infrastructure type, region	Annual	MoTAI, Energy Commission, GPHA
Number of digital trade platforms operational	Number of digital platforms supporting trade (e.g., e-commerce, trade portals) to reduce transaction costs.	Output	2	3	4	5	6	By platform type, sector	Quarterly	MoTAI, Ministry of Communications, GEPA
Logistics Performance Index (LPI) score	Ghana's score on the World Bank's Logistics Performance Index, reflecting overall logistics efficiency.	Outcome	2.6	2.8	3.0	3.2	3.5	By component (e.g., customs, infrastructure)	Biennial	MoTAI, World Bank, GRA

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Goal: Transform Ghana into a leading hub for trade and investment in Africa by modernizing trade infrastructure, promoting green and sustainable trade, diversifying exports, leveraging digital platforms, and positioning Ghana as a gateway to AfCFTA markets, ultimately achieving \$25.3 billion in non-traditional exports (NTEs) by 2029.										
Objective: Position Ghana as a leader in green trade and climate-smart industries through sustainable exports, climate-resilient infrastructure, and compliance with international standards.										
Programme: Green and Sustainable Trade Development										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Value of green-certified non-traditional exports (\$ billion)	Total export value of non-traditional exports (e.g., cocoa, textiles) with green certifications (e.g., EU-EPA, GSA).	Outcome	0.5	1.0	2.0	3.5	5.0	By sector (e.g., cocoa, textiles), export market (e.g., AfCFTA, EU)	Annual	Ghana Export Promotion Authority (GEPA), Ministry of Trade, Agribusiness, and Industry (MoTAI), Ghana Standards Authority (GSA)
Percentage of export products meeting international sustainability standards (%)	Proportion of exported products compliant with international sustainability standards (e.g., EU-EPA, ISO).	Outcome	15%	25%	35%	45%	55%	By sector, export market	Annual	MoTAI, GSA, GEPA

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Investment in climate-resilient trade infrastructure (\$ million)	Total investment in climate-resilient infrastructure (e.g., ports, logistics hubs) supporting green trade.	Input	300	400	500	600	700	By infrastructure type (e.g., ports, roads), region	Annual	MoTAI, Ministry of Finance, Ghana Ports and Harbours Authority (GPHA)
Number of green economic zones operational	Number of green economic zones supporting climate-smart industries (e.g., renewable energy, agro-processing).	Output	1	2	3	4	5	By region, sector focus	Quarterly	MoTAI, Ghana Free Zones Authority (GFZA), Ghana Investment Promotion Centre (GIPC)
Percentage of trade logistics powered by renewable energy (%)	Proportion of trade logistics infrastructure (e.g., ports, warehouses) using renewable energy sources.	Outcome	5%	10%	15%	20%	25%	By infrastructure type, region	Annual	MoTAI, Energy Commission, GPHA

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Number of firms adopting sustainable trade practices	Number of firms implementing eco-friendly practices (e.g., green packaging, low-carbon logistics).	Output	200	400	600	800	1,000	By sector, firm size	Annual	MoTAI, Environmental Protection Agency (EPA), GEPA
Foreign Direct Investment (FDI) in climate-smart industries (\$ million)	Total FDI inflows into climate-smart sectors (e.g., solar, agro-processing, electric vehicles).	Outcome	422	500	600	700	800	By sector, region	Annual	GIPC, MoTAI
Number of digital trade platforms supporting green trade	Number of digital platforms promoting sustainable trade (e.g., e-commerce for green products).	Output	1	2	3	4	5	By platform type, sector	Quarterly	MoTAI, Ministry of Communications, GEPA
Percentage reduction in carbon emissions from trade	Percentage reduction in carbon emissions from trade	Outcome	5%	10%	15%	20%	25%	By logistics type, region	Annual	MoTAI, EPA, GPHA

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logistics (tCO2e)	logistics activities (e.g., transport, warehousing)									
Number of SMEs certified for green exports	Number of SMEs with certifications for eco-friendly exports, enhancing access to high-demand markets.	Output	500	1,000	1,500	2,000	2,500	By sector, region, gender of owner	Quarterly	MoTAI, GSA, GEA

Goal: Transform Ghana into a leading hub for trade and investment in Africa by modernizing trade infrastructure, promoting green and sustainable trade, diversifying exports, leveraging digital platforms, and positioning Ghana as a gateway to AfCFTA markets, ultimately achieving \$25.3 billion in non-traditional exports (NTEs) by 2029.

Objective: Diversify Ghana’s export base by promoting value-added industries, accelerating non-traditional exports, and achieving \$25.3 billion in NTEs by 2029

Programme: Export Diversification

Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Non-traditional export value (\$ billion)	Total value of non-traditional exports (e.g., processed foods, textiles, horticulture,	Outcome	3.7	7.0	12.0	18.0	25.3	By sector (e.g., agro-processing, textiles), export market	Annual	Ghana Export Promotion Authority (GEPA), Ministry of Trade,

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	pharmaceuticals).							(e.g., AfcFTA, EU)		Agribusiness, and Industry (MoTAI)
Percentage of exports from value- added industries (%)	Proportion of total exports derived from value-added sectors (e.g., agro- processing, pharmaceuticals).	Outcome	25%	30%	35%	40%	45%	By sector, export market	Annual	MoTAI, GEPA, Ghana Standards Authority (GSA)
Number of AfcFTA- certified products	Number of products certified as compliant with AfcFTA standards to access African markets.	Output	700	1,00 0	1,50 0	2,00 0	2,50 0	By sector, product type	Quarterly	MoTAI, GSA, AfcFTA Secretariat
Export market share in AfcFTA (%)	Ghana's share of the AfcFTA market for non- traditional exports (e.g., grains, shea butter).	Outcome	2%	4%	6%	8%	10%	By sector, product type	Annual	MoTAI, GEPA, AfcFTA Secretariat
Number of SMEs exporting value- added products	Number of SMEs engaged in exporting value-added products to	Output	500	1,00 0	1,50 0	2,00 0	2,50 0	By sector, region, gender of owner	Quarterly	MoTAI, GEA, GEPA

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	regional and global markets.									
Current account surplus (% of GDP)	Surplus in the current account driven by increased NTEs, reflecting trade competitiveness .	Outcome	3.6%	3.8%	4.0%	4.2%	4.5%	By sector contribution	Annual	MoTAI, Bank of Ghana, Ghana Statistical Service (GSS)
Number of export-focused training programs for SMEs	Number of training programs delivered to SMEs to enhance export capacity and compliance.	Output	50	100	150	200	250	By sector, region, gender	Quarterly	MoTAI, Ghana Enterprises Agency (GEA)
Percentage reduction in reliance on primary commodities (%)	Reduction in the proportion of exports from primary commodities (e.g., gold, cocoa, oil).	Outcome	75%	70%	65%	60%	55%	By commodity type	Annual	MoTAI, GEPA, GSS
Investment in value-added processing facilities (\$ million)	Total investment in facilities for value-added industries (e.g., agro-processing,	Input	200	300	400	500	600	By sector, region	Annual	MoTAI, Ghana Investment Promotion Centre (GIPC), Ministry of Finance

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	pharmaceuticals).									
Number of digital trade platforms supporting NTEs	Number of digital platforms facilitating non-traditional exports (e.g., e-commerce, trade portals).	Output	2	3	4	5	6	By platform type, sector	Quarterly	MoTAI, Ministry of Communications, GEPA

Goal: Transform Ghana into a leading hub for trade and investment in Africa by modernizing trade infrastructure, promoting green and sustainable trade, diversifying exports, leveraging digital platforms, and positioning Ghana as a gateway to AfCFTA markets, ultimately achieving \$25.3 billion in non-traditional exports (NTEs) by 2029.

Objective: Transform Ghana into a digital trade leader by developing e-commerce and fintech platforms, digitizing customs, and leveraging digital and diaspora networks.

Programme: Digital Trade and Customs Modernization

Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Value of e-commerce transactions (\$ million)	Total value of transactions conducted through e-commerce platforms, reflecting digital	Outcome	100	250	500	750	1,000	By sector (e.g., retail, agro-products), region	Annual	Ministry of Trade, Agribusiness, and Industry (MoTAI), Ministry of Communications, Ghana Enterprises Agency (GEA)

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	trade growth.									
Percentage of customs processes digitized (%)	Proportion of customs processes fully digitized, enhancing trade facilitation efficiency.	Output	50%	60%	70%	80%	90%	By port (e.g., Tema, Takoradi), process type	Quarterly	Ghana Revenue Authority (GRA), MoTAI, Ghana Community Network Services (GCNet)
Number of operational fintech platforms supporting trade	Number of fintech platforms facilitating trade payments and financing (e.g., mobile money, digital credit).	Output	2	4	6	8	10	By platform type, sector	Quarterly	MoTAI, Bank of Ghana, Ministry of Communications
Customs clearance time (hours)	Average time taken to clear goods through customs, reflecting efficiency	Outcome	168 (7 days)	96	72	48	24	By port, trade corridor	Quarterly	GRA, Ghana Ports and Harbours Authority (GPHA)

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	of digitized processes.									
Number of SMEs using digital trade platforms	Number of SMEs utilizing e-commerce or digital trade platforms for regional and global markets.	Output	1,000	2,000	3,000	4,000	5,000	By sector, region, gender of owner	Quarterly	MoTAI, GEA,
Diaspora-driven export revenue (\$ million)	Export revenue generated through diaspora networks leveraging digital platforms.	Outcome	50	100	200	300	400	By sector, destination market (e.g., EU, North America)	Annual	MoTAI, Ghana Export Promotion Authority (GEPA), Ghana Missions Abroad
Percentage of NTEs facilitated by digital platforms (%)	Proportion of non-traditional exports facilitated through digital trade platforms.	Outcome	10%	20%	30%	40%	50%	By sector, export market	Annual	MoTAI, GEPA, Ministry of Communications

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Number of digital trade training programs for SMEs	Number of training programs delivered to SMEs to enhance digital trade and e-commerce skills.	Output	50	100	150	200	250	By sector, region, gender	Quarterly	MoTAI, GEA
Internet penetration for trade-related businesses (%)	Percentage of trade-related businesses with access to reliable internet for digital trade.	Input	60%	70%	80%	85%	90%	By region, business size	Annual	MoTAI, Ministry of Communications, National Communications Authority (NCA)
Trade cost reduction due to digitalization (%)	Percentage reduction in trade costs attributed to digitized customs and trade platforms.	Outcome	20%	30%	40%	45%	50%	By trade corridor, sector	Annual	MoTAI, GRA, GCNet

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Goal: Transform Ghana into a leading hub for trade and investment in Africa by modernizing trade infrastructure, promoting green and sustainable trade, diversifying exports, leveraging digital platforms, and positioning Ghana as a gateway to AfCFTA markets, ultimately achieving \$25.3 billion in non-traditional exports (NTEs) by 2029.										
Objective: Position Ghana as a gateway to AfCFTA markets by aligning trade policies, targeting high-demand sectors, and attracting export-oriented investments.										
Programme: AfCFTA-Led Trade and Investment Accelerator										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Non-traditional export value to AfCFTA markets (\$ billion)	Total value of non-traditional exports (e.g., processed foods, pharmaceuticals) to AfCFTA markets.	Outcome	1.0	2.5	5.0	8.0	12.0	By sector (e.g., agro-processing, textiles), AfCFTA country	Annual	Ghana Export Promotion Authority (GEPA), Ministry of Trade, Agribusiness, and Industry (MoTAI), AfCFTA Secretariat
Number of AfCFTA-certified products	Number of products certified as compliant with AfCFTA standards to access African markets.	Output	700	1,000	1,500	2,000	2,500	By sector, product type	Quarterly	MoTAI, Ghana Standards Authority (GSA), AfCFTA Secretariat
Export market share in AfCFTA (%)	Ghana's share of the AfCFTA market for non-traditional exports (e.g.,	Outcome	2%	4%	6%	8%	10%	By sector, product type	Annual	MoTAI, GEPA, AfCFTA Secretariat

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	grains, shea butter).									
Foreign Direct Investment (FDI) in export-oriented industries (\$ million)	Total FDI inflows into export-oriented sectors (e.g., agro-processing, pharmaceuticals).	Outcome	422	500	600	700	800	By sector, region	Annual	Ghana Investment Promotion Centre (GIPC), MoTAI
Number of trade policies aligned with AfCFTA	Number of national trade policies revised or introduced to align with AfCFTA protocols.	Output	5	7	9	11	13	By policy type (e.g., tariffs, standards)	Annual	MoTAI, AfCFTA Secretariat, Ministry of Finance
Number of SMEs exporting to AfCFTA markets	Number of SMEs engaged in exporting to AfCFTA markets, leveraging Ghana's gateway role.	Output	500	1,000	1,500	2,000	2,500	By sector, region, gender of owner	Quarterly	MoTAI, GEA, GEPA
Number of export-oriented training programs for high-	Number of training programs delivered to businesses in high-demand AfCFTA sectors	Output	50	100	150	200	250	By sector, region, gender	Quarterly	MoTAI, Ghana Enterprises Agency (GEA)

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demand sectors	(e.g., horticulture, pharmaceuticals).									
Number of trade agreements secured via Ghana Missions Abroad	Number of trade agreements or preferential market access deals secured through diplomatic efforts.	Output	3	5	7	9	11	By region (e.g., EU, US, Asia), sector	Annual	MoTAI, Ghana Missions Abroad, Ministry of Foreign Affairs
Investment in AfCFTA-focused Special Economic Zones (\$ million)	Total investment in SEZs designed to support AfCFTA market access (e.g., processing zones).	Input	300	400	500	600	700	By region, sector focus	Annual	MoTAI, GIPC, Ghana Free Zones Authority (GFZA)
Percentage of firms using AfCFTA trade portals (%)	Proportion of firms utilizing AfCFTA digital trade portals to access African markets.	Outcome	10%	20%	30%	40%	50%	By sector, firm size	Annual	MoTAI, AfCFTA Secretariat, Ministry of Communications

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Goal: Transform Ghana into a leading hub for trade and investment in Africa by modernizing trade infrastructure, promoting green and sustainable trade, diversifying exports, leveraging digital platforms, and positioning Ghana as a gateway to AfCFTA markets, ultimately achieving \$25.3 billion in non-traditional exports (NTEs) by 2029.										
Objective: Expand market access through diplomatic channels, diaspora networks, and strategies targeting high-demand African markets.										
Programme: Market Access Enhancement										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Non-traditional export value to AfCFTA markets (\$ billion)	Total value of non-traditional exports (e.g., processed foods, horticulture) to AfCFTA markets.	Outcome	1.0	2.5	5.0	8.0	12.0	By sector (e.g., agro-processing, textiles), AfCFTA country	Annual	Ghana Export Promotion Authority (GEPA), Ministry of Trade, Agribusiness, and Industry (MoTAI), AfCFTA Secretariat
Number of trade agreements secured via diplomatic channels	Number of trade agreements or preferential market access deals secured through Ghana Missions Abroad.	Output	3	5	7	9	11	By region (e.g., EU, US, Asia), sector	Annual	MoTAI, Ghana Missions Abroad, Ministry of Foreign Affairs
Diaspora-driven export revenue (\$ million)	Export revenue generated through diaspora networks	Outcome	50	100	200	300	400	By sector, destination market (e.g., EU, North America)	Annual	MoTAI, GEPA, Ghana Missions Abroad

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	leveraging high-demand markets.									
Number of SMEs exporting to high-demand African markets	Number of SMEs engaged in exporting to high-demand AfCFTA markets (e.g., Nigeria, Kenya).	Output	500	1,000	1,500	2,000	2,500	By sector, region, gender of owner	Quarterly	MoTAI, GEA, GEPA
Number of market access training programs for exporters	Number of training programs delivered to exporters to enhance access to high-demand African markets.	Output	50	100	150	200	250	By sector, region, gender	Quarterly	MoTAI, Ghana Enterprises Agency (GEA)
Percentage of NTEs to high-demand African markets (%)	Proportion of non-traditional exports directed to high-demand AfCFTA markets.	Outcome	25%	30%	35%	40%	45%	By sector, AfCFTA country	Annual	MoTAI, GEPA, AfCFTA Secretariat
Number of trade promotion events hosted by Ghana	Number of trade fairs, exhibitions, or missions organized to promote	Output	5	10	15	20	25	By region, sector	Annual	MoTAI, Ghana Missions Abroad, GEPA

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Missions Abroad	Ghanaian exports.									
Export market share in AfCFTA (%)	Ghana's share of the AfCFTA market for non-traditional exports (e.g., shea butter, horticulture).	Outcome	2%	4%	6%	8%	10%	By sector, product type	Annual	MoTAI, GEPA, AfCFTA Secretariat
Number of digital platforms promoting diaspora-driven exports	Number of digital platforms facilitating exports through diaspora networks.	Output	1	2	3	4	5	By platform type, sector	Quarterly	MoTAI, Ministry of Communications, GEPA
Foreign Direct Investment (FDI) in high-demand export sectors (\$ million)	Total FDI inflows into high-demand export sectors (e.g., agro-processing, pharmaceuticals).	Outcome	422	500	600	700	800	By sector, region	Annual	Ghana Investment Promotion Centre (GIPC), MoTAI

7.4.3 PRIVATE SECTOR DEVELOPMENT

Theory of Change (ToC)

Problem Statement: Ghana's private sector faces challenges such as limited digitalization of business processes, low financial inclusion, inadequate digital literacy among informal businesses, weak export-driven industrialization, underdeveloped MSME formalization, insufficient sustainable investment, and inefficiencies in agro-processing. These hinder Ghana's ability to become a regional hub for manufacturing, exports, and agro-industrial growth.

Goal: Transform Ghana's private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.

Inputs:

- Financial resources (Government of Ghana [GoG], Internally Generated Funds [IGF], Donor/Private Sector funding)
- Policy and regulatory frameworks (e.g., business regulatory reforms, tax incentives, AfCFTA alignment)
- Partnerships with institutions (MoTAI, GIPC, GFZA, GEA, GSA, MoF, MoFA, etc.)
- Infrastructure investments (digital platforms, agro-industrial facilities, green infrastructure)
- Capacity-building programmes (digital literacy, MSME compliance, export training)

Activities:

1. Digital Business Ecosystem:

- Implement business regulatory reforms nationwide.
- Develop digital platforms for business registration, tax filing, and consumer complaints.
- Partner with fintech firms to provide credit guarantees and improve microfinance oversight.
- Provide digital literacy training to informal businesses.

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2. **Export-Driven Industrialization:**

- Leverage Ghana Free Zones Authority (GFZA) for anchor investments in selected regions.
- Support rapid industrialization for jobs initiative nationwide.
- Strengthen Ghana Export-Import Bank (GEXIM) for export financing.
- Align standards with AfCFTA and ECOWAS protocols.
- Engage private sector in standards development.

3. **MSME Growth and Formalization:**

- Review tax regimes for MSME-friendly rates and incentives.
- Expand Ghana Enterprises Agency (GEA) loan/grant programmes.
- Provide formalization incentives for MSMEs.
- Conduct MSME compliance training.
- Prioritize inclusivity for women, youth, and rural entrepreneurs.

4. **Sustainable and Inclusive Investment Framework:**

- Facilitate digital/green infrastructure partnerships.
- Strengthen dispute resolution mechanisms to enhance investor confidence.
- Integrate Environmental, Social, and Governance (ESG) principles into private sector operations.
- Prioritize inclusivity for women, youth, and rural entrepreneurs in investment programmes.

5. **Agro-Industrial Transformation:**

- Develop agro-industrial infrastructure (e.g., processing facilities, cold storage).

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- Establish digital platforms for agribusiness (e.g., market access, supply chain management).
- Enhance export capabilities for agro-processed products.
- Implement measures to reduce post-harvest losses.
- Create jobs through agro-industrial initiatives.

Outputs:

- Streamlined business regulations implemented nationwide.
- Operational digital platforms for registration, tax filing, and consumer complaints.
- Increased access to credit through fintech partnerships and microfinance oversight.
- Informal businesses trained in digital literacy.
- Anchor investments secured through GFZA in selected regions.
- Jobs created through rapid industrialization initiatives.
- Enhanced export financing through GEXIM.
- Standards aligned with AfCFTA and ECOWAS protocols.
- Private sector engaged in standards development.
- MSME-friendly tax regimes and incentives introduced.
- Expanded GEA loan/grant programmes supporting MSMEs.
- Formalized MSMEs through incentives and compliance training.
- Inclusive programmes benefiting women, youth, and rural entrepreneurs.

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- Digital/green infrastructure partnerships established.
- Strengthened dispute resolution mechanisms.
- ESG principles integrated into private sector operations.
- Agro-industrial infrastructure (e.g., processing plants) operational.
- Digital platforms supporting agribusiness supply chains.
- Increased exports of agro-processed products.
- Reduced post-harvest losses through improved facilities.
- Jobs created in agro-industrial sectors.

Outcomes:

- **Short-term** (1–3 years):
 - Improved ease of doing business through digital platforms and regulatory reforms.
 - Increased financial inclusion for informal businesses and MSMEs.
 - Growth in export-oriented industries and agro-processing.
 - Enhanced MSME formalization and compliance.
 - Increased investor confidence in sustainable sectors.
- **Medium-term** (3–5 years):
 - Ghana established as a regional manufacturing and agro-processing hub.
 - Significant job creation in industrial and agro-industrial sectors.
 - Strengthened MSME contribution to GDP through formalization and inclusivity.

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- Increased foreign direct investment (FDI) in sustainable sectors such as renewable energy and healthcare.
- Reduced post-harvest losses and improved agro-export competitiveness.
- **Long-term (5–10 years):**
 - A vibrant, digital, and inclusive private sector driving economic growth.
 - Ghana positioned as a leader in AfCFTA and ECOWAS export markets.
 - Sustainable and inclusive investment ecosystem supporting renewable energy and healthcare.
 - Robust agro-industrial sector contributing to food security and export revenues.

Impact:

- A transformed private sector in Ghana that is digitally advanced, export-driven, inclusive, and sustainable, driving economic growth, job creation, and regional competitiveness in manufacturing and agro-processing.

Assumptions:

- Adequate funding is secured from GoG, IGF, and donors/private sector.
- Effective collaboration among lead and collaborating institutions.
- Political and economic stability supports long-term implementation.
- Private sector and MSMEs adopt digital and sustainable practices.
- Global and regional demand for Ghana's manufactured and agro-processed exports remains strong.

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Monitoring and Evaluation Table for Private Sector Development

Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.

Objective: Create a seamless, technology-driven business environment by digitizing business services, enhancing financial inclusion, and improving digital literacy among informal businesses.

Table 21: M & E Matrix for Private Sector Development

Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.										
Objective: Create a seamless, technology-driven business environment by digitizing business services, enhancing financial inclusion, and improving digital literacy among informal businesses.										
Programme: Digital Business Ecosystem										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of businesses using digital platforms for services (%)	Proportion of businesses (e.g., MSMEs) using digital platforms for registration, payments,	Outcome	20%	30%	40%	50%	60%	By sector, region, business size, gender of owner	Annual	Ministry of Trade, Agribusiness, and Industry (MoTAI), Ghana Enterprises Agency (GEA), Ministry of Communications

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	or market access.									
Number of MSMEs with access to digital financial services	Number of MSMEs using fintech platforms (e.g., mobile money, digital credit) for financial transactions.	Output	5,000	10,000	15,000	20,000	25,000	By sector, region, gender of owner	Quarterly	MoTAI, GEA, Bank of Ghana
Percentage of informal businesses with digital literacy training (%)	Proportion of informal businesses trained in digital skills (e.g., e-commerce, digital marketing).	Output	10%	20%	30%	40%	50%	By region, gender, age (youth)	Annual	MoTAI, GEA, Ministry of Communications
Value of digital transactions by MSMEs (\$ million)	Total value of transactions conducted by MSMEs through	Outcome	20	50	100	150	200	By sector, region	Annual	MoTAI, GEA, Bank of Ghana

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	digital platforms (e.g., e-commerce, fintech).									
Number of digital business service platforms operational	Number of platforms providing digitized business services (e.g., registration, licensing, tax filing).	Output	2	3	4	5	6	By platform type, sector	Quarterly	MoTAI, Ministry of Communications, Ghana Revenue Authority (GRA)
Percentage of MSMEs with access to affordable credit (%)	Proportion of MSMEs accessing loans at interest rates below 15%, supported by fintech solutions.	Outcome	10%	20%	30%	40%	50%	By sector, region, gender of owner	Annual	MoTAI, Bank of Ghana, NBSSI
Number of digital literacy training programs for informal businesses	Number of training programs delivered to informal businesses to enhance	Output	50	100	150	200	250	By region, gender, age (youth)	Quarterly	MoTAI, GEA

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	digital literacy.									
Internet penetration for MSMEs (%)	Percentage of MSMEs with access to reliable internet for digital business operations.	Input	60%	70%	80%	85%	90%	By region, business size	Annual	MoTAI, Ministry of Communications, National Communications Authority (NCA)
Number of MSMEs integrated into digital agro-processing platforms	Number of MSMEs using digital platforms (e.g., GAAP) for agro-processing market access.	Output	1,000	2,000	3,000	4,000	5,000	By region, gender of owner, product type	Quarterly	MoTAI, Ministry of Food and Agriculture (MoFA), GEA
Reduction in business registration time (days)	Average time taken to register a business through digitized platforms, reflecting efficiency.	Outcome	7	5	4	3	2	By region, business type	Quarterly	MoTAI, Registrar General's Department, GRA

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Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.										
Objective: Position Ghana as a regional manufacturing and export hub by leveraging AfCFTA and ECOWAS through industrial development, export financing, and standards alignment.										
Programme: Export-Driven Industrialization										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Non-traditional export value (\$ billion)	Total value of non-traditional exports (e.g., agro-processing, pharmaceuticals, textiles) to AfCFTA and ECOWAS markets.	Outcome	3.7	7.0	12.0	18.0	25.3	By sector (e.g., agro-processing, pharmaceuticals), market (AfCFTA, ECOWAS)	Annual	Ghana Export Promotion Authority (GEPA), Ministry of Trade, Agribusiness, and Industry (MoTAI)
Number of AfCFTA- and ECOWAS-certified products	Number of products certified as compliant with AfCFTA and ECOWAS standards for regional market access.	Output	700	1,000	1,500	2,000	2,500	By sector, product type	Quarterly	MoTAI, Ghana Standards Authority (GSA), AfCFTA Secretariat, ECOWAS
Export market share in AfCFTA and	Ghana’s share of non-traditional exports in AfCFTA and	Outcome	2%	4%	6%	8%	10%	By sector, market (AfCFTA, ECOWAS)	Annual	MoTAI, GEPA, AfCFTA Secretariat, ECOWAS

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ECOWAS (%)	ECOWAS markets.									
Number of operational export-oriented industrial facilities	Number of manufacturing facilities focused on export production (e.g., agro-processing zones).	Output	169	200	250	300	350	By region, sector	Quarterly	MoTAI, Ghana Free Zones Authority (GFZA), Ghana Investment Promotion Centre (GIPC)
Value of export financing for MSMEs (\$ million)	Total value of financing (e.g., loans, grants) provided to MSMEs for export-oriented production.	Input	75	150	225	300	400	By sector, region, gender of owner	Annual	MoTAI, Bank of Ghana, GEA
Number of MSMEs exporting to AfCFTA and ECOWAS markets	Number of MSMEs engaged in exporting to AfCFTA and ECOWAS markets.	Output	500	1,000	1,500	2,000	2,500	By sector, region, gender of owner	Quarterly	MoTAI, GEA, GEPA
Percentage of manufactured exports meeting international	Proportion of manufactured exports compliant with international	Outcome	20%	30%	40%	50%	60%	By sector, export market	Annual	MoTAI, GSA, GEPA

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standards (%)	standards (e.g., EU-EPA, GSA).									
Foreign Direct Investment (FDI) in export-oriented industries (\$ million)	Total FDI inflows into export-oriented sectors (e.g., agro-processing, pharmaceuticals).	Outcome	422	500	600	700	800	By sector, region	Annual	GIPC, MoTAI
Number of export-oriented training programs for MSMEs	Number of training programs delivered to MSMEs to enhance export capacity and standards compliance.	Output	50	100	150	200	250	By sector, region, gender	Quarterly	MoTAI, Ghana Enterprises Agency (GEA)
Investment in AfCFTA-focused Special Economic Zones (\$ million)	Total investment in SEZs designed to support AfCFTA and ECOWAS market access.	Input	300	400	500	600	700	By region, sector focus	Annual	MoTAI, GIPC, GFZA

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Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.										
Objective: Strengthen and formalize MSMEs through tax reforms, financial support, compliance training, and inclusive programmes for women and rural entrepreneurs										
Programme: MSME Growth and Formalization										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of MSMEs formalized (%)	Proportion of MSMEs registered with formal regulatory bodies (e.g., Registrar General, GRA).	Outcome	25%	35%	45%	55%	65%	By sector, region, gender of owner	Annual	Ministry of Trade, Agribusiness, and Industry (MoTAI), GEA Ghana Revenue Authority (GRA)
Number of MSMEs benefiting from tax reforms	Number of MSMEs accessing simplified tax regimes or tax incentives to support formalization.	Output	2,000	4,000	6,000	8,000	10,000	By sector, region, gender of owner	Quarterly	MoTAI, GRA, GEA
Percentage of MSMEs with access	Proportion of MSMEs accessing	Outcome	10%	20%	30%	40%	50%	By sector, region, gender of owner	Annual	MoTAI, Bank of Ghana, GEA

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to affordable credit (%)	loans at interest rates below 15%, supporting business growth.									
Number of MSMEs receiving compliance training	Number of MSMEs trained in regulatory compliance (e.g., tax filing, quality standards).	Output	1,000	2,000	3,000	4,000	5,000	By sector, region, gender	Quarterly	MoTAI, GEA, Ghana Standards Authority (GSA)
Number of women-owned MSMEs formalized	Number of women-owned MSMEs registered with formal regulatory bodies.	Output	500	1,000	1,500	2,000	2,500	By sector, region	Quarterly	MoTAI, GEA, Ghana Enterprises Agency (GEA)
Number of rural MSMEs participating in inclusive programmes	Number of rural MSMEs enrolled in programmes targeting financial and technical support.	Output	1,000	2,000	3,000	4,000	5,000	By region, sector, gender of owner	Quarterly	MoTAI, GEA, Ministry of Local Government and Rural Development

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Jobs created by formalized MSMEs	Number of direct jobs created by formalized MSMEs, focusing on inclusive employment .	Outcome	50,000	75,000	100,000	125,000	150,000	By gender, age (youth), region, sector	Annual	MoTAI, Ghana Labour Commission, GEA
Percentage of MSMEs compliant with international standards (%)	Proportion of MSMEs meeting international quality standards (e.g., GSA, EU-EPA).	Outcome	20%	30%	40%	50%	60%	By sector, export market	Annual	MoTAI, GSA, GEPA
Value of financial support disbursed to MSMEs (\$ million)	Total value of financial support (e.g., loans, grants) provided to MSMEs for growth and formalization.	Input	75	150	225	300	400	By sector, region, funding source	Annual	MoTAI, Bank of Ghana, GEA
Percentage of women and rural entrepreneurs in MSME	Proportion of women and rural entrepreneurs enrolled in MSME	Outcome	25%	30%	35%	40%	45%	By region, gender	Annual	MoTAI, GEA

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programmes (%)	support programmes									
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Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.										
Objective: Drive private sector investment in sustainable sectors while promoting inclusivity through infrastructure development, ESG integration, and improved dispute resolution.										
Programme: Sustainable and Inclusive Investment Framework										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Foreign Direct Investment (FDI) in sustainable sectors (\$ million)	Total FDI inflows into sustainable sectors (e.g., renewable energy, agro-processing, climate-smart agriculture).	Outcome	422	500	600	700	800	By sector (e.g., renewables, agro-processing), region	Annual	Ghana Investment Promotion Centre (GIPC), Ministry of Trade, Agribusiness, and Industry (MoTAI)
Number of infrastructure projects supporting sustainable sectors	Number of infrastructure projects (e.g., industrial parks, green economic zones)	Output	2	3	4	5	6	By region, sector focus	Quarterly	MoTAI, Ghana Free Zones Authority (GFZA), Ministry of Finance

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	supporting sustainable industries.									
Percentage of firms adopting ESG standards (%)	Proportion of private sector firms integrating Environmental, Social, and Governance standards in operations.	Outcome	10%	20%	30%	40%	50%	By sector, firm size	Annual	MoTAI, Environmental Protection Agency (EPA), GIPC
Number of disputes resolved through improved mechanisms	Number of commercial disputes resolved through alternative dispute resolution (ADR) or judicial reforms.	Output	100	200	300	400	500	By sector, region	Quarterly	MoTAI, Judicial Service of Ghana, Ghana Arbitration Centre
Investment in green economic zones (\$ million)	Total investment in green economic zones supporting sustainable and inclusive industries.	Input	300	400	500	600	700	By region, sector focus	Annual	MoTAI, GIPC, GFZA

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Percentage of women- and youth-owned businesses receiving investment (%)	Proportion of women- and youth-owned businesses receiving investment for sustainable sectors.	Outcome	25%	30%	35%	40%	45%	By sector, region, gender, age	Annual	MoTAI, Ghana Enterprises Agency (GEA)
Number of MSMEs integrated into sustainable sector supply chains	Number of MSMEs participating in supply chains for sustainable sectors (e.g., agro-processing, renewables).	Output	1,000	2,000	3,000	4,000	5,000	By sector, region, gender of owner	Quarterly	MoTAI, GEA, GIPC
Percentage reduction in investment disputes resolution time (days)	Percentage reduction in average time taken to resolve investment-related disputes.	Outcome	20%	30%	40%	50%	60%	By sector, dispute type	Annual	MoTAI, Judicial Service of Ghana, Ghana Arbitration Centre
Number of inclusive investment promotion programmes	Number of programmes targeting women, youth, and rural entrepreneurs	Output	50	100	150	200	250	By region, gender, age	Quarterly	MoTAI, GEA

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	for sustainable investments.									
Value of public-private partnerships (PPPs) in sustainable sectors (\$ million)	Total value of PPPs supporting infrastructure and sustainable sector development.	Outcome	300	400	500	600	700	By sector, region	Annual	MoTAI, Ministry of Finance, GIPC

Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.

Objective: Build a skilled, innovative workforce to support private sector growth and technology adoption.

Programme: Talent and Innovation Ecosystem Development

Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of workforce trained in digital and technical skills (%)	Percentage of private sector workforce trained in digital technologies, data analytics, or industry-specific skills.	Outcome	20%	25%	30%	35%	40%	By gender, age (youth), sector, region	Annual	Ministry of Trade, Agribusiness, and Industry (MoTAI), Council for Technical and Vocational Education and Training (CTVET)

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Number of workers completing innovation-focused training	Number of workers trained in innovation-driven skills (e.g., R&D, technology adoption) for private sector growth.	Output	5,000	10,000	15,000	20,000	25,000	By sector, gender, region	Quarterly	MoTAI, CTVET, Ghana Enterprises Agency (GEA)
Number of Science, Technology, and Innovation (STI) hubs established	Number of operational STI hubs fostering industry-academia collaboration and workforce skilling.	Output	1	2	3	4	5	By region, sector focus (e.g., agro-processing, tech)	Quarterly	MoTAI, Ministry of Environment, Science, Technology and Innovation (MESTI)
Percentage of MSMEs adopting new technologies (%)	Proportion of MSMEs integrating new technologies (e.g., digital tools, automation) in operations.	Outcome	10%	20%	30%	40%	50%	By sector, region, gender of owner	Annual	MoTAI, GEA

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Number of industry-academia partnerships for workforce training	Number of formal partnerships between private sector firms and academic institutions for skills development.	Output	10	20	30	40	50	By sector, institution type	Annual	MoTAI, MESTI, Universities
Labour productivity in private sector (GHS per worker)	Average output per worker in the private sector, reflecting efficiency and skill levels.	Outcome	50,000	55,000	60,000	65,000	70,000	By sector, region	Annual	MoTAI, Ghana Statistical Service (GSS)
Number of women and youth trained in innovation skills	Number of women and youth (aged 15-35) trained in innovation and technology-related skills.	Output	2,000	4,000	6,000	8,000	10,000	By gender, region, age	Quarterly	MoTAI, GEA

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Percentage of TVET graduates employed in private sector (%)	Proportion of TVET graduates securing jobs in the private sector within 6 months of graduation.	Outcome	30%	40%	50%	60%	70%	By gender, age, region	Annual	MoTAI, CTNET, Ghana Labour Commission
Investment in workforce training programs (\$ million)	Total investment in training programs for digital and technical skills in the private sector.	Input	20	30	40	50	60	By sector, region, funding source	Annual	MoTAI, Ministry of Finance, CTNET
Number of digital platforms supporting workforce innovation	Number of digital platforms facilitating innovation and skills development (e.g., e-learning, tech incubators).	Output	1	2	3	4	5	By platform type, sector	Quarterly	MoTAI, Ministry of Communications, GEA

7.4.4 AGRICULTURE AND AGRIBUSINESS DEVELOPMENT

Theory of Change (ToC)

Problem Statement: Ghana's agricultural sector faces challenges such as high post-harvest losses, limited agro-processing infrastructure, inadequate digital platforms for agribusiness, low adoption of climate-resilient practices, weak market linkages, and limited access to finance and land for smallholder farmers, particularly women and youth. These hinder Ghana's potential to become a regional agro-processing hub and capitalize on AfCFTA opportunities.

Goal: Transform Ghana into a regional agro-processing hub by enhancing agro-industrial infrastructure, promoting climate-smart practices, strengthening market linkages, and establishing sustainable contract farming systems to boost productivity, reduce post-harvest losses, create jobs, and increase export capabilities.

Inputs:

- Financial resources (Government of Ghana [GoG], Internally Generated Funds [IGF], Donor/Private Sector funding)
- Policy and regulatory frameworks (e.g., land tenure reforms, Export Ghana Policy, AfCFTA alignment)
- Partnerships with institutions (MoFA, MoTAI, GEPA, GSA, GIPC, GEXIM, MLNR, etc.)
- Infrastructure investments (agro-processing facilities, irrigation systems, trading centers)
- Digital platforms for agriculture (e.g., market access, supply chain management)
- Training and capacity-building programmes (agro-ecology, contract farming, financial access)

Activities:

1. Agro-Industrial Transformation:

- Develop agro-processing infrastructure for economic expansion and job creation.
- Facilitate investments in post-harvest infrastructure (e.g., cold storage, processing plants).

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- Support digital agriculture expansion platforms nationwide.
- Implement the Export Ghana Policy to enhance agro-export capabilities.

2. **Climate-Smart Agro-Manufacturing:**

- Promote climate-resilient industrial crop production.
- Implement renewable energy solutions for irrigation.
- Provide agro-ecology training to farmers.
- Expand irrigation infrastructure nationwide.

3. **Market Linkages and Logistics Enhancement:**

- Expand the Ghana Commodity Exchange (GCX) to improve market access.
- Facilitate farm-to-market infrastructure (e.g., roads, storage facilities).
- Upgrade trading centers nationwide.
- Streamline trade facilitation processes to leverage AfCFTA opportunities.

4. **Commercial Contract Farming for Agro-Processing:**

- Implement land tenure reforms to secure land access for farmers.
- Establish contract farming systems linking smallholder farmers (especially women and youth) to agro-processors.
- Enhance access to finance for farmers and agro-processors.

Outputs:

- Operational agro-processing facilities and post-harvest infrastructure (e.g., cold storage, processing plants).
- Digital agriculture platforms supporting agribusiness supply chains.

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- Increased agro-exports under the Export Ghana Policy.
- Climate-resilient crop production systems established.
- Renewable energy-powered irrigation systems operational.
- Farmers trained in agro-ecology practices.
- Expanded irrigation infrastructure supporting agricultural productivity.
- Expanded GCX facilitating market access for farmers.
- Improved farm-to-market infrastructure (e.g., roads, storage).
- Upgraded trading centers operational nationwide.
- Streamlined trade processes aligned with AfCFTA requirements.
- Land tenure reforms implemented to secure land access.
- Contract farming systems linking smallholder farmers to agro-processors.
- Increased financial access for farmers and agro-processors.

Outcomes:

- **Short-term** (1–3 years):
 - Reduced post-harvest losses through improved infrastructure.
 - Increased use of digital platforms for agribusiness market access.
 - Enhanced agro-export volumes through the Export Ghana Policy.
 - Improved adoption of climate-resilient farming practices.
 - Strengthened market linkages through GCX and upgraded trading centers.

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- Increased participation of smallholder farmers, especially women and youth, in contract farming.
- **Medium-term (3–5 years):**
 - Significant job creation in agro-processing and related sectors.
 - Increased agricultural productivity through irrigation and climate-smart practices.
 - Strengthened agricultural value chains with improved market access.
 - Enhanced agro-export competitiveness in AfCFTA markets.
 - Improved financial inclusion for smallholder farmers and agro-processors.
- **Long-term (5–10 years):**
 - Ghana established as a regional agro-processing hub.
 - Sustainable and climate-resilient agricultural sector contributing to food security.
 - Robust agricultural value chains driving economic growth.
 - Inclusive agro-industrial ecosystem benefiting women, youth, and smallholder farmers.

Impact:

- A transformed agricultural and agribusiness sector in Ghana that is sustainable, climate-resilient, and export-driven, contributing to economic growth, job creation, food security, and regional competitiveness within AfCFTA markets.

Assumptions:

- Adequate funding is secured from GoG, IGF, and donors/private sector.
- Effective collaboration among lead and collaborating institutions (MoFA, MoTAI, GEPA, etc.).
- Political and economic stability supports long-term implementation.
- Farmers and agro-processors adopt digital platforms and climate-smart practices.

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- Global and regional demand for Ghana’s agro-processed products remains strong.

Monitoring and Evaluation Table for Agriculture and Agribusiness Development

Goal: Transform Ghana into a regional agro-processing hub by enhancing agro-industrial infrastructure, promoting climate-smart practices, strengthening market linkages, and establishing sustainable contract farming systems to boost productivity, reduce post-harvest losses, create jobs, and increase export capabilities.

Objective: Establish Ghana as a regional agro-processing hub by developing infrastructure, digital platforms, and export capabilities while reducing post-harvest losses and creating jobs.

Table 22: M & E Matrix for Agriculture and Agribusiness Development

Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.										
Objective: Establish Ghana as a regional agro-processing hub by developing infrastructure, digital platforms, and export capabilities while reducing post-harvest losses and creating jobs.										
Programme: Agro-Industrial Transformation										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Value of agro-processing exports (\$ billion)	Total export value of agro-processed products (e.g., cocoa, shea butter,	Outcome	2.0	3.0	4.0	4.5	5.0	By product type, export market (e.g., AfCFTA, EU)	Annual	Ghana Export Promotion Authority (GEPA), Ministry of Trade, Agribusiness, and Industry (MoTAI), Ministry of

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	horticulture).									Food and Agriculture (MoFA)
Post-harvest losses in agro-processing supply chains (%)	Percentage of agricultural raw materials lost post-harvest, reflecting supply chain efficiency.	Outcome	20%	15%	12%	10%	8%	By crop type, region	Annual	MoTAI, MoFA, Ghana Standards Authority (GSA)
Number of agro-processing facilities operational	Number of operational facilities for agro-processing (e.g., factories, cold storage units).	Output	169	200	250	300	350	By region, product type	Quarterly	MoTAI, Ghana Free Zones Authority (GFZA), MoFA
Jobs created in agro-processing sector	Number of direct jobs created in agro-processing, focusing on inclusive employment.	Outcome	50,000	75,000	100,000	125,000	150,000	By gender, age (youth), region	Annual	MoTAI, Ghana Labour Commission, MoFA

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Number of MSMEs integrated into agro-processing digital platforms	Number of MSMEs using digital platforms (e.g., GAAP) for agro-processing market access.	Output	1,000	2,000	3,000	4,000	5,000	By region, gender of owner, product type	Quarterly	MoTAI, MoFA, Ghana Enterprises Agency (GEA)
Investment in agro-processing infrastructure (\$ million)	Total investment in infrastructure supporting agro-processing (e.g., processing plants, cold chains).	Input	200	300	400	500	600	By region, infrastructure type	Annual	MoTAI, GFZA, Ministry of Finance
Percentage of agro-processed exports meeting international standards (%)	Proportion of agro-processed exports compliant with international standards (e.g., EU-	Outcome	20%	30%	40%	50%	60%	By product type, export market	Annual	MoTAI, GSA, GEPA

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	EPA, GSA).									
Number of digital agro-processing platforms operational	Number of digital platforms facilitating agro-processing trade and market access.	Output	2	3	4	5	6	By platform type, product type	Quarterly	MoTAI, Ministry of Communications, GEPA
Foreign Direct Investment (FDI) in agro-processing (\$ million)	Total FDI inflows into agro-processing industries.	Outcome	300	400	500	600	700	By region, product type	Annual	Ghana Investment Promotion Centre (GIPC), MoTAI, MoFA
Area under contract farming for agro-processing (ha)	Total hectares of farmland under contract farming to supply raw materials for agro-processing.	Output	10,000	15,000	20,000	25,000	30,000	By crop type, region	Quarterly	MoTAI, MoFA, GEA

Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.

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Objective: Promote sustainable, climate-resilient agro-industrial growth through innovative farming practices, renewable energy solutions, and expanded irrigation infrastructure.										
Programme: Climate-Smart Agro-Manufacturing										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Value of climate-smart agro-processing exports (\$ billion)	Total export value of agro-processed products using climate-smart practices (e.g., sustainable cocoa, horticulture).	Outcome	0.5	1.0	2.0	3.5	5.0	By product type, export market (e.g., AfCFTA, EU)	Annual	Ghana Export Promotion Authority (GEPA), Ministry of Trade, Agribusiness, and Industry (MoTAI), Ministry of Food and Agriculture (MoFA)
Area under climate-smart farming practices (ha)	Total hectares of farmland using innovative, climate-resilient farming practices (e.g., precision agriculture,	Output	10,000	15,000	20,000	25,000	30,000	By crop type, region	Quarterly	MoTAI, MoFA, Ghana Irrigation Authority

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	organic farming).									
Percentage of agro-processing facilities using renewable energy (%)	Proportion of agro-processing facilities powered by renewable energy sources (e.g., solar, biomass).	Outcome	5%	10%	15%	20%	25%	By region, facility type	Annual	MoTAI, Energy Commission, Environmental Protection Agency (EPA)
Area under expanded irrigation infrastructure (ha)	Total hectares of farmland covered by new or upgraded irrigation systems for agro-processing.	Output	5,000	10,000	15,000	20,000	25,000	By region, crop type	Quarterly	MoTAI, MoFA, Ghana Irrigation Authority
Post-harvest losses in agro-processing supply chains (%)	Percentage of agricultural raw materials lost post-harvest, reflecting efficiency in climate-	Outcome	20%	15%	12%	10%	8%	By crop type, region	Annual	MoTAI, MoFA, Ghana Standards Authority (GSA)

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	smart supply chains.									
Number of MSMEs adopting climate-smart agro-processing practices	Number of MSMEs implementing sustainable practices in agro-processing (e.g., eco-friendly packaging).	Output	500	1,000	1,500	2,000	2,500	By sector, region, gender of owner	Quarterly	MoTAI, GEA
Investment in climate-smart agro-processing infrastructure (\$ million)	Total investment in infrastructure supporting climate-smart agro-processing (e.g., green processing plants).	Input	200	300	400	500	600	By region, infrastructure type	Annual	MoTAI, Ghana Investment Promotion Centre (GIPC), Ministry of Finance
Jobs created in climate-smart agro-processing	Number of direct jobs created in agro-processing using climate-smart practices.	Outcome	20,000	40,000	60,000	80,000	100,000	By gender, age (youth), region	Annual	MoTAI, Ghana Labour Commission, MoFA

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Percentage of agro-processed exports with green certifications (%)	Proportion of agro-processed exports certified as eco-friendly (e.g., GSA, EU-EPA certifications).	Outcome	15%	25%	35%	45%	55%	By product type, export market	Annual	MoTAI, GSA, GEPA
Number of digital platforms supporting climate-smart agro-processing	Number of digital platforms facilitating climate-smart agro-processing trade and market access.	Output	1	2	3	4	5	By platform type, product type	Quarterly	MoTAI, Ministry of Communications, GEPA

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Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.										
Objective: Strengthen agricultural value chains by improving market access, upgrading critical infrastructure, and streamlining trade processes to capitalize on AfCFTA opportunities.										
Programme: Market Linkages and Logistics Enhancement										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Value of agro-processed exports to AfCFTA markets (\$ billion)	Total export value of agro-processed products (e.g., cocoa, shea butter, horticulture) to AfCFTA markets.	Outcome	1.0	2.5	5.0	8.0	12.0	By product type, AfCFTA country	Annual	Ghana Export Promotion Authority (GEPA), Ministry of Trade, Agribusiness, and Industry (MoTAI), Ministry of Food and Agriculture (MoFA)
Number of MSMEs integrated into agricultural value chains	Number of MSMEs participating in agricultural value chains through market access or	Output	1,000	2,000	3,000	4,000	5,000	By sector, region, gender of owner	Quarterly	MoTAI, Ghana Enterprises Agency (GEA)

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	supply chain linkages.									
Number of upgraded agricultural logistics infrastructure projects	Number of infrastructure projects (e.g., cold storage, roads, warehouses) supporting agricultural value chains.	Output	2	4	6	8	10	By region, infrastructure type	Quarterly	MoTAI, MoFA, Ghana Free Zones Authority (GFZA)
Customs clearance time for agricultural exports (hours)	Average time taken to clear agricultural exports through customs, reflecting trade process efficiency.	Outcome	168 (7 days)	96	72	48	24	By port (e.g., Tema, Takoradi), product type	Quarterly	Ghana Revenue Authority (GRA), Ghana Ports and Harbours Authority (GPHA)
Percentage of agricultural exports meeting AfCFTA	Proportion of agricultural exports compliant with AfCFTA	Outcome	20%	30%	40%	50%	60%	By product type, AfCFTA country	Annual	MoTAI, Ghana Standards Authority (GSA), AfCFTA Secretariat

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standards (%)	quality and certification standards.									
Number of digital platforms supporting agricultural market access	Number of digital platforms (e.g., GAAP) facilitating market access for agricultural value chains.	Output	2	3	4	5	6	By platform type, product type	Quarterly	MoTAI, Ministry of Communications, GEPA
Investment in agricultural value chain infrastructure (\$ million)	Total investment in infrastructure supporting agricultural value chains (e.g., processing facilities, cold chains).	Input	200	300	400	500	600	By region, infrastructure type	Annual	MoTAI, Ministry of Finance, GIPC
Number of market access training	Number of training programs delivered to MSMEs to	Output	50	100	150	200	250	By sector, region, gender	Quarterly	MoTAI, GEA

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programs for MSMEs	enhance market access for agricultural exports.									
Post-harvest losses in agricultural value chains (%)	Percentage of agricultural raw materials lost post-harvest, reflecting supply chain efficiency.	Outcome	20%	15%	12%	10%	8%	By crop type, region	Annual	MoTAI, MoFA, GSA
Jobs created in agricultural value chains	Number of direct jobs created in agricultural value chains, focusing on inclusive employment.	Outcome	50,000	75,000	100,000	125,000	150,000	By gender, age (youth), region	Annual	MoTAI, Ghana Labour Commission, MoFA

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Goal: Transform Ghana’s private sector into a dynamic, inclusive, and sustainable engine of economic growth by fostering a digital business ecosystem, promoting export-driven industrialization, strengthening MSMEs, attracting sustainable investments, and establishing Ghana as a regional agro-processing hub.										
Objective: Establish sustainable contract farming systems linking smallholder farmers (especially women and youth) with agro-processors to enhance productivity, market access, and value addition.										
Programme: Commercial Contract Farming for Agro-Processing										
Indicators	Indicator Definition	Indicator type	Baseline (2025)	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Area under contract farming for agro-processing (ha)	Total hectares of farmland under contract farming arrangements to supply raw materials for agro-processing.	Output	10,000	15,000	20,000	25,000	30,000	By crop type, region, gender of farmer	Quarterly	Ministry of Trade, Agribusiness, and Industry (MoTAI), Ministry of Food and Agriculture (MoFA), Ghana Enterprises Agency (GEA)
Number of smallholder farmers in contract farming	Number of smallholder farmers engaged in contract farming with agro-processors.	Output	20,000	40,000	60,000	80,000	100,000	By gender, age (youth), region	Quarterly	MoTAI, MoFA, GEA

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Percentage of women and youth in contract farming (%)	Proportion of women and youth (aged 15-35) participating in contract farming systems.	Outcome	25%	30%	35%	40%	45%	By region, crop type	Annual	MoTAI, MoFA, GEA
Value of agro-processed exports from contract farming (\$ billion)	Total export value of agro-processed products sourced from contract farming arrangements.	Outcome	0.5	1.0	2.0	3.5	5.0	By product type, export market (e.g., AfCFTA, EU)	Annual	Ghana Export Promotion Authority (GEPA), MoTAI, MoFA
Post-harvest losses in contract farming supply chains (%)	Percentage of agricultural raw materials lost post-harvest in contract farming supply chains.	Outcome	20%	15%	12%	10%	8%	By crop type, region	Annual	MoTAI, MoFA, Ghana Standards Authority (GSA)

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Number of agro-processors linked to contract farmers	Number of agro-processing firms with formal contracts with smallholder farmers.	Output	100	200	300	400	500	By sector, region	Quarterly	MoTAI, MoFA, GEA
Productivity increase in contract farming (tons/ha)	Average yield per hectare for crops under contract farming, reflecting productivity gains.	Outcome	2.5	3.0	3.5	4.0	4.5	By crop type, region	Annual	MoTAI, MoFA, Ghana Statistical Service (GSS)
Number of training programs for contract farmers	Number of training programs delivered to smallholder farmers on modern farming and market access.	Output	50	100	150	200	250	By region, gender, age (youth)	Quarterly	MoTAI, MoFA, GEA
Investment in contract farming infrastructure	Total investment in infrastructure supporting	Input	100	150	200	250	300	By region, infrastructure type	Annual	MoTAI, MoFA, Ministry of Finance

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re (\$ million)	contract farming (e.g., irrigation, storage).									
Number of digital platforms supporting contract farming	Number of digital platforms (e.g., GAAP) facilitating linkages between farmers and agro-processors.	Output	1	2	3	4	5	By platform type, product type	Quarterly	MoTAI, Ministry of Communications, GEPA

7.5 Evaluation

The evaluation component of the Monitoring and Evaluation (M&E) framework for Ghana’s Economic Dimension programmes; Industrial Transformation, Trade and Investment, Private Sector Development, and Agriculture and Agribusiness Development—plays a critical role in assessing the effectiveness, efficiency, impact, relevance, and sustainability of these initiatives. Building on the Monitoring Matrix, which tracks key performance indicators (KPIs), and the Stakeholder Analysis, which identifies key actors, the evaluation process provides a systematic approach to measure progress toward achieving Ghana’s vision of becoming a regional hub for manufacturing, trade, and agro-processing. This section outlines the evaluation objectives, methodologies, types, frequency, and reporting mechanisms, ensuring alignment with the Theory of Change (ToC) and national priorities such as African Continental Free Trade Area (AfCFTA) integration, inclusive growth, and sustainable development.

Evaluation Objectives

The evaluation process aims to:

1. **Assess Effectiveness:** Determine whether the programmes are achieving their intended outcomes, such as increased non-traditional exports (\$25.3 billion by 2029), job creation, and MSME formalization.
2. **Measure Efficiency:** Evaluate the optimal use of resources (e.g., GoG, IGF, donor funding) in delivering outputs such as agro-processing facilities, digital platforms, and climate-resilient infrastructure.
3. **Analyze Impact:** Quantify the long-term contributions of the programmes to economic growth, poverty reduction, and regional competitiveness, particularly for women, youth, and rural communities.
4. **Ensure Relevance:** Confirm that programme objectives align with national policies (e.g., AfCFTA, SDGs) and address stakeholder needs, including those of MSMEs, farmers, and the private sector.
5. **Evaluate Sustainability:** Assess the extent to which programme benefits (e.g., green manufacturing, contract farming systems) can be sustained beyond the implementation period (2026–2029).

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Evaluation Types and Methodologies

Evaluations will be conducted using a mixed-methods approach, combining quantitative and qualitative techniques to ensure comprehensive insights. The types of evaluations and their methodologies are:

1. Formative Evaluation (Process Evaluation)

- **Purpose:** Assess implementation processes to identify bottlenecks, improve delivery, and ensure alignment with the ToC.
- **Methodology:**
 - **Document Review:** Analyze programme reports, MoTAI policy documents, and stakeholder inputs (e.g., GEPA, GEA).
 - **Key Informant Interviews (KIIs):** Engage stakeholders such as MoFA, GIPC, and private sector representatives (AGI) to gather insights on implementation challenges.
 - **Focus Group Discussions (FGDs):** Conduct sessions with MSMEs, farmers, and women/youth groups to assess inclusivity and programme reach.
 - **Site Visits:** Inspect agro-processing facilities, SEZs, and trading centers to verify outputs (e.g., number of facilities established).
- **Indicators Assessed:** Output indicators from the Monitoring Matrix, such as number of digital platforms operational, MSMEs trained, and kilometers of roads constructed.

2. Mid-Term Evaluation

- **Purpose:** Review progress at the midpoint (2027) to assess short- to medium-term outcomes and recommend adjustments.
- **Methodology:**
 - **Quantitative Analysis:** Use data from the Ghana Statistical Service, GEPA, and GEXIM to evaluate KPIs such as value of agro-processed exports, jobs created, and FDI in export-oriented industries.
 - **Qualitative Assessment:** Conduct stakeholder workshops with MoTAI, MoF, and donor partners to discuss outcome achievement (e.g., percentage reduction in post-harvest losses).
 - **Comparative Analysis:** Benchmark Ghana's progress against regional peers (e.g., Nigeria, Kenya) in AfCFTA export performance.

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- **Indicators Assessed:** Outcome indicators, such as percentage reduction in export costs, number of formalized MSMEs, and value of sustainable agricultural exports.

3. Summative Evaluation (Impact Evaluation)

- **Purpose:** Assess long-term impacts by 2029, focusing on economic transformation, inclusivity, and sustainability.
- **Methodology:**
 - **Impact Assessment:** Employ quasi-experimental designs (e.g., difference-in-differences) to measure impacts such as poverty reduction and GDP contribution, using data from Ghana Statistical Service and CSIR.
 - **Case Studies:** Develop in-depth studies on successful initiatives, such as contract farming systems or green commercial zones, to highlight best practices.
 - **Stakeholder Surveys:** Distribute surveys to private sector actors, farmers, and communities to gauge perceived impacts (e.g., improved livelihoods for women/youth).
 - **Economic Modeling:** Use econometric models to estimate the contribution of programmes to GDP growth and export diversification.
- **Indicators Assessed:** Impact indicators, such as employment rate of TVET graduates, value of non-traditional exports (\$25.3 billion target), and volume of "Made-in-Ghana" goods exported.

Evaluation Frequency

- **Formative Evaluations:** Conducted annually to monitor implementation and address immediate challenges. Key focus areas include infrastructure development (e.g., roads, ports) and training programmes (e.g., agro-ecology, MSME compliance).
- **Mid-Term Evaluation:** Scheduled for 2027 to assess progress toward short- and medium-term outcomes, such as job creation, export growth, and MSME formalization.
- **Summative Evaluation:** Conducted at the programme's conclusion in 2029 to evaluate long-term impacts and sustainability, with interim impact assessments in 2028 for high-priority programmes (e.g., Agro-Industrial Transformation, Export Diversification).

Data Sources and Collection

Evaluation relies on data from the Monitoring Matrix (7.3), supplemented by additional sources:

- **Primary Data:** Collected through KIIs, FGDs, surveys, and site visits involving stakeholders such as MoTAI, GEPA, GEA, farmers, and MSMEs.
- **Secondary Data:** Sourced from reports by MoFA, MoF, Ghana Statistical Service, CSIR, and donor partners (e.g., World Bank, AfDB).
- **Stakeholder Contributions:** Agencies such as GSA (standards compliance), GEXIM (financing data), and GPHA (port performance) provide specialized data, as outlined in the Stakeholder Analysis.

Evaluation Management and Responsibilities

- **Lead Entity:** MoTAI oversees the evaluation process, coordinating with the Programme Coordination Unit (PCU) to ensure stakeholder alignment.
- **Supporting Agencies:** GEPA, GEA, GFZA, GSA, GEXIM, MoFA, and MoF provide data and technical inputs for specific programmes (e.g., trade, MSMEs, agriculture).
- **External Evaluators:** Independent consultants or donor partners (e.g., UNDP, AfDB) conduct mid-term and summative evaluations to ensure objectivity.
- **Community Involvement:** Local communities, particularly women and youth, participate through FGDs and surveys to provide grassroots perspectives, aligning with Participatory M&E.

Reporting and Utilization of Findings

- **Reporting Mechanisms:**
 - **Annual Evaluation Reports:** Summarize formative evaluation findings, shared with MoTAI, MoF, and donor partners.
 - **Mid-Term Evaluation Report (2027):** Presents progress and recommendations, disseminated to Parliament, stakeholders, and the public.
 - **Final Evaluation Report (2029):** Details impacts and lessons learned, informing future policy and programme design.

Challenges and Mitigation Strategies

- **Challenges:**
 - **Data Quality:** Inconsistent or incomplete data from stakeholders, as noted in Ghana's M&E challenges.

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- **Stakeholder Coordination:** Potential misalignment among agencies (e.g., MoTAI, MoFA) due to competing priorities ().
- **Resource Constraints:** Limited funding for evaluations, particularly for impact assessments.
- **Mitigation:**
 - Implement capacity-building for data collection, as recommended for Ghana’s Green Jobs Strategy.
 - Establish the PCU to streamline coordination and ensure data standardization.
 - Leverage donor funding (e.g., AfDB, World Bank) for technical support and evaluation resources.

The evaluation process under section ensures that Ghana’s Economic Dimension programmes are rigorously assessed for their effectiveness, efficiency, impact, relevance, and sustainability. By employing mixed-methods evaluations, engaging diverse stakeholders, and aligning with the ToC and Monitoring Matrix, this process supports evidence-based decision-making and continuous improvement. It positions Ghana to achieve its economic transformation goals, fostering inclusivity, sustainability, and regional competitiveness within the AfCFTA framework by 2029.

7.5 Participatory M&E (PM&E)

7.6.1 Participatory Monitoring and Evaluation (PM&E)

The Ministry of Trade, Agribusiness and Industry (MOTAI) will implement a robust Participatory Monitoring and Evaluation (PM&E) framework to ensure inclusive, transparent, and stakeholder-driven assessment of its Sector Medium-Term Development Plan (SMTDP) 2026-2029. PM&E will engage targeted beneficiaries, including Micro, Small, and Medium Enterprises (MSMEs), farmers, women, youth, rural communities, and other key stakeholders, such as private sector actors, donor partners, and government agencies. The approach aligns with MOTAI’s core values of responsiveness and integrity, ensuring that interventions under the key development priorities (Chapter 3) and development programmes (Chapter 5) are evaluated collaboratively to enhance accountability, learning, and sustainability. Below are the tools, techniques, and processes for conducting PM&E, including the timing and stakeholder involvement.

7.6.2 Tools and Techniques for PM&E

MOTAI will employ a combination of qualitative and quantitative tools and techniques to facilitate participatory monitoring and evaluation, ensuring that diverse perspectives are captured and interventions are assessed effectively. These tools are designed to be accessible, inclusive, and tailored to the needs of beneficiaries and stakeholders.

1. Focus Group Discussions (FGDs)

- **Purpose:** To gather qualitative insights from beneficiaries and stakeholders on programme implementation, challenges, and outcomes, such as the impact of trade policy reforms or agro-processing infrastructure development.
- **Application:** FGDs will be conducted with MSMEs, women and youth farmers, agribusinesses, and rural communities to assess interventions like contract farming systems, market linkages, and green technology adoption.
- **Process:** Facilitators will use structured discussion guides to explore stakeholder perceptions, ensuring representation from marginalized groups (e.g., women, youth).
- **Frequency:** Quarterly during programme implementation and annually post-implementation.
- **Example:** FGDs with smallholder farmers in contract farming systems to evaluate access to finance and market linkages under the Commercial Contract Farming for Agro-Processing programme.

2. Community Scorecards (CSCs)

- **Purpose:** To enable beneficiaries to rate the quality, accessibility, and effectiveness of interventions, such as infrastructure for trade facilitation or agro-industrial facilities.
- **Application:** Communities will score projects like upgraded trading centers or farm-to-market roads based on criteria such as timeliness, inclusivity, and utility.
- **Process:** Community members, including women and youth, will participate in facilitated scoring sessions, with results aggregated and shared with MOTAI and implementing agencies (e.g., GEPA, GFZA).
- **Frequency:** Biannually during implementation and once post-implementation.
- **Example:** Scoring the effectiveness of new cold storage facilities in reducing post-harvest losses under the Agro-Industrial Transformation programme.

3. Participatory Workshops

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- **Purpose:** To collaboratively review programme progress, identify bottlenecks, and co-design solutions with stakeholders.
- **Application:** Workshops will involve representatives from MOTAI, agencies (e.g., GSA, GEA), private sector (e.g., AGI), and beneficiaries to discuss outcomes like export-led industrialization or MSME formalization.
- **Process:** Structured sessions with breakout groups to discuss specific interventions, followed by plenary presentations to consolidate findings.
- **Frequency:** Annually during implementation and at programme mid-term (2027).
- **Example:** A workshop with agro-processors and farmers to review the progress of digital agriculture platforms under the Export Ghana Policy.

4. Stakeholder Surveys

- **Purpose:** To collect quantitative and qualitative feedback from a broad range of stakeholders on programme relevance, effectiveness, and inclusivity.
- **Application:** Surveys will target MSMEs, farmers, exporters, and community leaders to assess interventions like trade facilitation processes or climate-smart agro-manufacturing.
- **Process:** Surveys will be distributed digitally (via platforms like the Ghana Business Regulatory Reform Portal) and in paper form for rural communities, with questions tailored to specific programmes.
- **Frequency:** Biannually during implementation and once post-implementation.
- **Example:** A survey to measure MSME satisfaction with access to financing under the SME Development component.

5. Participatory Mapping and Visualization

- **Purpose:** To visually document the spatial impact of interventions, such as infrastructure development or irrigation systems, with community input.
- **Application:** Communities will map the locations and benefits of projects like farm-to-market roads or agro-processing facilities to assess accessibility and utility.
- **Process:** Facilitated sessions where participants use maps or digital tools to mark project sites and discuss impacts, ensuring inclusion of women and youth perspectives.
- **Frequency:** Annually during implementation.

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- **Example:** Mapping the coverage of irrigation infrastructure under the Climate-Smart Agro-Manufacturing programme to evaluate its reach to smallholder farmers.

6. Key Informant Interviews (KIIs)

- **Purpose:** To gather in-depth insights from key stakeholders on programme design, implementation, and outcomes.
- **Application:** KIIs will involve representatives from MOTAI, MoFA, GEPA, GIPC, donor partners (e.g., World Bank, AfDB), and private sector leaders to assess strategic interventions like AfCFTA trade processes or green technology adoption.
- **Process:** Semi-structured interviews conducted by trained evaluators, with findings triangulated with other data sources.
- **Frequency:** Quarterly during implementation and once post-implementation.
- **Example:** Interviews with GEPA officials to evaluate the certification of AfCFTA-compliant products under the Export-Led Industrialization priority.

7. Citizen Report Cards (CRCs)

- **Purpose:** To enable beneficiaries to provide feedback on the quality and accessibility of services, such as business development services or trade facilitation centers.
- **Application:** CRCs will be used to assess interventions like Business Resource Centres (BRCs) or customs clearance processes.
- **Process:** Beneficiaries will complete simplified feedback forms, with results analyzed to identify service gaps and shared with MOTAI and agencies.
- **Frequency:** Annually during implementation.
- **Example:** CRCs to evaluate SME satisfaction with BRC services under the SME Development component.

8. Participatory Video and Storytelling

- **Purpose:** To capture beneficiary experiences and outcomes in a narrative format, promoting learning and advocacy.
- **Application:** Beneficiaries, particularly women and youth, will create videos or stories documenting the impact of interventions like contract farming or green technology adoption.

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- **Process:** Facilitators will train participants to produce short videos or written stories, which will be compiled and shared with stakeholders.
- **Frequency:** Annually during implementation and once post-implementation.
- **Example:** Videos by youth farmers showcasing the benefits of agro-ecology training under the Climate-Smart Agro-Manufacturing programme.

7.6.3 Conduct and Timing of PM&E

PM&E will be conducted throughout the programme lifecycle (2026-2029) and post-implementation to ensure continuous feedback and long-term impact assessment. The timing is aligned with the evaluation types outlined in Section 7.4 (formative, mid-term, and summative evaluations) and the monitoring frequency of key indicators (Section 7.3).

1. During Implementation (2026-2029)

- **Formative PM&E:** Conducted annually and quarterly to monitor ongoing interventions and address implementation challenges. Tools like FGDs, CSCs, and KIIs will be used to gather real-time feedback from beneficiaries (e.g., MSMEs, farmers) and stakeholders (e.g., GEPA, GSA).
- **Mid-Term PM&E (2027):** A comprehensive participatory review will assess short- and medium-term outcomes, such as reduced post-harvest losses or increased agro-exports. Participatory workshops and stakeholder surveys will be key tools to engage diverse groups and recommend adjustments.
- **Example Interventions:** Monitoring the establishment of agro-processing facilities, digital platform adoption, and trade facilitation processes under the Agro-Industrial Transformation and Market Linkages programmes.

2. Post-Implementation (2030 and Beyond)

- **Summative PM&E:** Conducted in 2030 to evaluate long-term impacts, such as Ghana's establishment as a regional agro-processing hub or increased MSME competitiveness in AfCFTA markets. Tools like participatory video, stakeholder surveys, and FGDs will capture beneficiary perspectives on sustainability and inclusivity.
- **Example Interventions:** Assessing the sustained impact of contract farming systems or green commercial zones on job creation and export diversification.

7.6.4 Stakeholder Involvement in PM&E

PM&E will ensure active participation of targeted beneficiaries and key stakeholders to foster ownership, accountability, and inclusivity. The following groups will be involved, with their roles and contributions outlined:

1. Targeted Beneficiaries

- **Groups:** MSMEs, smallholder farmers (especially women and youth), agro-processors, exporters, and rural communities.
- **Role:** Provide feedback on programme relevance, accessibility, and impact through FGDs, CSCs, CRCs, surveys, and participatory mapping. Participate in storytelling to document experiences.
- **Example:** Women farmers in contract farming systems sharing insights on land access and financial inclusion during FGDs.

2. MOTAI and Affiliated Agencies

- **Groups:** MOTAI, GEPA, GFZA, GSA, GEA, GEXIM, GHAS, and CEDECOM.
- **Role:** Coordinate PM&E activities, provide data (e.g., export values, MSME financing), and facilitate stakeholder engagement. MOTAI's Programme Coordination Unit (PCU) will oversee logistics and ensure alignment with the Monitoring Matrix.
- **Example:** GEPA providing data on AfCFTA-compliant product certifications for KIIs and workshops.

3. Private Sector Actors

- **Groups:** Association of Ghana Industries (AGI), Ghana Chamber of Commerce, and private firms in agro-processing, manufacturing, and trade.
- **Role:** Share industry perspectives on trade policy reforms, infrastructure development, and market access through KIIs, workshops, and surveys.
- **Example:** AGI members evaluating the impact of Special Economic Zones on manufacturing investment during workshops.

4. Government Partners

- **Groups:** Ministry of Food and Agriculture (MoFA), Ministry of Finance (MoF), Ghana Statistical Service, and Ghana Investment Promotion Centre (GIPC).
- **Role:** Provide technical inputs, policy alignment data, and secondary data for evaluations. Participate in workshops to ensure intersectoral coordination.

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- **Example:** MoFA sharing agricultural productivity data for assessing irrigation infrastructure impacts.

5. Donor Partners and International Organizations

- **Groups:** World Bank, African Development Bank (AfDB), USAID, EU, UNIDO, ITC, and JICA.
- **Role:** Fund PM&E activities, provide technical expertise, and conduct independent evaluations to ensure objectivity. Participate in workshops to align interventions with donor priorities.
- **Example:** World Bank supporting CSCs for trade facilitation projects under the Trade Competitiveness Program.

6. Local Communities and Civil Society Organizations (CSOs)

- **Groups:** Community leaders, women's groups, youth associations, and CSOs advocating for inclusive development.
- **Role:** Represent grassroots perspectives through FGDs, participatory mapping, and storytelling. Advocate for marginalized groups' inclusion in PM&E processes.
- **Example:** CSOs facilitating participatory videos by rural youth on the benefits of upgraded trading centers.

7.6.5 Ensuring Inclusivity in PM&E

To ensure that PM&E is inclusive and equitable, MOTAI will adopt the following strategies:

1. **Gender and Youth Mainstreaming:** Ensure that women and youth constitute at least 50% of participants in FGDs, surveys, and workshops, reflecting their significant representation in MSMEs (e.g., 60% female beneficiaries in SME support programmes) and contract farming.
2. **Geographic Representation:** Conduct PM&E activities in rural and urban areas across Ghana's 10 regions to capture diverse experiences, particularly for infrastructure projects like farm-to-market roads.
3. **Language Accessibility:** Use local languages in FGDs, CSCs, and CRCs to ensure participation by non-English-speaking beneficiaries, especially in rural communities.
4. **Capacity Building:** Train community facilitators, including women and youth, to lead PM&E activities, enhancing local ownership and sustainability.

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5. **Digital Inclusion:** Provide offline options for surveys and feedback (e.g., paper-based forms) to accommodate beneficiaries without access to digital platforms.

7.6.6 Reporting and Utilization of PM&E Findings

PM&E findings will be documented and disseminated to inform decision-making, improve programme implementation, and promote accountability. The process includes:

1. **Reporting Mechanisms:**

- **Quarterly PM&E Reports:** Summarize formative findings from FGDs, CSCs, and KIIs, shared with MOTAI, agencies, and stakeholders.
- **Mid-Term PM&E Report (2027):** Consolidate mid-term findings from workshops and surveys, disseminated to Parliament, donors, and the public.
- **Final PM&E Report (2030):** Detail long-term impacts and lessons learned, informing future SMTDPs and national policies.

2. **Utilization:**

- Findings will guide programme adjustments, such as reallocating resources to underperforming interventions (e.g., trade facilitation bottlenecks).
- Success stories from participatory videos and case studies will be used for advocacy and to attract additional donor funding.
- Lessons learned will be integrated into MOTAI's Knowledge Management and Learning framework (Section 7.6) to enhance future planning.

3. **Feedback Loops:**

- MOTAI will organize community feedback sessions to share PM&E results with beneficiaries, ensuring transparency and trust.
- The Ghana Business Regulatory Reform Portal will host PM&E findings to facilitate public access and dialogue.

Challenges and Mitigation Strategies

1. **Challenge:** Limited capacity among beneficiaries to participate in PM&E due to low literacy or technical skills.
 - **Mitigation:** Provide training on PM&E tools (e.g., CSCs, storytelling) and use simplified, visual formats to enhance accessibility.

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2. **Challenge:** Potential bias in stakeholder feedback due to power dynamics (e.g., between community leaders and marginalized groups).
 - **Mitigation:** Use anonymous tools like CRCs and ensure facilitators are trained in inclusive moderation techniques.
3. **Challenge:** Resource constraints for conducting PM&E across diverse regions and stakeholder groups.
 - **Mitigation:** Leverage donor funding (e.g., AfDB, World Bank) and integrate PM&E into existing programme budgets.
4. **Challenge:** Low participation from rural communities due to logistical barriers (e.g., transport costs).
 - **Mitigation:** Conduct PM&E activities at local trading centers or BRCs and provide transport allowances for participants.

7.6.7 Alignment with SMTDP Priorities and Programmes

The PM&E framework directly supports the key development priorities (Chapter 3) and composite development programmes (Chapter 5) by ensuring stakeholder-driven evaluation of:

- **Trade Policy Reforms:** Assessing the inclusivity and effectiveness of regulatory changes through surveys and KIIs with MSMEs and exporters.
- **Export-Led Industrialization and Value Chain Development:** Evaluating agro-export growth and MSME integration into AfCFTA markets via FGDs and CSCs.
- **Infrastructure Development for Trade Facilitation:** Monitoring the impact of roads, ports, and trading centers on trade efficiency through participatory mapping and CRCs.
- **Green Technology and Sustainable Trade:** Gauging the adoption of climate-smart practices by farmers and agro-processors through storytelling and workshops.
- **Agro-Industrial Transformation and Climate-Smart Agro-Manufacturing:** Tracking reductions in post-harvest losses and job creation through community scorecards and surveys.

7.6.8 Conclusion

MOTAI's PM&E framework ensures that the SMTDP 2026-2029 is evaluated inclusively, transparently, and collaboratively, with active involvement of beneficiaries and stakeholders. By using diverse tools like FGDs, CSCs, participatory workshops, and storytelling, PM&E will capture grassroots perspectives, promote accountability, and drive continuous improvement. Conducted throughout the programme lifecycle and post-implementation, PM&E will support MOTAI's vision of transforming Ghana into a regional hub for trade, agribusiness, and industry, fostering sustainable and inclusive economic growth within the AfCFTA framework.

7.7 Knowledge Management and Learning

The Ministry of Trade, Agribusiness and Industry (MOTAI) recognizes knowledge management and learning (KML) as a cornerstone for enhancing the sustainability, effectiveness, and continuous improvement of its Sector Medium-Term Development Plan (SMTDP) 2026-2029. The KML framework will systematically capture, organize, share, and apply knowledge generated from the implementation of key development priorities (Chapter 3) and composite development programmes (Chapter 5). This framework will strengthen planning, decision-making, implementation, and reporting processes by fostering evidence-based practices, stakeholder collaboration, and adaptive learning. The interventions will be integrated into the Programme of Action (PoA) and Annual Action Plans (AAPs) to ensure alignment with MOTAI's vision of transforming Ghana into a regional hub for trade, agribusiness, and industry. Below are the KML frameworks, tools, and interventions, along with their integration into the PoA and AAPs.

7.7.1 Knowledge Management and Learning Framework

The KML framework is designed to capture lessons learned, best practices, and stakeholder insights from MOTAI's programmes, including Trade Policy Reforms, Export-Led Industrialization, Infrastructure Development for Trade Facilitation, Green Technology and Sustainable Trade, and Agro-Industrial Transformation. It comprises four pillars: **Knowledge Capture, Knowledge Organization, Knowledge Sharing, and Knowledge Application**, supported by specific tools and processes to enhance decision-making and programme outcomes.

1. Knowledge Capture

- **Objective:** Collect qualitative and quantitative data, stakeholder feedback, and lessons learned from programme implementation and evaluations.
- **Tools and Techniques:**
 - **Participatory Monitoring and Evaluation (PM&E) Outputs:** Utilize data from Focus Group Discussions (FGDs), Community Scorecards (CSCs), Citizen Report Cards (CRCs), stakeholder surveys, and

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participatory videos (Section 7.5) to document beneficiary experiences and programme impacts.

- **After-Action Reviews (AARs):** Conduct post-activity reviews with MOTAI, agencies (e.g., GEPA, GFZA), and stakeholders to reflect on successes and challenges in interventions like agro-processing facility development or AfCFTA trade processes.
- **Case Studies:** Develop in-depth studies on successful initiatives, such as contract farming systems or green commercial zones, to highlight replicable practices.
- **Data Analytics:** Use data from the Ghana Statistical Service, GEPA, and GEXIM to capture performance metrics, such as export values, job creation, and MSME formalization rates.
- **Example:** Documenting farmer feedback on irrigation infrastructure impacts through FGDs to inform future agro-industrial investments.

2. Knowledge Organization

- **Objective:** Structure and store knowledge in accessible, user-friendly formats to facilitate retrieval and use.
- **Tools and Techniques:**
 - **Digital Knowledge Repository:** Establish a centralized, cloud-based platform (integrated with the Ghana Business Regulatory Reform Portal) to store reports, case studies, evaluation findings, and data sets.
 - **Knowledge Mapping:** Create a taxonomy of knowledge assets, categorizing them by programme (e.g., Agro-Industrial Transformation, Climate-Smart Agro-Manufacturing) and theme (e.g., trade facilitation, MSME development).
 - **Database Management:** Maintain databases for key indicators, such as value of agro-processed exports, number of MSMEs formalized, and kilometers of farm-to-market roads constructed, ensuring data standardization.
 - **Metadata Tagging:** Tag documents with metadata (e.g., programme, stakeholder, year) to enable efficient searching and analysis.
- **Example:** Organizing case studies on AfCFTA-compliant product certifications in a searchable repository for use by GEPA and exporters.

3. Knowledge Sharing

- **Objective:** Disseminate knowledge to stakeholders, including MOTAI, agencies, private sector, donors, and communities, to foster collaboration and learning.
- **Tools and Techniques:**
 - **Knowledge-Sharing Workshops:** Host annual workshops with MOTAI, MoFA, GIPC, private sector (e.g., AGI), and donors to share evaluation findings, best practices, and lessons learned.
 - **Policy Briefs and Reports:** Publish concise briefs summarizing key findings, such as the impact of trade facilitation reforms or green technology adoption, for policymakers and stakeholders.
 - **Online Platforms:** Leverage the Ghana Business Regulatory Reform Portal (GBRRP) to share PM&E reports, case studies, and success stories with public and private stakeholders.
 - **Community Feedback Sessions:** Organize local forums to share programme outcomes with beneficiaries, particularly women and youth, in accessible formats (e.g., local languages, visual aids).
 - **Newsletters and Media:** Disseminate success stories and lessons learned through MOTAI's website, newsletters, and social media to reach a broader audience.
- **Example:** Sharing a policy brief on the success of Business Resource Centres (BRCs) in supporting MSME growth with Parliament and donor partners.

4. Knowledge Application

- **Objective:** Use knowledge to improve planning, decision-making, implementation, and reporting for current and future programmes.
- **Tools and Techniques:**
 - **Adaptive Management:** Adjust programme strategies based on KML findings, such as reallocating resources to address bottlenecks in trade facilitation or agro-processing infrastructure.
 - **Evidence-Based Planning:** Incorporate lessons learned into the PoA and AAPs, ensuring that future interventions address identified gaps (e.g., improving digital platform adoption).

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- **Capacity Building:** Train MOTAI staff, agencies, and stakeholders on applying KML insights, such as using data analytics to prioritize export markets.
- **Policy Feedback Loops:** Feed KML findings into policy reviews, such as updates to the Export Ghana Policy or trade facilitation regulations.
- **Example:** Using lessons from a case study on contract farming to design targeted interventions for women and youth farmers in the 2027 AAP.

7.7.2 Interventions for Knowledge Management and Learning

The following interventions will be implemented to operationalize the KML framework, ensuring that knowledge is effectively captured, organized, shared, and applied to enhance MOTAI's programmes. These interventions are aligned with the SMTDP's key development priorities (Chapter 3) and composite development programmes (Chapter 5).

1. Establish a KML Unit within MOTAI

- **Description:** Create a dedicated KML unit under the Programme Coordination Unit (PCU) to oversee knowledge capture, organization, sharing, and application.
- **Activities:**
 - Recruit and train staff in knowledge management practices, including data analytics and stakeholder engagement.
 - Develop standard operating procedures (SOPs) for KML processes, such as data collection and repository management.
 - Collaborate with agencies (e.g., GEPA, GSA) to ensure data integration and standardization.
- **Alignment:** Supports all programmes by providing a centralized system for managing knowledge on trade policy reforms, export-led industrialization, and agro-industrial transformation.
- **Timeline:** 2026 Q1-Q2 (establishment and training).

2. Develop and Maintain a Digital Knowledge Repository

- **Description:** Build a cloud-based repository integrated with the GBRRP to store and manage KML assets, including evaluation reports, case studies, and performance data.
- **Activities:**

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- Procure and deploy a cloud-based platform with search and metadata tagging capabilities.
- Upload existing data from 2022-2025 SMTDP evaluations, such as export performance metrics and MSME financing data.
- Train stakeholders (e.g., MOTAI, GEA, private sector) on accessing and contributing to the repository.
- **Alignment:** Enhances reporting and decision-making for programmes like Market Linkages and Logistics Enhancement by providing accessible data on trade facilitation outcomes.
- **Timeline:** 2026 Q2-Q4 (development and initial population).

3. Conduct Regular Knowledge-Sharing Events

- **Description:** Organize workshops, webinars, and community forums to disseminate KML findings and foster stakeholder collaboration.
- **Activities:**
 - Host annual KML workshops with MOTAI, MoFA, GIPC, donors, and private sector to share lessons on export-led industrialization and green technology adoption.
 - Conduct quarterly community forums in rural areas to share programme outcomes with farmers and MSMEs.
 - Publish quarterly newsletters highlighting success stories, such as increased agro-exports under AfCFTA.
- **Alignment:** Supports stakeholder engagement for programmes like Commercial Contract Farming, ensuring farmer feedback informs implementation.
- **Timeline:** 2026-2029 (ongoing, with annual workshops and quarterly forums).

4. Integrate KML into Capacity Building

- **Description:** Train MOTAI staff, agencies, and beneficiaries on using KML insights to improve programme delivery and policy design.
- **Activities:**
 - Develop training modules on data analytics, case study development, and adaptive management.
 - Train 500 MOTAI and agency staff by 2027 on applying KML findings to planning and reporting.

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- Provide workshops for MSMEs and farmers on using digital platforms to access KML resources.
- **Alignment:** Enhances MSME and farmer capacity under the SME Development and Agro-Industrial Transformation programmes.
- **Timeline:** 2026 Q3-2027 Q4 (initial training rollout).

5. Incorporate KML into Policy and Planning Processes

- **Description:** Use KML findings to inform updates to policies (e.g., Export Ghana Policy) and the design of PoA and AAPs.
- **Activities:**
 - Establish a KML feedback loop to integrate evaluation findings into annual planning cycles.
 - Update trade and agribusiness policies based on lessons learned, such as addressing bottlenecks in trade facilitation.
 - Use case studies to prioritize high-impact interventions in AAPs, such as expanding irrigation infrastructure.
- **Alignment:** Supports strategic planning for all development priorities, including Green Technology and Sustainable Trade.
- **Timeline:** 2026-2029 (ongoing integration into AAPs).

7.7.3 Integration into Programme of Action (PoA) and Annual Action Plans (AAPs)

The KML interventions will be embedded into the PoA and AAPs to ensure systematic implementation and alignment with MOTAI’s goals. The following table outlines how KML activities will be integrated into the PoA and AAPs, linked to specific programmes and timelines.

Table 23: Integration into Programme of Action (PoA) and Annual Action Plans

Programme	KML Intervention	Activities	Timeline	Responsibility	Expected Outcome
Agro-Industrial Transformation	Establish KML Unit	Recruit and train KML staff; develop SOPs	2026 Q1-Q2	MOTAI PCU	Centralized KML system to support agro-processing infrastructure planning

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	Develop Digital Repository	Deploy cloud-based platform; upload 2022-2025 data	2026 Q2-Q4	MOTAI, GEA	Accessible data for tracking agro-export growth
	Conduct Knowledge-Sharing Events	Host annual workshops and quarterly community forums	2026-2029	MOTAI, GEPA, MoFA	Improved stakeholder collaboration on post-harvest loss reduction
Climate-Smart Agro-Manufacturing	Integrate KML into Capacity Building	Train 500 staff and farmers on agro-ecology KML insights	2026 Q3-2027 Q4	MOTAI, GSA	Enhanced adoption of climate-resilient practices
	Incorporate KML into Policy	Update Export Ghana Policy with KML findings	2026-2029	MOTAI, GEXIM	Policies aligned with climate-smart farming needs
Market Linkages and Logistics Enhancement	Conduct Knowledge-Sharing Events	Publish policy briefs on trade facilitation outcomes	2026-2029	MOTAI, GFZA	Increased awareness of AfCFTA market opportunities
	Develop Digital Repository	Store trade facilitation data (e.g., customs clearance times)	2026 Q2-Q4	MOTAI, GSA	Streamlined reporting for trade logistics improvements
Commercial Contract Farming	Integrate KML into Capacity Building	Train farmers on using KML for contract farming	2026 Q3-2027 Q4	MOTAI, MoFA	Improved farmer access to financing and markets
	Conduct Knowledge-Sharing Events	Share case studies on women/youth contract farming	2026-2029	MOTAI, GEA	Enhanced inclusivity in agro-processing value chains

7.7.4 Challenges and Mitigation Strategies

1. **Challenge:** Limited technical capacity for KML among MOTAI staff and stakeholders.
 - **Mitigation:** Implement capacity-building programmes, including training on data analytics and repository management, supported by donor partners (e.g., UNDP, World Bank).
2. **Challenge:** Inconsistent data quality from agencies and beneficiaries.
 - **Mitigation:** Standardize data collection through SOPs and integrate with existing systems like the GBRRP, as recommended in Section 7.4.
3. **Challenge:** Low stakeholder engagement in KML processes, especially in rural areas.
 - **Mitigation:** Use local languages, visual aids, and community forums to enhance accessibility and participation, as outlined in PM&E (Section 7.5).
4. **Challenge:** Resource constraints for developing and maintaining KML systems.
 - **Mitigation:** Leverage donor funding (e.g., AfDB, ITC) and integrate KML costs into programme budgets in the AAPs.

7.7.5 Alignment with SMTDP Priorities and Programmes

The KML framework directly supports MOTAI’s key development priorities (Chapter 3) and composite development programmes (Chapter 5) by:

- **Trade Policy Reforms:** Capturing lessons from regulatory reforms (e.g., Ghana Accreditation Service Act) to inform future policy updates.
- **Export-Led Industrialization and Value Chain Development:** Sharing case studies on AfCFTA-compliant product certifications to enhance export strategies.
- **Infrastructure Development for Trade Facilitation:** Organizing data on trade facilitation outcomes (e.g., customs clearance times) to optimize logistics planning.
- **Green Technology and Sustainable Trade:** Applying insights from agro-ecology training to scale climate-smart practices.
- **Agro-Industrial Transformation:** Using KML to prioritize investments in post-harvest infrastructure and digital platforms based on farmer feedback.

MOTAI’s KML framework will enhance the SMTDP 2026-2029 by systematically capturing, organizing, sharing, and applying knowledge to improve planning, decision-making,

implementation, and reporting. Through interventions like establishing a KML unit, developing a digital repository, and conducting knowledge-sharing events, MOTAI will foster evidence-based practices and stakeholder collaboration. By integrating KML into the PoA and AAPs, the framework ensures alignment with programme goals, promoting sustainable and inclusive economic growth. This approach positions Ghana to achieve its vision of becoming a regional hub for trade, agribusiness, and industry within the AfCFTA framework by 2029.

7.7.6 Sustainability, Accountability, and Lessons Learned in Monitoring and Evaluation (M&E)

The Ministry of Trade, Agribusiness and Industry (MOTAI) is committed to ensuring that the Monitoring and Evaluation (M&E) processes for the Sector Medium-Term Development Plan (SMTDP) 2026-2029 are sustainable, accountable, and designed to generate valuable lessons learned. These principles are critical to supporting the key development priorities (Chapter 3) and composite development programmes (Chapter 5), ensuring that interventions such as Trade Policy Reforms, Export-Led Industrialization, Infrastructure Development for Trade Facilitation, Green Technology and Sustainable Trade, and Agro-Industrial Transformation contribute to long-term economic growth, inclusivity, and regional competitiveness within the African Continental Free Trade Area (AfCFTA) framework. This section outlines the strategies, tools, and interventions to achieve sustainability, accountability, and effective learning in M&E, with integration into the Programme of Action (PoA) and Annual Action Plans (AAPs).

7.7.7 Sustainability in M&E

Sustainability in M&E ensures that monitoring and evaluation processes remain effective, resource-efficient, and capable of continuing beyond the SMTDP period (2026-2029) to support Ghana's vision of becoming a regional hub for trade, agribusiness, and industry. The following strategies will be employed:

7.7.8 Institutionalization of M&E Processes

- **Description:** Embed M&E into MOTAI's organizational structure and operations to ensure continuity and independence from external funding.
- **Actions:**
 - Establish a permanent M&E Unit within MOTAI's Programme Coordination Unit (PCU) to oversee M&E activities, building on the Knowledge Management and Learning (KML) Unit (Section 7.6).

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- Develop standardized M&E protocols, including data collection templates and reporting guidelines, to streamline processes across agencies (e.g., GEPA, GFZA, GSA).
- Allocate a dedicated budget line for M&E in MOTAI's annual budget, supplemented by Internally Generated Funds (IGF) and government allocations.
- **Example:** Institutionalizing M&E protocols for tracking agro-processed export values to ensure long-term monitoring of the Export Ghana Policy.

2. Capacity Building for Stakeholders

- **Description:** Enhance the capacity of MOTAI staff, agencies, and local stakeholders to conduct sustainable M&E activities.
- **Actions:**
 - Train 500 MOTAI and agency staff (e.g., GEA, GEXIM) by 2027 on M&E methodologies, data analytics, and participatory tools (e.g., Community Scorecards, Focus Group Discussions).
 - Engage local communities, particularly women and youth, in M&E training to build grassroots capacity for Participatory M&E (PM&E) (Section 7.5).
 - Partner with academic institutions (e.g., University of Ghana) to develop M&E training modules tailored to trade and agribusiness programmes.
- **Example:** Training farmers in agro-ecology data collection to monitor climate-smart practices under the Climate-Smart Agro-Manufacturing programme.

3. Leveraging Technology for Efficiency

- **Description:** Use digital tools to reduce costs and enhance the scalability of M&E processes.
- **Actions:**
 - Integrate M&E data collection with the Ghana Business Regulatory Reform Portal (GBRRP) to streamline reporting and reduce manual processes.
 - Deploy mobile-based data collection apps for real-time monitoring by field officers and community facilitators, particularly for rural interventions like farm-to-market roads.
 - Use data analytics software to automate analysis of key indicators, such as post-harvest loss reduction or MSME financing access.

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- **Example:** Using mobile apps to collect real-time data on trading center usage under the Market Linkages and Logistics Enhancement programme.

4. Securing Sustainable Funding

- **Description:** Ensure long-term funding for M&E through diversified sources and cost-effective approaches.
- **Actions:**
 - Allocate 5-10% of programme budgets in the PoA and AAPs for M&E activities, as recommended in Section 7.4.
 - Partner with donors (e.g., World Bank, AfDB) to co-fund M&E for high-priority programmes, such as Agro-Industrial Transformation, while transitioning to government-led funding by 2029.
 - Use cost-sharing models with private sector partners (e.g., AGI) for M&E of trade facilitation and MSME development initiatives.
- **Example:** Securing AfDB funding for M&E of Special Economic Zones (SEZs) while allocating IGF for ongoing monitoring of export performance.

7.7.9 Accountability in M&E

Accountability ensures that M&E processes are transparent, inclusive, and responsive to stakeholders, including beneficiaries (MSMEs, farmers, women, youth), government agencies, private sector, and donors. The following strategies will promote accountability:

1. Transparent Reporting Mechanisms

- **Description:** Share M&E findings with all stakeholders to foster trust and accountability.
- **Actions:**
 - Publish annual M&E reports on the GBRRP and MOTAI's website, summarizing progress on indicators like agro-export values and job creation.
 - Conduct public forums to disseminate M&E findings to communities, ensuring accessibility through local languages and visual aids.
 - Submit mid-term (2027) and final (2029) evaluation reports to Parliament and donor partners, as outlined in Section 7.4.
- **Example:** Publishing a report on the impact of contract farming systems on women and youth farmers, accessible via the GBRRP.

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2. Stakeholder Engagement and Inclusion

- **Description:** Involve diverse stakeholders in M&E processes to ensure their voices shape programme outcomes.
- **Actions:**
 - Implement PM&E tools (e.g., FGDs, CSCs, participatory videos) as outlined in Section 7.5 to capture feedback from MSMEs, farmers, and marginalized groups.
 - Establish a Stakeholder Advisory Committee, including representatives from MoFA, AGI, women's groups, and youth associations, to review M&E findings and provide recommendations.
 - Ensure at least 50% representation of women and youth in PM&E activities to promote inclusivity.
- **Example:** Engaging rural women farmers in FGDs to assess the accessibility of Business Resource Centres (BRCs).

3. Independent Evaluations

- **Description:** Use external evaluators to ensure objectivity and credibility in M&E processes.
- **Actions:**
 - Contract independent consultants or donor partners (e.g., UNDP, AfDB) to conduct mid-term (2027) and summative (2029) evaluations, as outlined in Section 7.4.
 - Establish clear terms of reference (ToR) for external evaluators, focusing on key outcomes like export diversification and MSME formalization.
 - Share independent evaluation findings with stakeholders to validate results and enhance accountability.
- **Example:** Contracting UNDP to evaluate the impact of green technology adoption on agro-processing competitiveness.

4. Feedback Loops for Accountability

- **Description:** Create mechanisms to act on M&E findings and address stakeholder concerns.
- **Actions:**

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- Establish a feedback mechanism through the GBRRP for stakeholders to comment on M&E reports and suggest improvements.
- Hold quarterly review meetings with MOTAI, agencies, and beneficiaries to discuss M&E findings and adjust programme implementation.
- Use KML findings (Section 7.6) to address accountability gaps, such as delays in trade facilitation processes.
- **Example:** Adjusting customs clearance processes based on stakeholder feedback from CRCs on port efficiency.

7.7.10 Lessons Learned in M&E

The M&E framework will systematically capture and apply lessons learned to inform future programming and decision-making. Lessons will be drawn from the performance review (2022-2025) (Section 2.2), ongoing M&E activities, and stakeholder feedback. The following strategies will ensure effective learning:

1. Systematic Documentation of Lessons

- **Description:** Capture lessons from M&E activities to identify best practices and areas for improvement.
- **Actions:**
 - Compile lessons learned from PM&E tools (e.g., FGDs, case studies) and AARs into the KML repository (Section 7.6).
 - Document specific lessons from programme implementation, such as the impact of trade policy reforms or irrigation infrastructure on agricultural productivity.
 - Categorize lessons by programme (e.g., Agro-Industrial Transformation, Market Linkages) and theme (e.g., inclusivity, sustainability).
- **Example:** Documenting lessons from the 2022-2025 SMTDP on the need for diversified export markets to reduce reliance on gold and cocoa.

2. Integration into Future Programming

- **Description:** Use lessons learned to design and refine future interventions in the PoA and AAPs.
- **Actions:**
 - Incorporate lessons into the 2027 mid-term review to adjust programme strategies, such as prioritizing digital platform adoption for MSMEs.

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- Update policies (e.g., Export Ghana Policy) based on lessons about market access challenges in AfCFTA markets.
- Share lessons with MoFA, GIPC, and donor partners to align future programmes with identified needs.
- **Example:** Using lessons on post-harvest loss reduction to prioritize cold storage investments in the 2028 AAP.

3. Learning from Regional and Global Best Practices

- **Description:** Benchmark Ghana's M&E outcomes against regional peers (e.g., Nigeria, Kenya) to adopt successful strategies.
- **Actions:**
 - Conduct comparative analyses during mid-term (2027) and summative (2029) evaluations to identify best practices in trade facilitation and agro-processing.
 - Partner with international organizations (e.g., ITC, UNIDO) to access global M&E methodologies for export-led industrialization.
 - Adapt successful practices, such as Kenya's digital trade platforms, to enhance Ghana's market linkages.
- **Example:** Adopting Nigeria's approach to streamlining customs processes to reduce clearance times at Tema Port.

4. Dissemination of Lessons Learned

- **Description:** Share lessons with stakeholders to promote learning and replication of best practices.
- **Actions:**
 - Publish lessons learned in policy briefs, KML workshops, and newsletters, as outlined in Section 7.6.
 - Host regional learning forums with ECOWAS and AfCFTA secretariats to share insights on trade and agribusiness development.
 - Use participatory videos and case studies to disseminate success stories, such as the impact of contract farming on youth employment.
- **Example:** Sharing a case study on the success of SEZs in attracting FDI at an ECOWAS trade forum.

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7.7.11 Integration into Programme of Action (PoA) and Annual Action Plans (AAPs)

The interventions for sustainability, accountability, and lessons learned in M&E will be integrated into the PoA and AAPs to ensure systematic implementation. The following table outlines these interventions, linked to specific programmes and timelines.

Table 24: Integration into Programme of Action (PoA) and Annual Action Plans

Programme	Intervention	Activities	Timeline	Responsibility	Expected Outcome
Agro-Industrial Transformation	Institutionalize M&E	Establish M&E Unit; develop protocols	2026 Q1-Q2	MOTAI PCU	Sustainable M&E system for agro-processing monitoring
	Transparent Reporting	Publish annual M&E reports on GBRRP	2026-2029	MOTAI, GSA	Increased stakeholder trust in agro-export outcomes
	Document Lessons	Compile lessons on post-harvest infrastructure	2026-2029	MOTAI, GEPA	Improved planning for cold storage investments
Climate-Smart Agro-Manufacturing	Capacity Building	Train 500 staff/farmers on M&E methodologies	2026 Q3-2027 Q4	MOTAI, MoFA	Enhanced capacity for monitoring climate-resilient practices
	Independent Evaluations	Contract UNDP for mid-term evaluation	2027 Q2-Q3	MOTAI, UNDP	Objective assessment of green technology adoption
	Learn from Best Practices	Benchmark against Kenya's agro-ecology models	2027-2029	MOTAI, ITC	Adoption of scalable climate-smart strategies
Market Linkages and Logistics Enhancement	Leverage Technology	Deploy mobile apps for trade facilitation data	2026 Q3-Q4	MOTAI, GFZA	Efficient monitoring of customs clearance times

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	Stakeholder Engagement	Form Stakeholder Advisory Committee	2026 Q2	MOTAI, AGI	Inclusive feedback on trade logistics improvements
	Disseminate Lessons	Share trade facilitation lessons at ECOWAS forums	2026-2029	MOTAI, GEPA	Regional adoption of best practices in AfCFTA markets
Commercial Contract Farming	Sustainable Funding	Allocate 5% of programme budget for M&E	2026-2029	MOTAI, GEXIM	Long-term monitoring of farmer financing access
	Feedback Loops	Establish GBRRP feedback mechanism	2026 Q4	MOTAI, GEA	Responsive adjustments to contract farming systems
	Document Lessons	Compile case studies on women/youth farmers	2026-2029	MOTAI, MoFA	Enhanced inclusivity in future agro-processing programmes

7.7.12 Challenges and Mitigation Strategies

1. **Challenge:** Limited funding for sustaining M&E activities beyond 2029.
 - **Mitigation:** Secure diversified funding through IGF, government budgets, and donor partnerships, while integrating cost-effective digital tools.
2. **Challenge:** Resistance to transparency due to sensitive programme outcomes.
 - **Mitigation:** Promote a culture of openness through public forums and anonymous feedback tools like CRCs, ensuring stakeholder trust.
3. **Challenge:** Inconsistent stakeholder participation in M&E processes.
 - **Mitigation:** Enhance PM&E accessibility with local language materials and transport allowances, as outlined in Section 7.5.
4. **Challenge:** Difficulty in capturing and applying lessons across diverse programmes.

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- **Mitigation:** Use the KML repository to centralize lessons and conduct regular KML workshops to ensure cross-programme learning.

7.7.13 Alignment with SMTDP Priorities and Programmes

The M&E framework for sustainability, accountability, and lessons learned supports MOTAI's key development priorities (Chapter 3) and composite development programmes (Chapter 5) by:

- **Trade Policy Reforms:** Ensuring transparent M&E of regulatory changes to build stakeholder trust and inform policy updates.
- **Export-Led Industrialization and Value Chain Development:** Documenting lessons on AfCFTA-compliant exports to enhance market diversification.
- **Infrastructure Development for Trade Facilitation:** Using digital tools to monitor infrastructure impacts, ensuring accountability in logistics improvements.
- **Green Technology and Sustainable Trade:** Building capacity for sustainable M&E of climate-smart practices to support long-term environmental goals.
- **Agro-Industrial Transformation:** Capturing lessons on post-harvest infrastructure to prioritize high-impact interventions in future AAPs.

MOTAI's M&E framework for sustainability, accountability, and lessons learned ensures that the SMTDP 2026-2029 is implemented with transparency, inclusivity, and a focus on continuous improvement. By institutionalizing M&E, leveraging technology, engaging stakeholders, and systematically documenting lessons, MOTAI will enhance programme effectiveness and inform future decision-making. Integration into the PoA and AAPs ensures that these principles are operationalized across all programmes, positioning Ghana as a sustainable and competitive hub for trade, agribusiness, and industry within the AfCFTA framework by 2029 and beyond.

CHAPTER EIGHT- DEVELOPMENT COMMUNICATION STRATEGY

8.1 Introduction

The Development Communication Strategy for the Ministry of Trade, Agribusiness and Industry (MOTAI) Sector Medium-Term Development Plan (SMTDP) 2026–2029 is designed to ensure effective, transparent, and inclusive communication to support the implementation of Ghana’s ambitious goals for trade, agribusiness, and industrial transformation. This chapter outlines a strategic framework to engage stakeholders, disseminate critical information, and foster public awareness and participation in achieving the SMTDP’s objectives, such as attaining \$25.3 billion in non-traditional exports, establishing new Special Economic Zones, and reducing industrial energy costs and post-harvest losses by 40%. Aligned with MOTAI’s core values of integrity, professionalism, responsiveness, and innovation, the strategy leverages diverse communication tools and platforms to promote accountability, build stakeholder trust, and amplify the impact of key development priorities, including trade policy reforms, export-led industrialization, infrastructure development, green technology adoption, and agro-industrial transformation. By engaging diverse audiences—ranging from Micro, Small, and Medium Enterprises (MSMEs), farmers, women, and youth to private sector actors, government agencies, and development partners—this strategy ensures that MOTAI’s vision of positioning Ghana as a regional hub for trade, agribusiness, and industry within the African Continental Free Trade Area (AfCFTA) framework is effectively communicated, understood, and embraced across all levels of society.

8.2 Communication Strategy for MOTAI Sector Medium-Term Development Plan (SMTDP) 2026–2029

The Development Communication Plan for the Ministry of Trade, Agribusiness and Industry (MOTAI) Sector Medium-Term Development Plan (SMTDP) 2026–2029 aims to ensure transparent, inclusive, and effective communication to support the implementation of Ghana’s goals for trade, agribusiness, and industrial transformation. This plan aligns with MOTAI’s vision of establishing Ghana as a regional hub for manufacturing, trade, and agro-processing within the African Continental Free Trade Area (AfCFTA) framework. By fostering stakeholder engagement, raising awareness of responsibilities, and promoting citizen ownership, the plan supports the SMTDP’s ambitious targets, including achieving \$25.3 billion in non-traditional exports, establishing five new Special Economic Zones (SEZs), and reducing industrial energy costs and post-harvest losses by 40%.

Communication Goals

The communication plan is designed to achieve the following goals:

1. **Enhance Transparency:** Ensure stakeholders and citizens are informed about the SMTDP’s objectives, progress, and outcomes to build trust and accountability.
2. **Promote Citizen Ownership:** Foster active participation and ownership among Ghanaians, particularly women, youth, and vulnerable groups, to support the plan’s implementation.
3. **Raise Awareness of Responsibilities:** Clearly communicate the roles and responsibilities of stakeholders, including government agencies, private sector actors, and communities, in executing MOTAI’s programmes and projects.
4. **Support Behavioral Change:** Encourage adoption of sustainable practices, such as climate-smart agriculture and digital platform usage, to align with SMTDP priorities like green technology and export-led industrialization.
5. **Strengthen Stakeholder Collaboration:** Facilitate dialogue and coordination among MOTAI, affiliated agencies, development partners, and beneficiaries to ensure effective programme delivery.

Target Audience

The communication plan targets diverse audiences to ensure inclusive engagement, with specific considerations for gender and vulnerable groups. The primary audiences include:

Table 25: Communication Target Audience

Audience	Description	Gender/Vulnerability Considerations
Decision-Makers	Government officials (MOTAI, MoFA, MoF), Parliament, NDPC, and local authorities (RCCs, MMDAs).	Ensure gender-balanced representation in decision-making forums; include women leaders in policy dialogues.
Private Sector Actors	MSMEs, agro-processors, exporters, and industry associations (e.g., AGI, Ghana Chamber of Commerce).	Prioritize women-led MSMEs (60% of beneficiaries) and youth entrepreneurs for targeted outreach.
Farmers and Agribusinesses	Smallholder farmers, agro-processors, and cooperatives, particularly in rural areas.	Focus on women (65% of contract farming beneficiaries) and youth farmers; address

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		literacy and language barriers for rural communities.
Women and Youth	Women entrepreneurs, youth groups, and associations in trade, agribusiness, and industry.	Tailor messages to empower women (targeting 50% of MSME loan recipients) and youth (key beneficiaries of skills training).
Vulnerable Communities	Rural populations, northern regions, and underserved districts with limited infrastructure access.	Use local languages and accessible formats to reach communities with low literacy and connectivity.
Development Partners	Donors (World Bank, AfDB, USAID, EU, JICA) and international organizations (UNIDO, ITC).	Engage through technical reports and policy briefs to align with donor priorities.
General Public/Citizens	Ghanaian citizens, including urban and rural populations, to foster national ownership.	Use inclusive, culturally sensitive messaging to engage diverse ethnic and socioeconomic groups.
Media	Traditional (TV, radio, newspapers) and digital media (bloggers, influencers) to amplify reach.	Collaborate with women and youth influencers to promote inclusivity and relatability.

Key Messages

The following key messages are tailored to each target audience to ensure relevance, clarity, and impact. Each message addresses the “who,” “why,” and “what” of communication objectives.

Table 26: Key Messages for Communication Plan

Audience	Key Message	Purpose	Communication Objective
Decision-Makers	“The SMTDP 2026–2029 drives Ghana’s economic transformation through trade, agribusiness, and industry. Your leadership is critical to achieving \$25.3	Secure policy support and resource allocation for SMTDP implementation.	Inform and engage policymakers to align resources and policies with SMTDP goals.

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	billion in non-traditional exports and creating jobs.”		
Private Sector Actors	“Join MOTAI’s vision to make Ghana a regional trade hub. Access financing, digital platforms, and AfCFTA markets to grow your business.”	Encourage private sector participation in SEZs, export programmes, and MSME initiatives.	Motivate MSMEs and exporters to leverage SMTDP opportunities for growth.
Farmers and Agribusinesses	“Transform your farm into a thriving business with MOTAI’s agro-processing facilities, climate-smart practices, and market access support.”	Promote adoption of contract farming, digital platforms, and post-harvest infrastructure.	Encourage farmers to engage in value-added agro-processing and AfCFTA exports.
Women and Youth	“Empower your future with MOTAI’s skills training, financing, and market access programmes designed for women and youth entrepreneurs.”	Foster inclusivity and economic empowerment for women and youth.	Inspire participation in MSME loans, skills training, and contract farming initiatives.
Vulnerable Communities	“MOTAI is bringing jobs, roads, and markets to your region. Get involved to benefit from new opportunities in trade and agribusiness.”	Ensure rural and underserved communities benefit from decentralized industrialization.	Raise awareness of infrastructure and economic opportunities in underserved areas.
Development Partners	“Partner with MOTAI to achieve sustainable trade and industrial growth, aligning with AfCFTA and SDG goals through innovative programmes.”	Secure funding and technical support for SMTDP implementation.	Align donor priorities with SMTDP objectives to maximize impact.
General Public/Citizens	“MOTAI’s SMTDP is building a stronger Ghana for all. Support our journey to create jobs, boost exports,	Foster national pride and ownership of the SMTDP’s vision.	Build public support and awareness of MOTAI’s

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	and ensure sustainable growth.”		transformative agenda.
Media	“Share MOTAI’s story of transforming Ghana into a trade and agro-processing hub. Highlight success stories in exports, jobs, and sustainability.”	Amplify SMTDP achievements through media coverage.	Engage media to promote MOTAI’s initiatives and successes.

Communication Channels

To reach target audiences effectively, the plan employs a mix of traditional and modern communication channels tailored to audience preferences, accessibility, and timing. The channels are selected to maximize reach, inclusivity, and impact.

Table 27: Communication Channels

Channel	Description	Target Audience	Purpose	Timing
Social media	Short posts, infographics, videos, and live Q&A sessions to share SMTDP updates and success stories.	General public, youth, private sector, media.	Raise awareness, engage youth, and promote real-time interaction.	Daily posts, weekly videos, monthly live sessions (2026–2029).
MOTAI Website	Dedicated SMTDP section with reports, case studies, and progress dashboards.	Decision-makers, private sector, development partners.	Provide detailed, accessible information and foster transparency.	Updated monthly with new reports and data (2026–2029).
Blogs/Vlogs	Engaging blog posts and video blogs featuring beneficiary stories (e.g., women	Youth, women, general public, media.	Humanize SMTDP impact and inspire participation.	Biweekly blogs/vlogs on MOTAI’s website and social media (2026–2029).

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	farmers, MSME owners).			
Traditional Media (TV, Radio, Newspapers)	Interviews, talk shows, and advertorials on national and regional stations.	General public, farmers, vulnerable communities.	Reach rural and non-digital audiences with accessible messaging.	Weekly radio shows, monthly TV features, quarterly newspaper inserts (2026–2029).
Community Forums/Town Halls	In-person and virtual forums to share SMTDP progress and gather feedback.	Farmers, vulnerable communities, women, youth.	Promote inclusivity and grassroots engagement.	Quarterly in 10 regions, with virtual options for remote areas (2026–2029).
Ghana Business Regulatory Reform Portal (GBRRP)	Digital platform for sharing M&E reports, policy briefs, and stakeholder feedback.	Decision-makers, private sector, development partners.	Enhance transparency and stakeholder dialogue.	Updated quarterly with M&E findings and policy updates (2026–2029).
Mobile SMS/WhatsApp Campaigns	Targeted text messages and WhatsApp updates on training, financing, and market opportunities.	Farmers, MSMEs, women, youth.	Reach rural and low-literacy audiences with timely information.	Monthly campaigns tailored to programme milestones (2026–2029).
Newsletters	Digital and print newsletters summarizing SMTDP achievements and upcoming activities.	Private sector, development partners, decision-makers.	Provide concise updates to busy stakeholders.	Quarterly distribution via email and print (2026–2029).

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Participatory Videos	Short videos by beneficiaries (e.g., youth farmers) showcasing SMTDP impacts.	General public, women, youth, media.	Promote inclusivity and storytelling for advocacy.	Annual video series shared on social media and community forums (2026–2029).
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Channel Selection Rationale

- **Social Media and Digital Platforms:** Ideal for youth, urban audiences, and private sector actors due to high digital penetration (e.g., 60% of Ghanaians use social media). X and Instagram are prioritized for real-time engagement.
- **Traditional Media and Community Forums:** Essential for rural and vulnerable communities with limited internet access, using local languages and radio for wider reach.
- **Mobile Campaigns:** Effective for farmers and MSMEs in remote areas, leveraging Ghana’s 85% mobile penetration rate.
- **GBRRP and Newsletters:** Suitable for decision-makers and development partners requiring detailed, technical information.

Communication Strategy

The communication strategy is structured to deliver key messages at optimal times, ensuring maximum impact and stakeholder engagement. It aligns with the SMTDP’s programme milestones and the Programme of Action (PoA) and Annual Action Plans (AAPs).

Table 28: Communication Strategy

Strategy	Description	Key Activities	Timeline
Launch Campaign	High-profile launch to introduce the SMTDP 2026–2029 and its vision.	National event in Accra with MOTAI, government, and private sector leaders; social media campaign with #GhanaTradeHub hashtag; radio/TV broadcasts.	Q1 2026
Ongoing Awareness Campaign	Continuous dissemination of SMTDP progress and opportunities.	Monthly social media posts, biweekly blogs/vlogs, quarterly newsletters, and weekly radio shows highlighting	2026–2029

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		programme achievements (e.g., SEZ establishment, MSME loans).	
Stakeholder Engagement	Targeted engagement to clarify roles and foster collaboration.	Annual workshops with agencies (GEPA, GEA), private sector (AGI), and donors; quarterly community forums in 10 regions to engage farmers and MSMEs.	2026–2029
Inclusivity Campaign	Focus on women, youth, and vulnerable groups to ensure equitable participation.	Monthly SMS/WhatsApp campaigns for women/youth farmers; participatory videos featuring female MSME owners; community scorecards in rural areas.	2026–2029
Mid-Term Review Campaign	Communicate mid-term evaluation findings to adjust strategies and maintain momentum.	Publish mid-term M&E report on GBRRP; host national webinar with stakeholders; share success stories via social media and media outlets.	Q3 2027
Summative Impact Campaign	Highlight SMTDP's long-term impacts and lessons learned.	Final evaluation report launch event; video series on job creation and export growth; policy briefs shared with ECOWAS and AfCFTA secretariats.	Q4 2029

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Monitoring and Evaluation Indicators

To assess the effectiveness of the communication strategy, the following indicators will be tracked, aligned with the SMTDP’s Monitoring and Evaluation framework (Chapter 7).

Table 29: Communication Plan M & E indicators

Indicator	Indicator Definition	Indicator Type	Baseline (2024)	Targets	Disaggregation	Monitoring Frequency	Responsibility
Number of stakeholders reached	Total number of individuals engaged through communication channels (e.g., social media, forums).	Output	500,000	1 million by 2027, 2 million by 2029	Gender, region, audience type	Quarterly	MOTAI, PCU, GEPA
Percentage of audience aware of SMTDP goals	Percentage of surveyed stakeholders aware of key SMTDP targets (e.g., \$25.3 billion NTEs).	Outcome	40%	60% by 2027, 80% by 2029	Gender, age, region	Biannually	MOTAI, GSS
Number of women/youth engaged	Total number of women and youth participati	Output	200,000	500,000 by 2027, 1 million by 2029	Gender, age	Quarterly	MOTAI, GEA

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	ng in communication activities (e.g., forums, surveys).						
Stakeholder satisfaction with communication	Percentage of stakeholders rating communication as clear and accessible.	Outcome	50%	70% by 2027, 85% by 2029	Audience type, region	Annually	MOTAI, AGI
Number of media stories published	Total number of news articles, TV/radio features, and blogs on SMTDP activities.	Output	100	200 by 2027, 500 by 2029	Media type	Quarterly	MOTAI, Media
Engagement rate on social media	Average likes, shares, and comments per social media post.	Output	2,000 engagements/post	5,000 engagements/post by 2027, 10,000 by 2029	Platform	Monthly	MOTAI PCU

Data Collection and Reporting

- **Data Sources:** Social media analytics, survey responses, community scorecard feedback, media monitoring reports, and GBRRP usage data.

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- **Reporting:** Quarterly communication reports shared with MOTAI and stakeholders; mid-term (2027) and final (2029) reports integrated into SMTDP evaluations.
- **Responsibility:** MOTAI’s Programme Coordination Unit (PCU) oversees monitoring, with support from GEPA, GEA, and the Ghana Statistical Service (GSS).

8. Challenges and Mitigation Strategies

Table 30: Communication Plan Challenges and Mitigation

Challenge	Mitigation Strategy
Limited digital access in rural areas	Use radio, community forums, and SMS campaigns in local languages to reach rural audiences.
Low literacy among vulnerable groups	Employ visual aids, participatory videos, and simplified messaging in PM&E activities.
Stakeholder fatigue from frequent communications	Prioritize concise, high-impact messages and vary channels to maintain engagement.
Resource constraints for communication activities	Leverage donor funding (e.g., World Bank, USAID) and integrate communication costs into programme budgets.
Potential misalignment among agencies	Establish a Communication Task Force within MOTAI to coordinate messaging across GEPA, GFZA, and GEA.

Integration into Programme of Action (PoA) and Annual Action Plans (AAPs)

The communication plan is embedded into the SMTDP’s PoA and AAPs to ensure alignment with programme milestones and stakeholder engagement goals. Key activities are linked to the composite development programmes (Chapter 5) as follows:

Table 31: Communication plan integration into PoA and AAP

Programme	Communication Activity	Timeline	Responsibility	Expected Outcome
Agro-Industrial Transformation	Launch campaign for agro-processing facilities; monthly SMS campaigns for farmers.	2026–2029	MOTAI, MoFA, GEPA	Increased farmer participation in contract farming and agro-exports.

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Programme	Communication Activity	Timeline	Responsibility	Expected Outcome
Climate-Smart Agro-Manufacturing	Vlogs on climate-smart practices; community forums in rural areas.	2026–2029	MOTAI, GSA, MoFA	Higher adoption of sustainable farming practices by women/youth.
Market Linkages and Logistics Enhancement	Social media campaign on AfCFTA opportunities; policy briefs on trade facilitation.	2026–2029	MOTAI, GFZA, GEA	Enhanced MSME awareness of market access opportunities.
Commercial Contract Farming	Participatory videos by women/youth farmers; quarterly town halls.	2026–2029	MOTAI, GEA, MoFA	Improved inclusivity and farmer engagement in value chains.