24 Hour Economy

and Accelerated Export Development Programme

Ghana's National Agenda for Productivity, Competitiveness, and Inclusive Growth

Transforming Production, Markets, and Human Capital



REPUBLIC OF GHANA

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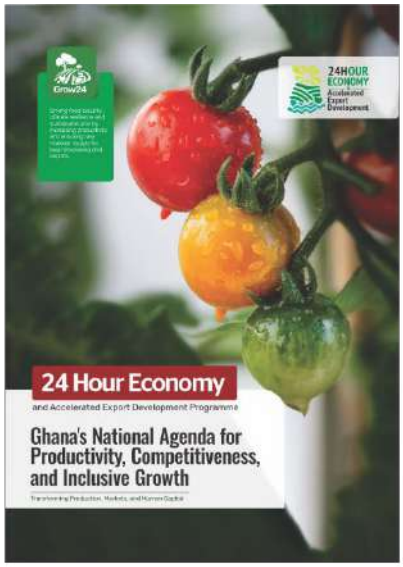
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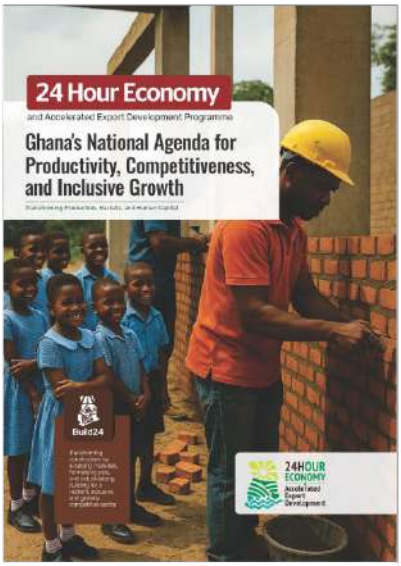
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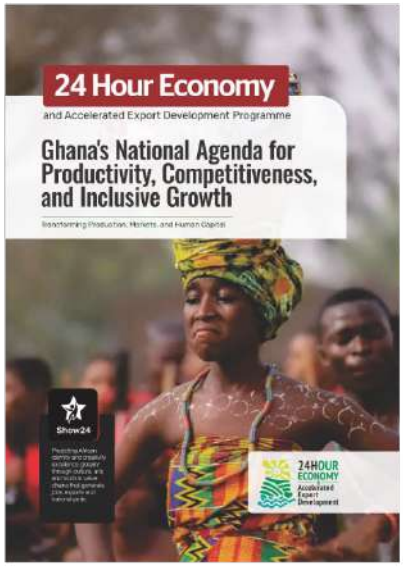
This Programme document is also available as a series of standalone booklets.
Each booklet focuses on a specific section or sub-programme of the 24H+ programme.



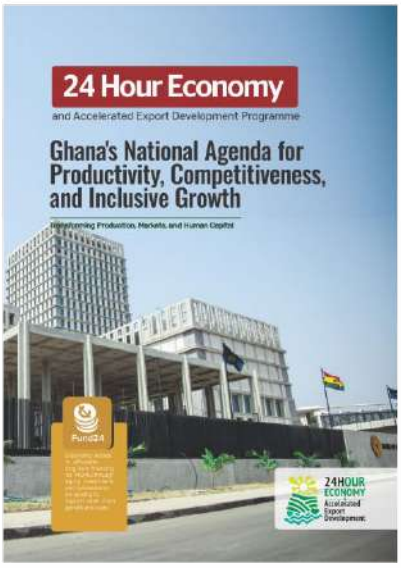


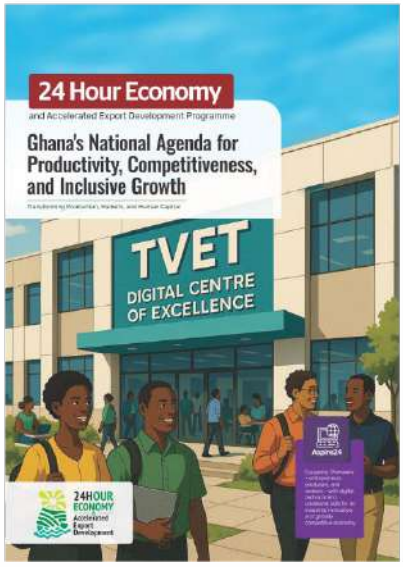
















Preface

A time for clarity, courage, & action

Fellow citizens, we promised an economic reset, not because it was a powerful campaign slogan, but because our current economic structure simply does not work for us. Exporting just raw materials and importing everything - even things we can produce locally - means we export our jobs to other countries. It means that even when our economy "grows", it creates greater dependency, not employment. It means we cannot control the costs of even locally grown food because we import the genetic material, the inputs, and the implements for farming. It means we import inflation from the countries that supply these things to us. And because we consistently export less than we import, it means that with every rotation, no matter how big the wheel, we are weaker than when we started, and we are forced to borrow externally to make up the shortfall. It means that we are trapped in forex dependency and forex shortages, such that the value of our currency is in perpetual decline. This is what we mean when we say our economy is structurally deformed. This is an urgent challenge that transcends NDC – NPP rivalries. And the situation is massively more complicated now than last year. We find ourselves suddenly on the fringes of the most dangerous trade war in history, a war where combatants are threatening tariffs and other sanctions if we do not show loyalty. No one can predict the terms of trade we will face in a decade or even in two months. The quest for economic self-reliance and thus resilience has never been more urgent!

Fellow citizens, you voted for a reset. And you have been patient over the last few months because you recognised that this reset needed to be carefully thought out and carefully implemented. I thank you for this patience.

Fellow citizens, the "24 Hour Economy and Accelerated Export Development programme" you hold in your hands is the reset Programme. It is a holistic, integrated, multi-sectoral programme that allows our producers to attack the key bottlenecks holding production back in agriculture, fisheries, manufacturing, and the creative industries. It simultaneously enables our own micro, small, and medium sized enterprises ("MSMEs") to address the logistics, energy, financing, and marketing challenges associated with selected strategic value chains that will deliver an increase in the volume and variety of national production such that we are self-sufficient and can export to our neighbours. It addresses the need to improve our work skills, productivity, ethics, and sense of responsibility to and solidarity with each other. The Programme provides a model that players in other value-chains and other sectors can easily replicate and which we can incrementally support and eventually integrate into our permanent way of doing things.

However, fellow citizens, let us be clear. The 24H+ is not some magic solution that others are going to do for us. It is not a substitute for hard work and imagination. It will not occur just because we have a coherent document. It will not execute itself. Resetting requires that all of us change the way we do things. Albert Einstein famously said: "The definition of insanity is doing the same thing over and over again and expecting different results." If we want change, we must change. We must all step outside our comfort zones and innovate and take calculated and responsible risks. We must be willing to make the instructive mistakes from which we can all learn lessons and improve. We must re-learn how to mobilise and work together as one people and put our common destiny as Ghanaians above our tribal, religious, and partisan aspirations. As the Fantis say "wonsom', wonsom', wo nyi nyimpa".

Who will be involved in this mobilisation? The bulk of the 24H+ work lies with our micro, small and medium scale producers, and their associations. Our task as a government is to help these producers strengthen their self-organisation in the interests of our country. Every ministry, Department, Agency, and Assembly head must put their shoulders to the wheel in support of the Programme. Each must submit an innovative plan showing how they will contribute to supporting our producers to thrive and create meaningful jobs. It does not stop there, however. I expect our uniformed services too, to push this initiative forward. I expect our schools, too, to respond with programmes that at least guarantee their own basic nutrition and that help our youth develop entrepreneurial attitudes and skills. I ask our religious bodies too to mobilise their followers. I congratulate the traditional leaders who have already offered land for the execution of the Programme. A lot more of this is needed in each of the 16 regions and 261 Districts.

Fellow citizens, in the words of Franz Fanon, the famous revolutionary and Algeria's first Ambassador to Ghana "Each generation must out of relative obscurity discover its mission, fulfill it or betray it". Our generation's task is now clear before us. We must not betray our children. Let us act together, now.

John Dramani Mahama
President of the Republic of Ghana
May 2025

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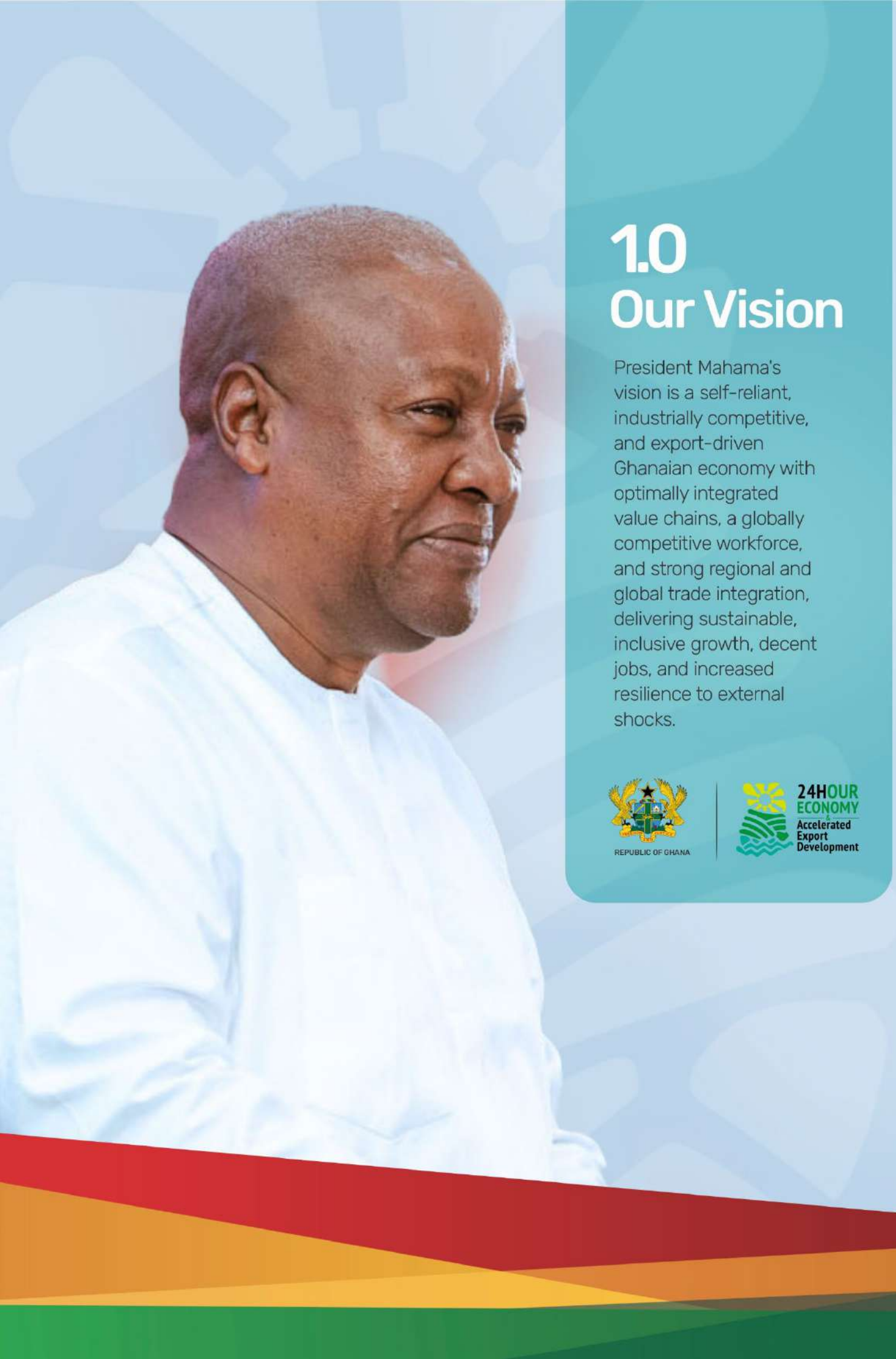
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Term/ Acronym/ Abbreviation	Full Meaning / Definition
24H+	24-Hour Economy and Accelerated Export Development
AfCFTA	African Continental Free Trade Area
AfDB	Africa Development Bank
AGAM	Association of Ghana Apparel Manufacturers
Agbledu (Agbleduwo–plural) (Ewe)	Agroecological Park
FSC	Farmer Services Centre
AGI	Association of Ghana Industries
AGRA	Alliance for Green Revolution in Africa
AI	Artificial Intelligence
AR/VR	Augmented Reality/Virtual Reality
ASPIRE24	Human Capital Development Sub-Programme of 24H+
ATL	Akosombo Textiles Limited
AU	African Union
BADEA	Arab Bank for Economic Development in Africa
BoG	Bank of Ghana
BUILD24	Construction Sub-programme of 24H+
CAT	Culture, Arts, and Tourism
CIR	Community Improvement and Revitalisation
CLT	Community Land Trust
COCOBOD	The Ghana Cocoa Board
CONNECT24	The supply chain and market efficiency programme of 24H+
CSIR	Council for Scientific and Industrial Research
CTVET	Commission for Technical and Vocational Educational and Training
DBG	Development Bank Ghana
DCEs	Digital Centres of Excellence
DFIs	Development Finance Institutions
DOC	Department of Cooperatives
DRM	Digital Rights Management
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
Eden Volta	Transformation of Volta Basin into Breadbasket of Africa
ESO	Enterprise Support Organisation
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FBO	Farmer-Based Organization
FDA	Food and Drug Authority

Term/ Acronym/ Abbreviation	Full Meaning / Definition
FSC	Farmer Services Centre
FUND24	The capital mobilisation arm of 24H+
GCX	Ghana Commodity Exchange
GDP	Gross Domestic Product
GEA	Ghana Enterprise Agency
GIADEC	Ghana Integrated Aluminium Development Corporation
GIDA	Ghana Irrigation Development Authority
GIIF	Ghana Infrastructure Investment Fund
GINI	Gini Coefficient (Income Inequality Measure)
GIPC	Ghana Investment Promotion Centre
GIRSAL	Ghana Incentive-Based Risk-Sharing System for Agricultural Lending
GNATD	Ghana National Association of Tailors and Dressmakers
GO24	The civic and institutional mobilisation component of 24H+
GPHA	Ghana Ports & Harbours Authority
GRA	Ghana Revenue Authority
GRATIS	Ghana Regional Appropriate Technology Industrial Service
GROW24	Agriculture Sub-Programme of 24H+
GSA	Ghana Standards Authority
GSS	Ghana Statistical Service
GUTA	Ghana Union of Traders' Associations
HACCP	Hazard Analysis and Critical Control Point
ICT	Information and Communication Technology
ICUMS	Integrated Customs Management System
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IMF	International Monetary Fund
IP	Intellectual Property
IPM	Integrated Pest Management
ISO	International Organization for Standardization
IT	Information Technology
IWT	Inland Waterway Transport
KNUST	Kwame Nkrumah University of Science and Technology
MAKE24	The manufacturing and industrialisation sub-programme
MDAs	Ministries, Departments and Agencies
MiDA	Millennium Development Authority
MMDAs	Metropolitan, Municipal and District Assemblies
MoFA	Ministry of Food and Agriculture

Term/ Acronym/ Abbreviation	Full Meaning / Definition
MSMEs	Micro, Small and Medium Enterprises
NCCC	National Cultural Convention Centre
NDPC	National Development Planning Commission
NEIP	National Entrepreneurship and Innovation Programme
NWPM	National Water Policy Mechanism
PA24H+	Presidential Advisor, 24-Hour Economy and Accelerated Export Development
PPP	Public-Private Partnership
RTA	Rehabilitation Through Agriculture
SAVs	Strategic Agricultural Value Chains
SDG	Sustainable Development Goal
SEZ	Special Economic Zones
Shikpon (Ga)	Urban and peri-urban vegetable farming zones
SHOW24	Culture, Arts, and Tourism Sub-Programme of 24H+
SMEs	Small and Medium Enterprises
SMVs	Strategic Manufacturing Value Chains
SPS	Sanitary and Phytosanitary
SPV	Special Purpose Vehicle
STP	Strategic Transformation Pillar
TVET	Technical and Vocational Education and Training
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
VAT	Value Added Tax
VCFF	Value Chain Financing Facility
VLTC	Volta Lake Transport Company
VRA	Volta River Authority
WAEMU	West African Economic and Monetary Union
WHO	World Health Organisation
WTO	World Trade Organisation
Wumbei (Gonja)	The name given to Industrial Parks in the 24H+ programme

EXECUTIVE SUMMARY



1.0 Our Vision

President Mahama's vision is a self-reliant, industrially competitive, and export-driven Ghanaian economy with optimally integrated value chains, a globally competitive workforce, and strong regional and global trade integration, delivering sustainable, inclusive growth, decent jobs, and increased resilience to external shocks.

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2.0 The Challenge

2.1 Colonial Economic Structure

Ghana's fundamental economic structure is deformed. It is still structured like a colonial economy – meaning it is just a cog in a larger global economy where it is organised around the interests of others, not its citizens. The economy is largely structured to function as a peripheral supplier in the global economic system, geared towards the extraction of raw materials for external markets.

We continue to export primary commodities such as cocoa beans, gold dorê, crude oil - at prices set by international buyers – capturing only a small fraction of the value generated along global value chains we participate in. At the same time, we import almost all our finished goods and a significant proportion of our production inputs – usually at premium prices also determined by the international producers and traders.

The result is a persistent value drain: we export wealth in raw form and re-import it as expensive goods and services, reinforcing dependency, trade deficits, and underdevelopment.

We illustrate further below.

2.2 Import Dependency

Ghanaian manufacturers depend heavily on imported raw materials and machinery. They sell 90% of their products in Ghana (only 25% of our manufacturers export products). This structure means that every production cycle involves a net loss of foreign exchange[1]. It means that even if industries grow, the drain on our foreign exchange reserves grows. Critical agricultural subsectors (e.g., poultry) share this structural weakness.

To illustrate, when a local manufacturing firm secures a $5 million investment to expand production, a significant portion is often spent on importing machinery, raw materials, and even skilled labour. It does not circulate locally and multiply. It does not create jobs. It increases our need for foreign currency, forcing the Cedi to depreciate and making imported goods more expensive, fuelling inflation, and undermining economic stability. Producers find themselves compelled to maintain large inventories that tie up working capital that could otherwise be invested in expansion or innovation.

Ghana also imports huge quantities of food - US$ 2 billion worth in 2024 alone[2]. The top ten food imports last year included rice, guts, bladders and stomachs of animals, frozen cut and offal of fowl, sugar, and cereals, accounting for half of our food import bill. These are products that we can produce competitively if we invest scientifically and holistically in local value chains and especially post-harvest logistics.

The issue is not just foreign exchange prices, important as this is. Dependency on imported food and industrial inputs exposes the country to undue external supply

[1] See Graphic Online, "Overreliance on Imported Raw Materials Crippling Production – AGI," *Graphic Online*, January 23, 2024. Available at: https://www.graphic.com.gh/news/general-news/ghana-news-overreliance-on-imported-raw-materials-crippling-production-agi.html; Ghanaian Times, "Ghana Records GH¢4.5bn Trade Deficits in 2022 – GSS Report," *Ghanaian Times*, March 15, 2023. Available at: https://ghanaiantimes.com.gh/ghana-records-gh%C2%A2-4-5bn-trade-deficits-in-2022-gss-report

[2] Ghana Statistical Service, "Over Half of Ghana's Food Supply in 2024 Came from Imports," *The High Street Journal*, March 1, 2025. Available at: https://thehighstreetjournal.com/over-half-of-ghanas-food-supply-in-2024-came-from-imports/

shocks such as global price volatility, global exchange rate fluctuations, and supply chain disruptions. It means we import foreign inflation.

No amount of macroeconomic dexterity will solve this structural crisis. No amount of hard work by producers or by State agencies will deliver the development our people so badly need. Macroeconomic fixes like IMF stabilisation programmes that are not accompanied by structural reform in the production system can only be temporary and often appear to worsen the situation. We must address the structural problems.

2.3 Structural Misalignments Within the Domestic Economy

This structural challenge is exacerbated by perverse domestic arrangements that often reflect *ad hoc,* uncoordinated and piecemeal efforts to deal with the *symptoms* of our structural problems over the years, and the failure of the State to guide private players to do more. We cannot effectively promote industrialisation without an alignment between foundational systems—energy, logistics, and financing on the one hand, and the dynamics of the production process on the other. These misalignments ensure that Ghana's productive capacity remains chronically underutilised. In 2024, Myjoyonline reported a decline in capacity utilisation in the cement industry, from 48% in 2022 to just 38% in 2023[3] .

This misalignment is especially evident in Ghana's energy system. Electricity outages account for an average of 9.3% in lost annual sales for Ghanaian firms, according to the World Bank Enterprise Surveys. To mitigate this, companies self-generate approximately 16.9% of their electricity needs. Energy expenditure accounts for between 6.6% and 8.7% of total sales[4]. This makes locally produced goods expensive and uncompetitive, especially in energy-intensive sectors like manufacturing. In contrast, firms in Vietnam and Kenya, for example, benefit from more stable energy supply and more affordable industrial tariffs, strengthening their export competitiveness.

The financial system also reflects this structural disconnect. Ghana's banking sector has not developed to provide the kind of patient, long-term capital that industrial development requires. Our banking sector constrains industrial growth through the high cost and short tenor of credit. According to the Bank of Ghana and the IMF Financial Sector Assessment reports, the average lending rate in Ghana exceeds 25% p.a, with loan tenors rarely exceeding 24 months. Moreover, collateral requirements remain prohibitively high, often exceeding 200% of the loan value, effectively locking out a large proportion of small and medium-sized enterprises. In comparison, Vietnam and Kenya provide development bank support and offer industrial credit at average rates of 8–12%, with more flexible repayment periods and sector-specific facilities for agriculture and manufacturing.

Ghana's export competitiveness is limited not only by high production costs but also by weak supply chain integration and low value-addition. While manufacturing exports account for over 40% and 85% of total exports in places like Kenya and Vietnam[5], respectively, Ghana's figure lags below 15%, and as highlighted by

[3] Ibrahim, A. (2024, July 18). *Cement manufacturers' capacity utilisation falls from 48% to 38% in one year, says Ishmael Yamson*. *MyJoyOnline*. Retrieved from https://www.myjoyonline.com/cement-manufacturers-capacity-utilisation-falls-from-48-to-38-in-one-year-says-ishmael-yamson/

[4] MiDA 2024 Constraints Analysis

[5] VietnamPlus. (2024, October 15). *Processing, manufacturing sector drives nearly 85% of total exports*. Retrieved from https://en.vietnamplus.vn/processing-manufacturing-sector-drives-nearly-85-of-total-exports-post304638.vnp

UNCTAD, Ghana's export base remains narrow, overly reliant on primary commodities, and underperforming in value-added goods. This disparity is even more pronounced in specific sectors. For instance, in textiles and apparel, Vietnam has leveraged integration into global value chains to export over $40 billion annually[6], while Ghana's entire manufacturing export base across all sectors is under $2 billion. Similarly, Kenya exports processed agricultural products to over 90 countries, while Ghana's processed agricultural exports reach fewer than 30 markets. Even in areas where Ghana possesses natural resource advantages, such as cocoa processing, the country exports primarily raw or semi-processed cocoa, while competitors increasingly capture value through finished chocolate products and specialised derivatives.

The problem is not that Ghana imports - it's that our society is structurally conditioned to import as a first resort - and not just commodities but ideas and solutions. Dependency has become a culture. As shown in Figure 1, Ghana once had the industrial capability to produce goods like corned beef and transistor radios domestically illustrating both the promise and the subsequent erosion of local manufacturing capacity. Ghana's capacity to industrialise, feed itself, and compete globally will remain fundamentally constrained without a deliberate effort to align production systems, energy infrastructure, and market linkages with the central objective of creating decent jobs and prosperity at the household level. Our economy will have to shift from exporting raw materials and importing finished goods to creating integrated domestic value chains with export capability.



Figure 1: Made in Ghana, Once Upon a Time

[6] Vietnam Textile and Apparel Association. (2023). *Vietnam's textile, apparel exports to top 40 billion USD in 2023: VITAS*. Retrieved from https://en.vietnamplus.vn/vietnams-textile-apparel-exports-to-top-40-billion-usd-in-2023-vitas-post271735.vnp

3.0 24H+ Programme: An Integrated Solution

The structural problems of Ghana's economy cannot be successfully addressed piecemeal. We need a holistic programme of systemic transformation that simultaneously delivers:

a. reduced dependence on imported food and production inputs;
b. lower post-harvest losses due to improved logistics, especially in transporting produce between northern and southern Ghana;
c. expanded domestic manufacturing;
d. affordable patient capital that unlocks MSME growth;
e. a highly skilled, Pan-Africanist, ethically grounded, digitally fluent workforce;
f. a vibrant cultural, artistic, and tourist industry that creates decent employment and builds a positive African identity; and
g. citizen engagement, accountability, both at the private and state level, and whole-of-government alignment.

This is the orientation of 24H+.

Achieving these outcomes requires more than isolated interventions in individual sectors. Ghana's past experience has shown that progress in one area, such as agriculture or manufacturing, often fails to translate into broader economic gains. Improvements are frequently undercut by bottlenecks in logistics, finance, or skills, and more importantly, by the absence of deliberate linkages that allow success in one part of the economy to trigger growth in others.

To overcome this, 24H+ deliberately breaks with the traditional sectoral approaches that address challenges in isolation. It adopts an integrated value chain approach. This means interventions are not designed or delivered in silos. Agriculture, manufacturing, culture, logistics, finance, skills development, and market access are treated as interconnected components of a single economic system. This ensures that progress in one area reinforces and multiplies gains across others, rather than being constrained by gaps elsewhere.



No	Dimension	Sectoral Approach	24H+ Integrated Approach
1	Vision	Fragmented interventions by sector (e.g., agriculture alone, industry alone)	Whole-economy transformation through interconnected systems
2	Planning	Sector-by-sector, siloed programmes	Value-chain and cross-sector planning to maximise interlinkages and synergies
3	Implementation	Each sector executes independently with minimal coordination	Multi-sectoral execution under a unified national framework
4	Financing	Projects funded in isolation (e.g., farm input subsidies without market linkages)	Financing flows along full chains
5	Coordination	Weak or absent inter-sectoral cooperation	Strong joint coordination across sectors
6	Impact	Duplicated efforts, low return on investment, jobless growth	Compounding gains: more jobs, more productivity, stronger private sector response
7	Resilience	Vulnerable to shocks (e.g., global input price rise halts sector progress)	Systemic resilience: local inputs, logistics, finance, and skills align to sustain production
8	Outcome Example	Fertiliser subsidies fail due to poor storage, logistics, or market access	Fertiliser + irrigation + aggregation + processing under Agbledu = increased yields and factory capacity utilisation
9	24/7 Enablement	Tax breaks/incentives given, but businesses still face power, logistics, and labour gaps	All enablers coordinated: logistics, energy, labour pool, shift systems, supply reliability
10	Mindset	Solve one problem at a time	Solve for the whole system at once

Table 1: Sectoral vs Integrated Approaches

While the name "24-hour economy" may evoke images of shift work or night-time operations, the programme goes beyond that. The 24H+ Programme is both a destination and a programme. As a destination, it envisions a Ghana where productivity, enterprise, and capital utilisation are so high that the economy operates continuously—across multiple shifts and beyond the constraints of the 8-to-5 working day. This reflects the full activation of national capacity: infrastructure running efficiently day and night, industries producing around the clock, and labour operating in safe, well-paid, and decent jobs.

As a programme, 24H+ represents a structured and sequenced national transformation agenda. It demands a deep restructuring of Ghana's productive economy—moving from raw material dependence to diversified, value-added production across agro-processing, pharmaceuticals, light manufacturing, tourism, digital services, and the creative economy. The approach is rooted in integrated

value chain development, anchored in local land systems, supported by infrastructure and finance, and delivered through district-level implementation taskforces.

24H+ is a programme of national mobilisation. It is the micro and real sector counterpart to the programme of sound macroeconomic management led by the Ministry of Finance and the Bank of Ghana. 24H+ directly targets producers, most, but not all, of whom are outside the State sector. Starting from selected strategic value chains, it will optimise our use of our natural resources, capital, and labour power around national needs, creating employment, slowing inflation, lowering interest rates sustainably, and improving living standards, especially at the base of society.

In addition to optimising factor utilisation, as described above, 24H+ aims to significantly increase input self-reliance and reduce the vulnerability of our production systems to external shocks. It seeks to integrate strategic value chains to produce more of the finished commodities that we and our neighbours consume. It seeks to increase the volume and diversity of production and thereby create decent employment (at least 1.7 million quality jobs in 4 years) and ensure permanent production surpluses for export. 24H+ involves developing scientific marketing strategies to effectively target and penetrate local, regional, and international markets for our products. Finally, 24H+ will transform our national work culture - better attitudes to production, fairer production relations up and down value chains, and a sense of responsibility to our nation and solidarity.

24H+ will pursue these outcomes through eight interlinked sub-programmes.



24HOUR ECONOMY & Accelerated Export Development

Sectoral Approach	24H+ Integrated Approach
Vision	
Fragmented initatives	Whole-economy transformation
Planning	
Sector-by-sector	Value-chain and cross-sector
Impact	
Low synergy, duplication	Synergistic, compounding gains
Example	
Fertilizer subsidy alone	Fertilizer + irrigation + aggregation + processing via Agbledu
Financing Isolated per project/sector	Coordination joint inter-sectoral links

3.1 Agriculture

In the agricultural sector, the **GROW24 Sub-Programme** will revitalise critical strategic agricultural value chains (SAVs) that are important for food and feed self-sufficiency and security, manufacturing input self-reliance, sustainable job creation, and climate resilience.

This will be driven through two flagship transformation engines:

1. **Eden Volta Breadbasket Project** – In line with creating the Volta Economic Corridor, this is an initiative to transform the Volta Basin into the Breadbasket of West Africa by cultivating over 2 million hectares of arable land under structured irrigation and climate-smart systems. This will be achieved through the development of integrated agroecological parks ("Agbleduwo") along the Volta Lake and its tributaries, each equipped with mechanisation hubs, renewable energy, logistics, and primary processing facilities to drive scale and resilience. Anchor farmers will serve as key drivers of this transformation, coordinating production, aggregation, and value addition within each Agbledu. Productivity in key value chains is expected to increase by up to 130%, depending on the commodity and farming system;
2. **Shikpon Urban and Peri-Urban Farming Revolution** – structured peri-urban vegetable and fruit farming clusters around Ghana's major cities, designed to guarantee an affordable, year-round fresh food supply. These urban farms will be built around 3–5 hectare plots per metro area and will deploy greenhouse systems, micro-irrigation, and rainwater harvesting. The initiative will focus on short-cycle, high-demand vegetables (lettuce, tomatoes, peppers, okra, onions) and will be operated by youth-led cooperatives and agripreneurs. These clusters will be integrated with cold chain logistics, urban aggregation points, and digital marketplaces, enabling real-time pricing, efficient distribution, and stronger farm-to-market linkages.

These will be designed to:

1. create agroecological parks ("Agbleduwo") with integrated infrastructure, mechanisation, and market access that transform fragmented smallholder farming into productive agricultural clusters;
2. support farmers to build strong cooperatives to improve productivity, strengthen market power, and enhance access to finance, technology, and extension services;
3. develop Strategic Agricultural Value Chains - high-potential value chains across seven food groups - to reduce Ghana's $2 billion food import bill;
4. cut post-harvest losses from 30%+[7] to 15% through modern logistics (storage, preservation, transportation) technologies, and processing facilities; and
5. strengthen the application of research and indigenous knowledge, including accessible seed banks, for high-yielding climate-smart agriculture.

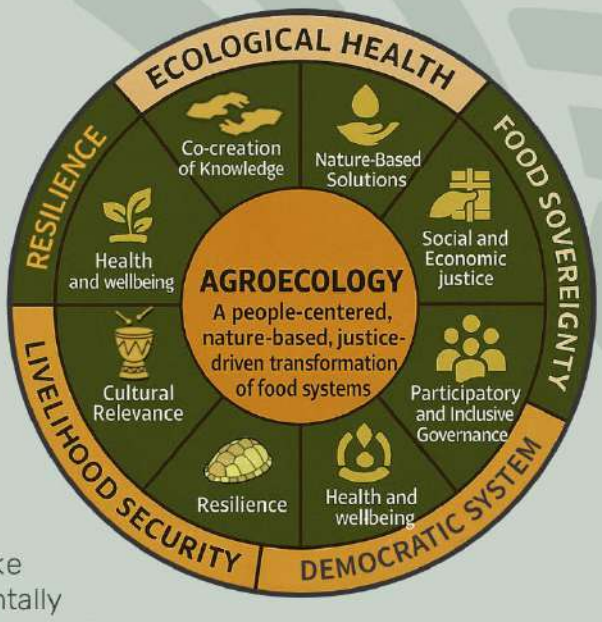
[7] Ehrlich, D. (2025, March 17). *Post-harvest food loss in Ghana's fruit and vegetable supply chains: Evidence from the field*. International Growth Centre. Retrieved from https://www.theigc.org/publications/post-harvest-food-loss-ghanas-fruit-and-vegetable-supply-chains-evidence-field



In line with the broader transformation agenda, GROW24 integrates the principles of agroecology—not just as a set of ecological practices, but as a strategic framework for equitable, sustainable, and locally grounded agricultural development. This includes promoting biodiversity, supporting smallholder farmers as key economic actors, incorporating local and traditional knowledge systems, and ensuring that farming systems are resilient, regenerative, and socially just.

The Agbleduwo will therefore be both productive hubs and demonstration zones for inclusive and sustainable agroecological transformation. Each park will be supported by a Farmer Services Centre (FSC) with staff trained in agroecological values and equipped to deliver technical support, cooperative development, value chain literacy, and community-based services.

Spotlight on Agroecology



Agroecology is a comprehensive approach to food and agriculture that places nature, people, and justice at the centre. It brings together ecological science and traditional farming knowledge to build food systems that are sustainable, resilient, and fair. It challenges extractive models of industrial agriculture and offers an alternative rooted in resilience, sustainability, and community agency.

While often reduced to eco-friendly practices like composting or crop rotation, agroecology is fundamentally about power: ***who grows food, who controls land and who benefits.***
It demands that food systems be democratically governed, that local knowledge is respected, and that farming enhances both the environment and human dignity.

Agroecology is anchored in core principles such as **biodiversity, co-creation of knowledge, nature-based solutions, social and economic justice, participatory governance, and resilience.** These principles shape how agricultural institutions and infrastructure must evolve. Ultimately, agroecology is not just about how we farm—it's about why we farm, for whom, and to what end.

Under the **24H+ Programme,** this means **Farmer Service Centres** must go beyond technical support to become centres of cooperative organising, agroecological training, women's empowerment, and ecological extension. Likewise, **Agbleduwo** (Agro-Ecological Parks) must be structured not only around irrigation and mechanisation, but around integrated ecosystems—featuring intercropping, composting, energy-efficient processing, local seed banks, and farmer-led governance.

For Ghana, agroecology is about building a food system that regenerates the land, empowers small-scale farmers and rural communities, feeds people with dignity, and strengthens the foundations of long-term national resilience.



3.2 Manufacturing

The MAKE24 Sub-Programme is Ghana's strategy for manufacturing transformation under the 24H+ programme. It aims to transition Ghana from an import-dependent economy into a productive, export-oriented industrial country by leveraging competitive advantages in five Strategic Manufacturing Value Chains (SMVs): agro-processing, pharmaceuticals, textiles and garments, construction materials, and machinery/technology.

MAKE24 goes beyond simply building factories. It focuses on creating inclusive and productive industrial ecosystems that strengthen backward and forward linkages, support formalisation and clustering, and drive long-term industrial competitiveness under AfCFTA.

Critical to MAKE24 is the development of a national network of modern industrial parks—the Wumbei Industrial Parks—designed to resolve the foundational constraints holding back Ghanaian manufacturers: inaccessible land, unreliable utilities, and high logistics and setup costs.

By 2028, 10 Wumbei Parks will be developed, with a total of 50 parks targeted within the next decade. Each park will average 50 acres or more, and will be equipped with shared, serviced infrastructure including:

- Reliable, renewable and/or embedded power systems;
- Piped water supply and waste treatment systems;
- Road access, internal circulation routes, and digital connectivity;
- Pre-zoned land and flexible layouts for firm expansion and clustering.

The priority for MAKE24 is unlocking land access in partnership with traditional authorities and repurposing public lands for productive use. The Ghana Infrastructure Investment Fund (GIIF) will establish a Special Purpose Vehicle (SPV) to acquire, service, and manage these parks under a blended finance model supported by FUND24.

To drive spatial equity and competitiveness, most Wumbei Parks will be co-located with agroecological production zones under GROW24 and integrated into the Volta Economic Corridor. This corridor will reduce logistics costs by up to 80%, connect the north and south, and support balanced regional industrialisation.

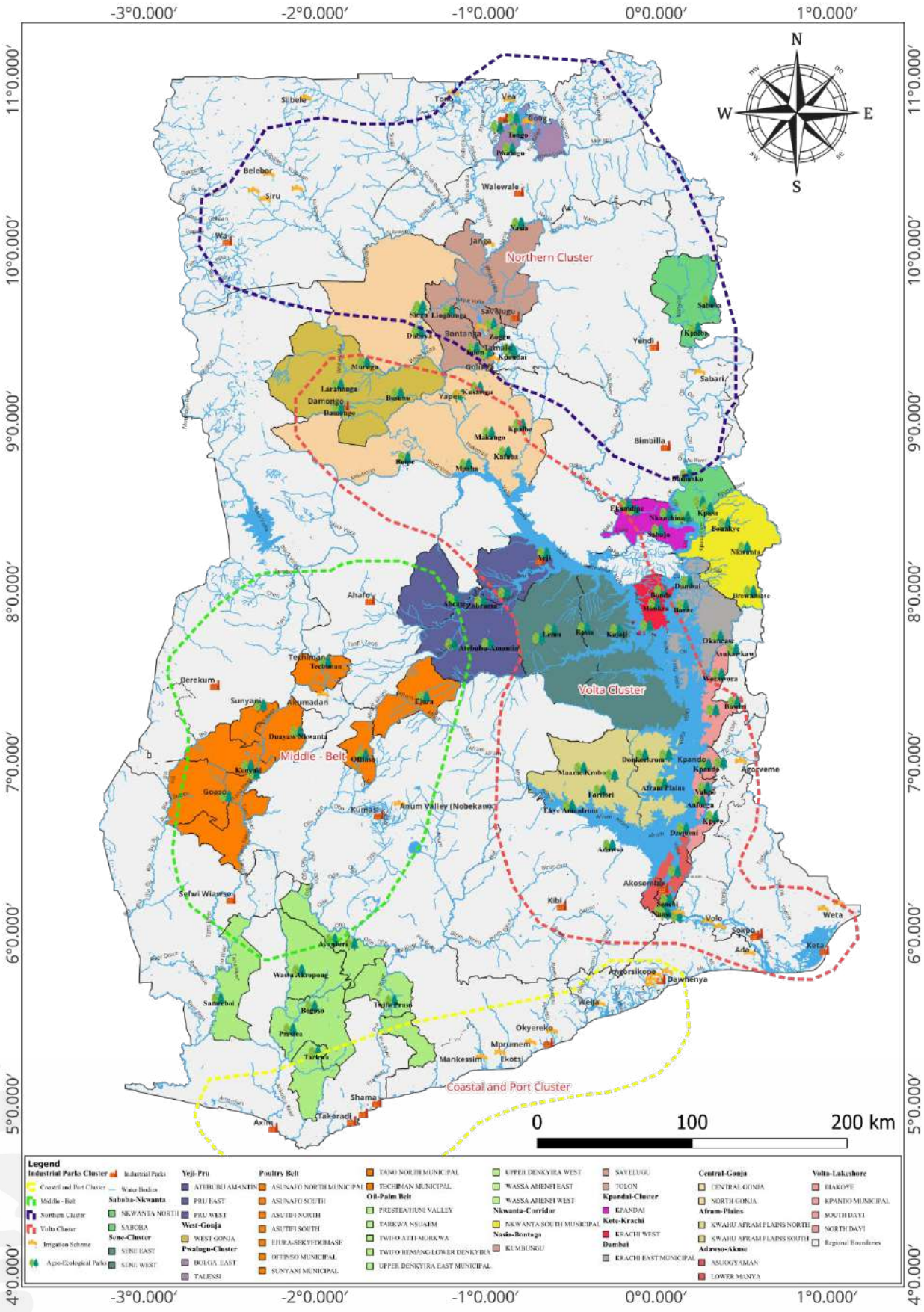
MAKE24 will also:

1. Unlock the five priority SMVs by coordinating infrastructure investment, workforce development under ASPIRE24, and access to affordable, long-term capital under FUND24.
2. Increase average capacity utilisation in Ghanaian manufacturing from 46% to 85% by providing targeted support to firms, structured input supply chains, and guaranteed market access.
3. Formalise informal manufacturers and support their transition into structured production clusters, cooperatives, and trade associations to reduce transaction costs, enforce quality standards, and support collective market access.



Through its tight integration with other sub-programmes—GROW24 (raw materials supply), CONNECT24 (logistics), ASPIRE24 (skills), and FUND24 (finance)—MAKE24 will catalyse structural change in Ghana's industrial landscape and position the country as a leading manufacturing base under the African Continental Free Trade Area.

Location of 24H+ Agroecological and Industrial Parks



3.3 Built environment and Infrastructure

The BUILD24 Sub-Programme addresses one of the most foundational yet underperforming sectors of Ghana's economy: construction and the broader built environment. The construction industry currently suffers from low productivity, limited innovation, fragmented regulation, and a heavy reliance on imports for basic materials and technologies. BUILD24 will transform this sector into a dynamic driver of Ghana's industrialisation, job creation, and economic resilience. It will do this by pursuing a bold strategy to localise production, formalise construction services, and modernise sector governance.

At its core, BUILD24 seeks to restructure the construction value chain to boost local content across all major infrastructure and housing projects. It will prioritise the development and standardisation of locally sourced construction inputs such as bricks, tiles, cement, insulation, roofing, doors, and prefabricated components—thereby reducing import dependency, enhancing self-reliance, and building the foundation for a circular economy in construction. Through targeted investment and enterprise support, BUILD24 will nurture fabrication clusters and construction input hubs across the country, linked to the Wumbei Industrial Parks under MAKE24.

BUILD24 will also establish the *Construction Industry Development Authority (CIDA)* to serve as a central coordinating body, harmonising regulations, enforcing quality standards, driving skills certification, and overseeing a national construction innovation strategy. This authority will work closely with public agencies such as the Public Works Department (PWD), Architectural and Engineering Services Limited (AESL), and industry associations to ensure effective implementation and sector-wide transformation.

Strategic interventions under BUILD24 include:

1. Establishing a National Materials Catalogue and Standards System in collaboration with GSA and CSIR-BRRI to support localisation and enforce quality;
2. Rolling out a National Construction Skills Corps (linked to ASPIRE24) to upskill artisans, technicians, and professionals in modern methods, including green building, prefabrication, and digital site management;
3. Leveraging public procurement to stimulate demand for Made-in-Ghana construction inputs across roads, schools, clinics, housing, and industrial parks;
4. Digitising permitting, land use planning, and construction oversight through a National E-Build System for transparency, efficiency, and reduced costs.

BUILD24 will ensure that Ghana builds faster, better, and smarter—delivering the infrastructure backbone needed to scale up production across agriculture, manufacturing, logistics, and digital services. It anchors Ghana's transformation in strong foundations, while creating thousands of skilled jobs and a construction sector that is inclusive, future-facing, and globally competitive.

3.4 Culture, Arts and Tourism as Engines of Identity and Income

The SHOW24 Sub-Programme repositions Ghana's culture, arts, and tourism (CAT) sectors as dynamic engines of job creation, national pride, and export growth. It recognises that culture is not just heritage—it is a system of production, meaning-making, and influence. Ghana's long history—from ancient West African civilisations and anti-colonial struggles to Pan-African leadership and diasporic connections—offers rich material for world-class storytelling and creative enterprise. Yet, as in agriculture and industry, these assets have long been undervalued, fragmented, and often appropriated by others. SHOW24 shifts the narrative and the structure, reclaiming culture as both a strategic value chain and a unifying force for national development.

SHOW24 identifies six catalytic Cultural, Arts, and Tourism (CAT) value chains: museums and monuments, the legacy of Nkrumah, culinary heritage, textiles and fashion, re-engineered festivals, and popular music and dance. These value chains combine cultural authenticity, commercial potential, and wide employment reach, especially for young people and women. Ghana's hundreds of festivals, for example, will be revitalised and rebranded as compelling cultural experiences, capable of attracting both domestic and international tourism, supporting creative livelihoods, and serving as platforms for storytelling, commerce, and national identity.

To unlock this potential, SHOW24 pursues a five-part strategy: (1) developing content and talent through a National Creators Academy and community-based arts hubs; (2) activating infrastructure—including the revitalisation of 250 community centres into CAT hubs; (3) scaling market access and exports through licensing platforms, diaspora networks, and festival tourism; (4) financing CAT enterprises through the 24H+ Value Chain Financing Facility; and (5) embedding cultural identity and inclusion into the nation's development journey through "The Ghana Story" framework.

SHOW24 reframes creativity as a national asset and identity as infrastructure. It brings coherence to fragmented sectors, delivers dignified jobs, and builds a globally competitive creative economy. With every festival scaled, museum launched, fabric exported, or story told, Ghana becomes not only a producer of goods but a producer of meaning, pride, and value on the global stage.

3.5 Supply Chains, Logistics and Market Systems

The CONNECT24 Sub-Programme is Ghana's strategic blueprint for fixing the broken links between production and prosperity. It tackles one of the most persistent barriers to national competitiveness: inefficient, high-cost supply chains and fragmented market systems. From post-harvest losses and rural isolation to congested ports and informal markets, these bottlenecks drain value from every stage of production. CONNECT24 transforms this reality by building an integrated, multimodal logistics and market ecosystem—designed to move goods faster, cheaper, and smarter across the country and beyond.

At the heart of CONNECT24 is the full-scale activation of the Volta Lake and the Volta River System as Ghana's inland freight corridor. With dedicated investment in port terminals at Buipe, Yeji, Akosombo, and Mpakadan, and intermodal links to farms, factories, and rail, the lake will become the spine of a low-cost, high-capacity

logistics network connecting northern production zones to southern markets and ports. This will reduce logistics costs from over 40% of product value to below 20%, unlocking national and regional trade flows.

CONNECT24 also invests in cold chain and warehouse infrastructure, modernises port and customs systems, expands structured aggregation and digital marketplaces, and develops Tamale Airport into a regional air cargo hub for high-value exports. These interventions will reduce post-harvest losses by half, enable real-time price access for 500,000 producers, and ensure reliable input and product flows for GROW24 and MAKE24.

CONNECT24 strengthens Ghana's ability to compete from the farm gate to the market to export. It ensures that goods move efficiently, reducing waste, lowering costs, and connecting producers to structured markets and buyers across Ghana, the region, and the world. With the Volta River System serving as a national logistics spine and modern systems enabling reliable, 24/7 operations, Ghana will not only feed itself and supply its industries—it will compete confidently in regional and global markets. This is the infrastructure of a connected, productive, and export-ready economy.

3.6 Production and Infrastructure Financing

The FUND24 Sub-Programme facilitates value-chain & Infrastructure Financing to address two key structural bottlenecks—limited access to affordable finance for enterprises and insufficient long-term capital for productive infrastructure. The sub-programme will unlock patient, appropriately priced capital to enable Ghanaian producers, processors, and service providers across strategic value chains to invest, grow, and compete.

FUND24 will

1. Unlock $1 billion+ in enterprise financing for MSMEs in strategic value chains through a Value Chain Financing Facility, delivered by DBG through rural banks, microfinance institutions, Savings and Loans institutions and commercial banks. Loans will be concessional (below 12%) and tied to membership in cooperatives or trade and industry associations to enhance credit discipline, monitoring, and access.
2. De-risk MSME lending through a Technical Assistance Grant Fund and Credit Insurance Scheme, supporting borrower readiness, cooperative development, market access facilitation, credit scoring, and real-time loan tracking. This will be implemented through Enterprise Support Organisations (ESOs) and risk-sharing facilities in partnership with institutions like GIRSAL.
3. Support infrastructure financing through the creation of three Special Purpose Vehicles (SPVs) under the Ghana Infrastructure Investment Fund (GIIF), focused on Agroecological Parks, Industrial Parks, and Multimodal Logistics Systems. These SPVs will be seeded with public capital and structured to attract blended finance, sovereign wealth funds, and private investment through PPPs. Infrastructure such as inland water transport along the Volta Economic corridor will be prioritised to reduce logistics costs and enhance regional trade connectivity. Land will be leased to investors free for the first 10 years to catalyse private investment in farms and factories, which will be supported through the Value Chain Financing Facility.

FUND24 will be implemented with support from the Bank of Ghana and will deploy targeted financial solutions to reduce investment risks and costs across the 24H+ strategic value chains, enabling both large-scale infrastructure delivery and wide-reaching MSME participation. It ensures Ghana's transformation is not constrained by capital access, while building a resilient, inclusive financial architecture for long-term development.





3.7 Work Culture

Ghana's productivity challenge is not only technical but also cultural. A resilient, inclusive, and competitive economy requires a workforce that is skilled, values-driven, digitally fluent, and globally competitive. The ASPIRE24 Sub-Programme responds to this imperative by reorienting Ghana's education-to-employment ecosystem—linking mindset, skills, and workplace readiness to the real demands of the productive economy.

The ASPIRE24 Sub-Programme will equip Ghana's entrepreneurs, youth, and labour force with the values, ethics, mindset, and tools needed to meet global standards of productivity and innovation. It will focus on four interlinked areas: transforming work culture and attitudes to production; strengthening vocational and technical education; mainstreaming digital intelligence and multilingual capability; and providing targeted business support services and skills upscaling opportunities.

In the immediate term, ASPIRE24 will focus on mainstreaming digital intelligence training across Ghana's national TVET system. Working with industry and education stakeholders, the programme will develop a comprehensive skills framework and implementation roadmap and establish Digital Centres of Excellence across upgraded TVET institutions. These centres will train students in emerging digital skills and also function as community access points for digital tools, internet connectivity, and workforce services.

Over time, ASPIRE24 will position Ghana as a leading African talent hub, supplying the skills and competencies required to drive the digital and industrial transitions envisioned under the 24H+ programme.

3.8 Sustainable Mobilisation

A 24-hour economy cannot be built by policy alone—it requires a shared national commitment, active citizen engagement, and alignment across all arms of the state. The GO24 Sub-Programme addresses two critical enablers of transformation: the need for broad-based public mobilisation and the imperative to embed the 24H+ agenda into the everyday functioning of government and community life. GO24 will tackle the challenge of low citizen engagement and limited state alignment by mainstreaming the 24H+ transformation agenda across all levels of government and mobilising the Ghanaian public around a shared national mission.

GO24 will:

1. Build public awareness and Mobilisation through national campaigns, storytelling platforms, and education initiatives that drive citizen participation in the 24H+ vision;
2. mainstream 24H+ across Government, requiring all MDAs and MMDAs to develop tailored 24H⁺ strategies, extend essential public services for round-the-clock productivity, and align internal operations with the programme's objectives.;
3. revitalise Community Infrastructure by improving lighting, safety, and beautification in public spaces to support evening and night-time commercial activity; and
4. reform Enabling Regulations, including labour laws, local government by-laws, and business licensing, to support expanded hours of operation and innovation in economic activity.

GO24 will transform passive individual citizens into organised active co-creators of Ghana's economic future and ensure that every arm of the State becomes a proactive partner in national transformation.



3.9 Integrated Virtuous Cycle of Growth and Employment

24H+ Programme is integrated in conception and rollout. Each subprogramme targets a critical node in the economy and interacts with and reinforces others in a virtuous cycle. As domestic production rises, foreign exchange leakage declines. As costs fall, firms become competitive. As exports grow, macroeconomic stability improves. Reduced import dependency preserves foreign exchange, enabling investment in productive capacity. Increased local value addition creates demand for domestic inputs, which creates employment. Expanded employment generates consumer purchasing power, and rising productivity improves export competitiveness.

Together, they form a unified matrix that:

1. **reduces the food and inputs import bill** by building self-reliant, climate-resilient agricultural system**s;**
2. **expands domestic manufacturing capacity**, raising industrial output from 12% to 20% of GDP;
3. **streamlines supply chains to cut post-harvest losses and logistics costs,** especially between northern and southern Ghana through inland water transport.
4. **provides patient capital at affordable rates** to unlock MSME growth in priority value chains;
5. **develops a highly skilled, ethically grounded, digitally intelligent, culturally confident workforce**;
6. **catalyses a revival in our cultural, artistic, and tourism industries** and inculcates a constructive African identity in our citizens; and
7. **mainstream citizen engagement, volunteer work, accountability, and whole-of-government alignment** around these goals.

The 24H+ approach offers quantifiable benefits. Internal economic modelling demonstrates that structural transformation would improve the relationship between economic growth and job creation (the “employment elasticity of output”) from the current 0.29 to approximately 0.55. This means that for every percentage point of GDP growth, employment would expand by 0.55%, nearly double the current rate. Combined with sustained GDP growth above 6%, the impact on unemployment would be transformative.

As shown in Table 2, implementing this integrated approach could create more than 827,000 new jobs within the first two years, expanding to over 1.7 million jobs by 2028 and exceeding 5.2 million jobs by 2034. This would progressively reduce Ghana's unemployment rate to approximately 12% by 2028, under 10% by 2030, and ultimately to just 4.19% by 2034—a level consistent with full employment when accounting for frictional unemployment.

The 8 integrated sub-programmes

24HOUR ECONOMY & Accelerated Export Development

Grow24

for expanded and efficient agricultural production

Make24

for an expanded manufacturing industry

Build24

for a self-reliant, value-driven construction sector that fuels transformation

Show24

to organise and elevate the creative community to drive employment, cultural identity, and export revenue.

Connect24

for domestic supply and Export Competitiveness and reduced inflation

Fund24

for improved access to finance

Aspire24

for a productive workforce aligned to industry needs

Go24

to mainstream the 24 HE Programme and mobilise Ghanaians through a coordinated communication strategy

	2024	2026	2028	2030	2032	2034
Population	34,777,127	36,125,389	37,525,921	38,980,750	40,491,981	42,061,800
Working Age Population	19,909,797	20,739,634	21,60,4058	22,504,512	23,442,496	24,419,576
Labour Force	14,428,862	15,121,775	15,847,964	16,609,027	17,406,638	18,242,552
Compounded GDP Growth		12%	26%	42%	59%	79%
Compounded Growth in Jobs		7%	14%	23%	33%	43%
Employed	12,179,919	13,007,910	13,938,240	14,983,560	16,158,080	17,477,772
Unemployed	2,248,943	2,113,865	1,909,724	1,625,467	1,248,557	764,780
Jobs Created		827,991	1,758,321	2,803,641	3,978,162	5,297,853
Labour Force Participation	72.47%	72.91%	73.36%	73.80%	74.25%	74.70%
Unemployment Rate	15.59%	13.98%	12.05%	9.79%	7.17%	4.19%
Absorption Rate (employment rate)	61.18%	62.72%	64.52%	66.58%	68.93%	71.57%

Table 2: Projected impact of the proposed economic transformation on employment

Importantly, this is not just about the quantity of jobs but their quality and sustainability.



24H+ requires an integrated approach

Imagine a tomato factory designed to run 24 hours a day. The factory is built. Workers are ready. Incentives are in place. But there's a challenge—no tomatoes are arriving. Farmers couldn't grow enough. Some harvests spoiled due to a lack of cold storage. Transport was unreliable or too costly. The factory runs a few shifts... and then slows down.

This is not just a hypothetical. It reflects a broader pattern across Ghana's economy. **Despite our abundant natural resources, arable land, and entrepreneurial drive, many factories still operate below capacity—and are forced to rely on imported inputs** that could be sourced or produced locally. The issue is not a lack of effort, infrastructure, or policy tools—but rather the absence of a system that connects them in a coordinated, end-to-end way.

The 24H+ Programme addresses this gap by adopting an integrated value chain approach. It links production, logistics, manufacturing, skills and mindset development, and finance into a unified engine of transformation.

In this approach, the tomato factory becomes part of a resilient ecosystem where inputs are locally secured, transport is efficient, finance is accessible, skills are industry-aligned, and domestic and export markets are within reach. **That's what makes 24-hour operations viable—not just in theory, but in practice.**

24H+ unlocks real productivity, real jobs, and real resilience by shifting from from piecemeal interventions to lasting impact.



PART ONE
CONTEXT

1.0 Context for a 24H+

1.1 The Problem - Structural Deformity

Ghana faces a complex set of interrelated challenges that limit economic performance. While Ghana's economy is more complex than it was a century ago, it remains fundamentally colonial, that is, fragmented and integrated into the global economy in ways that do not serve local needs and aspirations. Like many former colonies, Ghana's economy was integrated into the global economy primarily as a supplier of raw materials for Western industries in the 19th and 20th centuries, and a consumer of cheap manufactured goods (both consumer and industrial) produced by European, particularly British industry. Although independence and global political dynamics have expanded the country's export base and diversified trading relations, reliance on raw material exports and, worse, a culture of import dependency has intensified since the 1966 overthrow of Nkrumah's First Republic and its centrally-planned, state-led industrialisation programme. The development of new resources, such as oil and gas, over the last 20 years has followed a similar pattern, as little effort has been made to process these primary raw materials or integrate them directly into domestic productivity. Figure 3 shows the composition of Ghana's exports since 1996 and demonstrates how the economy is increasingly dependent on primary commodity exports.

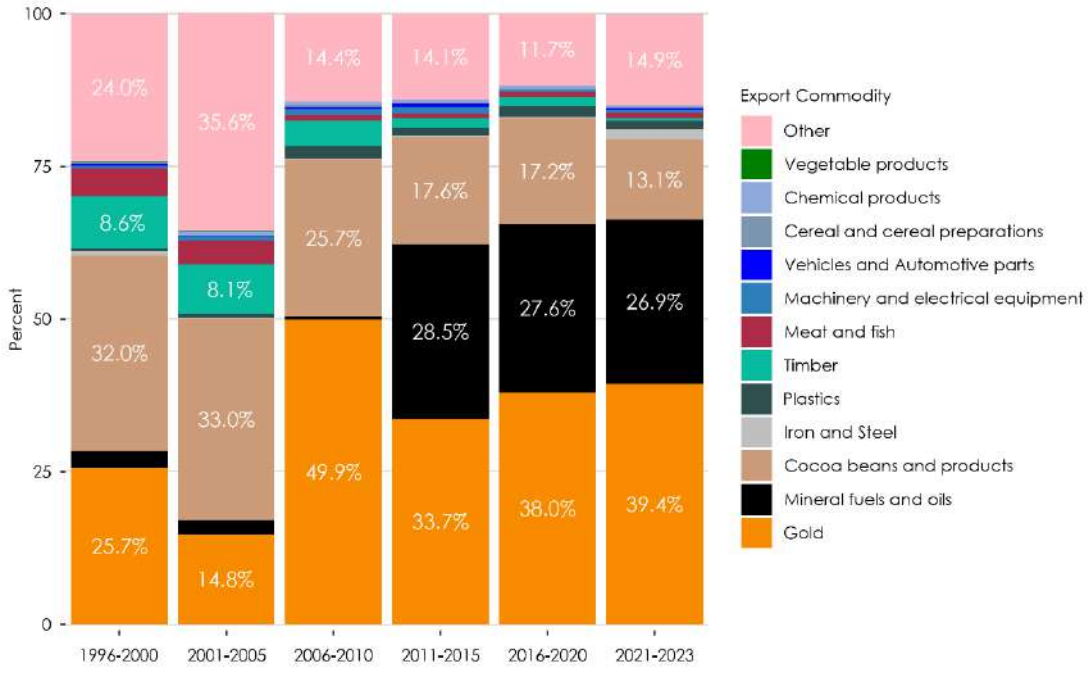


Figure 3: Composition of exports

Table 3 shows our imports for 2024. Critically, Ghana today is more reliant on staple food imports, including wheat, rice, cooking oil, sugar, and protein, than the Gold Coast ever was. In 2024, our second biggest food import was "Guts, Bladders and Stomachs of Animals"! Our third was "Frozen cuts and Offal of Chicken"!

Rank	Product Description	Import Value (GHS)	% of total food imports
1	Cereal grains, worked but not rolled or flaked, of other cereal	3,365,853,280	*8.60%*
2	Guts, bladders and stomachs of animals (excl. Fish)	2,686,434,489	*6.90%*
3	Frozen cuts and offal of fowl	2,583,598,636	*6.60%*
4	Sugar, in powder, crystal or granule forms	2,371,905,041	*6.10%*
5	Cocoa beans, standard quality raw beans	2,006,124,386	*5.20%*
6	Rice, semi-milled or wholly milled rice, pack> 5kg or bulk	1,976,371,790	*5.10%*
7	Shea (karate) oil and fractions, crude	1,863,870,978	*4.80%*
8	Shea nuts (karate nuts)	1,621,689,864	*4.20%*
9	Fish, frozen, excluding fish fillets and other fish meat of heading 03.04	1,257,852,018	*3.20%*
10	Rice, broken	1,067,269,820	*2.70%*
	Top 10 total	**20,800,970,302**	***53.40%***
	All Other Food Products	**18,145,002,582**	***46.6%***
	Total Food Imports	**38,945,972,884**	***100%***

Table 3: Food product imports in 2024

The country's heavy reliance on raw commodity exports and imported food, inputs and finished goods creates a perennial balance-of-payments crisis and vulnerability to external shocks. Agricultural and manufacturing sectors suffer from systemic inefficiencies, while critical market linkages remain fragmented. Importing means creating jobs abroad for others. So, even though we may think we are spending Cedis, because our purchases are imports, we are actually spending the currency of the country we are importing from (or the dollar as the most common currency of international trade).

The situation is further compounded by the fact that trade, particularly trade in imported goods, has now become the single most significant contributor to both GDP and GDP growth. As shown in Figure 4 and Figure 5, the trade sector (primarily wholesale and retail of foreign goods) now surpasses manufacturing, agriculture, and even extractives in its contribution to GDP. In 2024, trade accounted for over 22% of GDP and contributed 30.1% of GDP growth, far exceeding any productive sector. This signals not the strength of domestic production, but the scale of import-driven consumption and distribution, often financed through foreign-denominated debt or remittance-driven demand. While trade is a vital component of any economy, its dominance in Ghana's growth profile—driven by imported goods—reflects and reinforces our structural dependence, with few forward and backward

linkages to domestic production. It also explains why GDP growth, in its current form, does not translate into widespread employment or resilience, as the trade sector's expansion generates limited local value-added and minimal domestic job creation beyond low-wage retail activity.

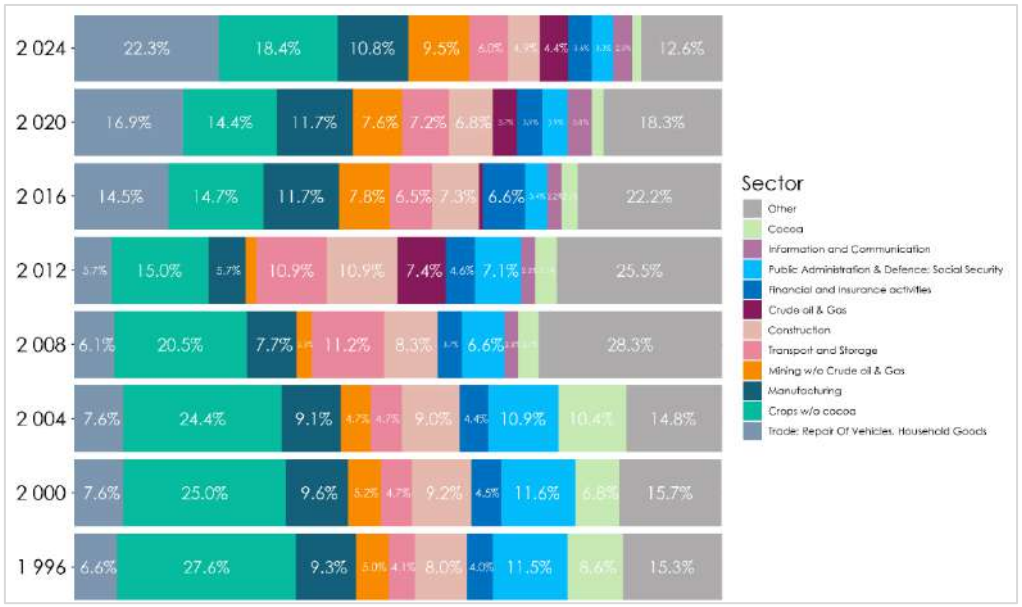


Figure 4: Sectoral contributions to GDP

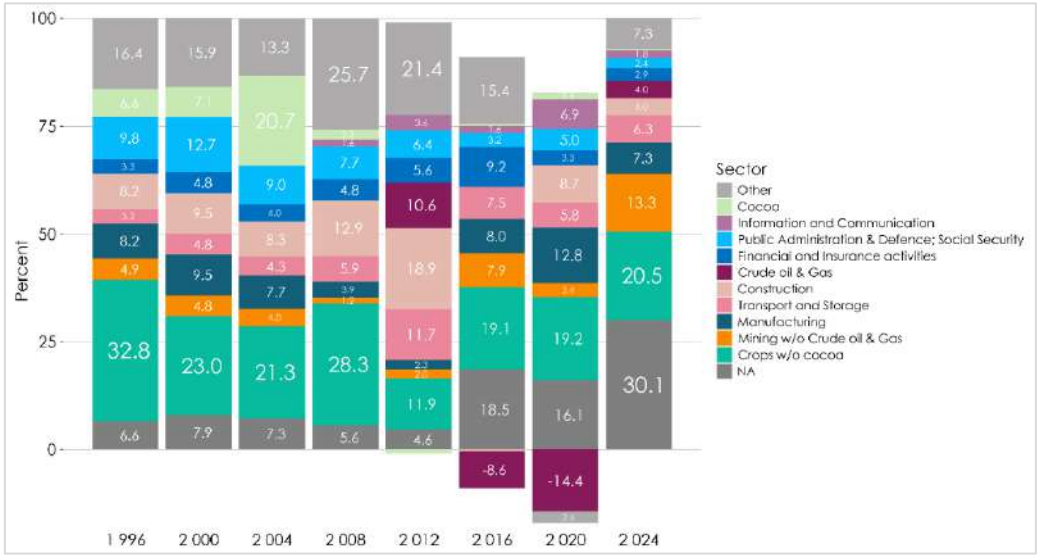


Figure 5: Sectoral contribution to GDP growth

This structural deformity is evident throughout the country's economic and social systems, relentlessly driving all metrics by which we gauge contemporary economic and social progress - GDP growth rate, exchange rates, interest rates, unemployment, debt-to-GDP ratios, and so forth. The cyclical nature of the resulting inevitable economic crises often obscures the underlying structural problem, making it easier, especially for the political class, to attribute Ghana's declining fortunes and repeated resort to IMF stabilisation programmes solely to the lack of vision, competence, caring, and integrity of partisan opponents - often while

adopting remedies for economic salvation rooted within the same development paradigm. Leadership integrity, industriousness, compassion, and competence are crucial for national development. They are not, however, sufficient. They are not a substitute for the sound and integrated production structure that Ghana needs.

In addition to this structural deformity, limited access to finance restricts MSME growth and participation in strategic value chains. Studies show that access to finance remains the most important obstacle to enterprise growth in Ghana, with most businesses relying on private savings or internal resources to finance their operations[8].

Underlying these challenges is a significant human resource gap, with workforce skills development programmes not aligned with the demands of a modern, competitive economy. Additionally, weak citizen engagement and inadequate stakeholder coordination undermine the sustainability and ownership of development initiatives. These factors collectively constrain Ghana's ability to generate sustainable livelihoods, achieve food security, develop competitive industries, and fully participate in regional and global markets.

Taken together, these challenges reinforce a development trap. Without a coordinated, multi-dimensional strategy that addresses production, market systems, finance, skills, and public mobilisation as interdependent components, Ghana risks continued economic vulnerability, limited value capture, and unrealised national potential in an increasingly competitive global landscape.

1.2 Interconnected Structural Constraints

The deformity in the economy manifests in these seven interconnected structural constraints that collectively impede transformation.

1.2.1 Agricultural Underperformance and Food Import Dependence

Ghana spends over $2 billion annually on food imports despite possessing vast agricultural potential[9]. This paradox stems from multiple interconnected factors: only 5% of arable land is irrigated[10], post-harvest losses exceed 30% of production, and smallholder farmers who produce 80% of Ghana's food[11] struggle with limited mechanisation, an ageing workforce, and restricted access to finance. The 2025 State of the Nation Address acknowledged that Ghana's agriculture remains below potential due to low productivity and underinvestment in value-addition infrastructure, stressing that food inflation is worsened by a failure to achieve food self-sufficiency[12]. This agricultural underperformance directly impacts other sectors by constraining raw material supply for manufacturing, driving food inflation, depleting foreign reserves, and limiting rural income growth[13].

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[8] *The Constraints to Inclusive Growth in Ghana, MiDA (2024)*

[9] Ministry of Food and Agriculture. (2025, April). *Feed Ghana Programme rallies Ghanaians to cut $2billion food import*. Retrieved from https://www.modernghana.com/news/1390729/feed-ghana-programme-rallies-ghanaians-to-cut.html

[10] Ministry of Food and Agriculture (MoFA). (2021). *Agriculture in Ghana: Facts and Figures (2021)*. Accra: Statistics, Research and Information Directorate (SRID), MoFA.

[11] United Nations Environment Programme. (2021). *Supporting smallholder farmers in Ghana through innovative climate adaptation*. Retrieved from https://www.unep.org/ndc/news-and-stories/story/supporting-smallholder-farmers-ghana-through-innovative-climate-adaptation

[12] National Food Buffer Stock Company. (2025, March). *Key Agribusiness Highlights from Ghana's 2025 SONA*. Retrieved from https://nafco.gov.gh/uncategorized/key-agribusiness-highlights-from-ghanas-2025-sona/

[13] Ghana Statistical Service. (2021). *Ghana's Agriculture Sector Report*. Retrieved from https://www.gipc.gov.gh/wp-content/uploads/2023/03/Ghanas-Agriculture-Sector-Report-1.pdf

1.2.2 Manufacturing Sector Stagnation and Limited Industrialisation

Ghana's manufacturing sector has long underperformed relative to its potential. Its contribution to GDP has stagnated at approximately 12%, and it employs only 10–12% of the formal labour force—a figure that has remained largely unchanged for over a decade. This stagnation is driven by a set of interrelated constraints that limit productivity, discourage investment, and undermine the sector's ability to anchor structural transformation.

One of the most critical constraints is infrastructure deficiency, particularly in transport and energy. Only 27% of roads in Ghana are tarred,[14] raising logistics costs and impeding efficient supply chain integration. Energy access is also unreliable and costly. According to the World Bank Enterprise Survey (2023), electricity outages account for 9% of annual sales losses for firms. Businesses often face multiple power outages per month, and non-residential consumers pay electricity tariffs as high as $0.15 per kilowatt-hour, among the highest in our sub-region[15].

Access to affordable finance is another major barrier. Interest rates for manufacturers in Ghana are 15–20 percentage points higher than in competing countries, making it difficult for firms to expand, upgrade machinery, or compete globally. Compounding this is the fact that manufacturing capacity utilisation remains low, averaging only 42–46%[16], a reflection of weak demand, unreliable inputs, and persistent market fragmentation.

These constraints collectively limit the sector's ability to create jobs, generate foreign exchange, and reduce import dependence.

1.2.3 Human Capital Development Gaps and Skills Mismatches

Ghana faces a 22% youth unemployment rate, with almost 70% of employed persons in vulnerable employment - often lacking job security, formal contracts, or access to benefits[17]. This structural issue limits both economic inclusion and productivity growth.

Compounding this, access to digital skills remains uneven. According to the Ghana Poverty Assessment by the World Bank in 2020, only 33.8% of Ghanaian youth possess ICT skills, and those with such skills are nearly three times more likely to access wage employment than those without. Gender disparities are also notable: 39% of young men have ICT skills compared to only 22.3% of young women, contributing to unequal employment outcomes in technology-driven sectors.

Several interlinked factors contribute to this challenge. First, many educational and training curricula remain outdated and poorly aligned with industry needs. Graduates often leave school without the technical or practical skills required by

[14] Ministry of Roads and Highways. (2021). *Press Release on Completed Roads at SONA*. Retrieved from https://mrh.gov.gh/wp-content/uploads/2022/03/Press-Release-on-Completed-Roads-at-SONA.pdf
[15] Karimu, A., et al. (2024). *The welfare implication of reversing Ghana's electricity tariff structure*. International Growth Centre. Retrieved from https://www.theigc.org/sites/default/files/2025-03/Karimu%20et%20al%20Working%20Paper%20April%202024.pdf
[16] Association of Ghana Industries. (2022). *Industry Perspectives Magazine Vol.5 Qrt 2 2022*. Retrieved from https://www.agighana.org/wp-content/uploads/2022/08/Industry-Perspectives-Magazine-Vol.5-Qrt-2-2022.pdf
[17] Ghana Statistical Service. (2024). *2023 Quarter Labour Statistics Report*. Retrieved from https://statsghana.gov.gh/gssmain/fileUpload/pressrelease/2023_Quarter_Labour_Statistics_Bulletin_full_report.pdf

employers, particularly in potential growth industries such as manufacturing, ICT, agriculture, and logistics. Second, digital literacy remains low, especially among informal workers and older segments of the labour force. Despite the rising demand for digital and data-related competencies, access to training in these areas is still limited, and many existing workers are unprepared for the digital demands of the 21st-century economy. Third, opportunities for practical, hands-on training—whether through apprenticeships, internships, or modernised vocational instruction—are severely constrained by underinvestment in facilities and weak linkages between training institutions and employers. The Ghana Employers Association found that 47% of employers identified computer literacy or IT skills as lacking among existing employees, while only 2% of Ghana's workforce has completed formal Technical and Vocational Education and Training (TVET) programmes[18].

Only a small proportion of Ghana's workforce has completed formal Technical and Vocational Education and Training (TVET), and even fewer workers have received industry-aligned, work-based experience. This leaves a growing number of young people caught in a cycle of underemployment or skills mismatches, even as more than 300,000 people enter the workforce each year.

1.2.4 Supply Chain Inefficiencies and Market System Failures

Ghana's logistics and market systems remain inefficient, fragmented, and costly, undermining competitiveness across agriculture, manufacturing, and trade. Logistics costs account for an estimated 40–50% of product value, far above the global average of 15%–20%[19]. This is largely driven by overreliance on road transport, which carries 80%–90% of freight and passenger traffic despite underinvestment in road quality, connectivity, and complementary transport modes such as rail and inland water transport[20].

These inefficiencies drive post-harvest losses of 30–50%, particularly in perishable value chains such as fruits, vegetables, and livestock, due to inadequate storage, preservation, and distribution infrastructure. Smallholder farmers and MSMEs—who form the backbone of Ghana's production economy—lack access to reliable aggregation centres, structured markets, and affordable logistics services. These barriers restrict their ability to scale, connect to processors, or participate in high-value trade.

The government has acknowledged that food insecurity, inflation, and industrial underperformance are all symptoms of weak connective infrastructure between production and markets. 24H+, therefore, focuses on incentivising private investment in warehousing, cold chain systems, inland transport services, and structured market platforms that improve price transparency, shorten distribution chains, and reward quality.

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[18] World Bank. (2023, July 12). *Improve Technical and Vocational Education and Training (TVET) to Meet Skills-Labour Mismatch*. Retrieved from https://www.worldbank.org/en/news/press-release/2023/07/12/improve-technical-vocational-education-training-tvet-meet-skills-labour-mismatch

[19] World Bank. (2018). *Connecting to Compete 2018: Trade Logistics in the Global Economy*. Retrieved from https://documents1.worldbank.org/curated/en/576061531492034646/pdf/Connecting-to-compete-2018-trade-logistics-in-the-global-economy-the-logistics-performance-index-and-its-indicators.pdf

[20] Ghana Investment Promotion Centre. (2018). *Ghanaian government targets improving the country's transport network amid rising demand*. Oxford Business Group. Retrieved from https://oxfordbusinessgroup.com/reports/ghana/2018-report/economy/vehicles-for-growth-the-government-invests-in-infrastructure-amid-rising-demand

These supply chain inefficiencies directly reduce the competitiveness of Ghanaian goods, raise consumer prices, and limit the ability of producers and processors to meet demand reliably or competitively. Addressing them will require a deliberate shift toward multimodal logistics development, expanded post-harvest infrastructure, and transparent, technology-enabled market systems that reward efficiency, coordination, and local value addition.

1.2.5 Financial System Bottlenecks and Value Chain Financing Gaps

Ghana's financial architecture remains misaligned with the needs of its productive sectors, especially agriculture, manufacturing, and small, medium and large enterprise development. While these sectors drive the bulk of employment and domestic economic activity, they remain underserved by the formal financial system.

According to the International Finance Corporation (IFC) and the World Bank, Ghanaian micro, small, and medium enterprises (MSMEs) face a financing gap of $6.1 billion, equivalent to 13% of national GDP[21]. Only 20–23% of small and medium-sized businesses access formal credit, and those that do often encounter prohibitively high borrowing costs. Data from the Bank of Ghana's February 2024 APR report shows SME interest rates ranging from 29.58% to 44.24%, significantly higher than in many peer economies[22].

The agricultural sector, which employs nearly 40% of the national workforce, receives only about 4% of total commercial bank lending. This discrepancy reflects deep structural weaknesses. Most available financial products are poorly suited to the seasonal cash flow cycles typical of agricultural and manufacturing value chains. Short repayment periods and inflexible terms undermine the viability of long-term investments, particularly in equipment, processing, and logistics infrastructure. Fewer than 10% of loans extend beyond a three-year tenor, constraining capital formation across value chains.

A further constraint is Ghana's heavily collateralised lending environment, where most banks require physical collateral valued at 150–250% of the loan amount—most often land or real estate. This creates a structural barrier for smallholder farmers, informal producers, and early-stage entrepreneurs who lack titled assets. In effect, access to credit is determined more by asset ownership than by business viability, locking out the majority of producers from the financing they need to scale.

These interlinked bottlenecks fragment value chains, perpetuate import dependency, and limit the productive sector's contribution to national transformation.

1.2.6 Limited Citizen Engagement and Civic Participation in Development

Public participation in Ghana's development initiatives remains constrained by several interconnected factors. A significant issue is the declining trust in local government institutions. According to Afrobarometer surveys, the proportion of Ghanaians expressing "a lot" or "somewhat" trust in local government councils

[21] World Bank. (2020). *Improving Access to Finance for Ghanaian SMEs: Role for a New DFI*.
[22] Bank of Ghana. (2024). *APR for February 2024*. Retrieved from https://www.bog.gov.gh/wp-content/uploads/2024/03/APR-For-February-2024.pdf

decreased from 62% in 2012 to 47% in 2017, indicating a notable erosion of confidence in local governance structures[23].

This decline in trust is compounded by limited citizen engagement with local government officials. In 2017, only 28% of Ghanaians reported contacting their local government councillors at least once in the preceding year, suggesting a disconnect between citizens and their local representatives.

Furthermore, structural challenges hinder the integration of local economies into national development frameworks. The lack of structured local markets and cooperatives, along with inadequate infrastructure and safety concerns, limits round-the-clock commercial activity. Regulatory constraints also obstruct business expansion, restricting opportunities for economic growth at the community level.

1.2.7 Structural Economic Dependency and Value Chain Fragmentation

Ghana's economy operates in a dependency loop where we export raw materials at low value and import finished goods at high cost. In 2024, gold, crude petroleum oils, and cocoa products together accounted for about 80% of total exports[24]. On the import side, processed consumer and industrial goods dominate. The top 10 import items made up 33.4% of all imports, led by automotive gas oil (USD 2.4 billion) and motor spirit (USD 2.0 billion)[25]. Other key imports include cement clinker, used motor vehicles, machinery, cereal grains, frozen meats, and herbicides. Although Ghana recorded a nominal trade surplus in 2024, adjusted figures suggest a real trade deficit when inflation and import composition are accounted for, underscoring the limitations of an extractive, import-dependent growth model.

This economic structure severely limits forward and backwards linkages, meaning growth in agriculture for example, rarely translates into broader economic activity or job creation in manufacturing, logistics, or retail. Nearly 50% of Ghana's total production inputs are imported, creating vulnerability to global price volatility and currency shocks.

This structural challenge has led to concentrated wealth creation, with the GINI coefficient rising from 0.41 to 0.46 over the past decade (Ghana Statistical Service, 2023), indicating that economic growth does not reliably translate into broad-based prosperity or meaningful development for most Ghanaians.

1.3 The Cascading Effects of Structural Constraints

These seven constraints interact in a self-reinforcing cycle that limits Ghana's economic transformation:

1. Agricultural underperformance → reduces raw material supply → constrains agro-processing → increases import dependence → depletes foreign exchange

[23] Afrobarometer. (2018). *Summary of Results: Afrobarometer Round 7 Survey in Ghana, 2017*. Retrieved from https://www.afrobarometer.org/wp-content/uploads/2022/02/gha_r7_sor_10042019.pdf
[24] Ghana Statistical Service. (2025). *2024 Trade Full Year Report*. Retrieved from https://statsghana.gov.gh/gssmain/fileUpload/Trade/2024_Trade_Full_Year_Report-_25-02-2025_Final_Print.pdf
[25] Ghana Statistical Service. (2025). *Top 10 Imports in 2024*. Retrieved from https://www.graphic.com.gh/business/business-news/list-see-ghanas-top-10-imports-in-2024.html

→ limits resources for infrastructure development → reinforces agricultural challenges

2. Manufacturing stagnation → reduces job creation → limits value addition → increases import dependence → constrains export earnings → reduces tax revenue → limits public infrastructure investment → reinforces manufacturing constraints
3. Human capital gaps → reduce workforce productivity → limit industrial innovation → constrain economic diversification → reduce wage growth → limit social mobility → perpetuate skills mismatches
4. Supply chain inefficiencies → increase production costs → reduce price competitiveness → limit market access → increase post-harvest losses → reduce farmer incomes → limit investment in improved technologies → reinforce inefficiencies
5. Financial system bottlenecks → restrict investment in productive sectors → limit value chain integration → perpetuate dependency on imports → constrain local enterprise growth → reduce job creation → reinforce economic inequality
6. Limited citizen engagement → reduces participation in economic initiatives → constrains community-driven development → limits local economic growth → reduces trust in governance → inhibits policy implementation → reinforces participation gaps
7. Structural economic dependency → locks Ghana into low-value raw material exports → increases vulnerability to external shocks → limits domestic value addition → constrains industrial development → concentrates wealth creation → widens inequality → reinforces dependency cycles

The development constraints described above are not isolated challenges but rather a complex, interconnected system that requires a holistic solution. Addressing these barriers individually has proven insufficient, as interventions in one area are often undermined by persistent challenges in others. The evidence suggests that we need a fundamental restructuring of our economic architecture—one that simultaneously addresses agricultural productivity, manufacturing capacity, human capital development, supply chain efficiency, and civic engagement.

The 24-Hour Economy Plus (24H+) strategy represents this integrated approach, recognising that Ghana's development challenges cannot be solved through siloed interventions but require a comprehensive transformation of the entire economic system.

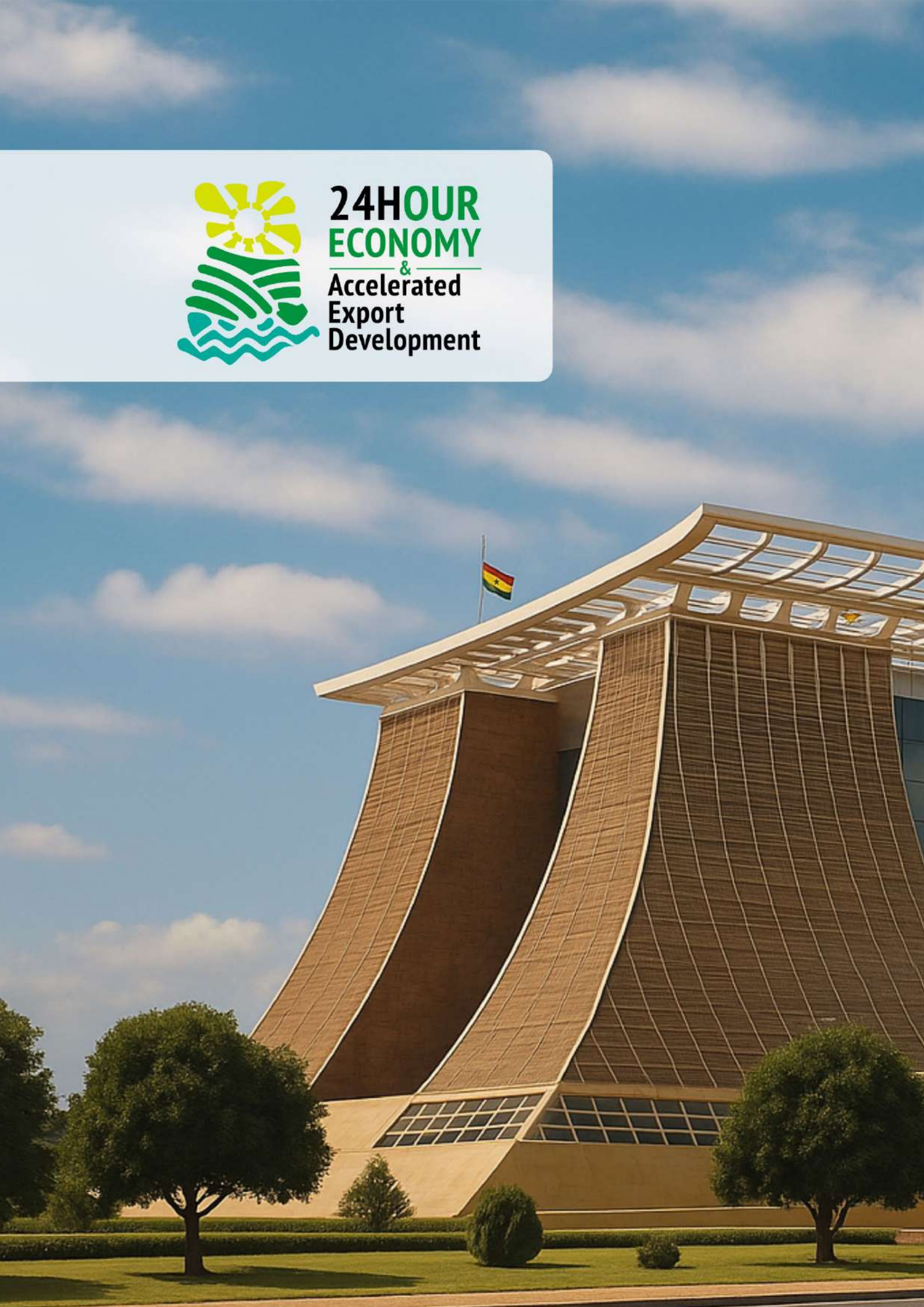
1.4 Solution: "24H+": A Production-Led Economic Transformation

The solution to Ghana's economic distortions is simple in conception but challenging in practice because of all the perverse incentives and vested interests that have developed over the years around the status quo. President Mahama has, however, committed to tackling this structural problem, reorganising and integrating Ghana's economy and repositioning our country in global markets. Ghanaian voters dubbed the President's vision of an integrated, self-reliant, fair, and increasingly industrial export-driven economy that optimises the use of Ghana's national resources, capital, and labour-power the "24 Hour-Economy". It is that vision that has been reduced to a 24H+ implementable programme and is summarised here.

This document outlines the core programme for 24H+. As our people's ingenuity grows, there will be many iterations and new variations. Experimentation and learning from practice are encouraged. The Chinese say the best way to ford a stream is by feeling the stones; we see this as a scientific approach to development. This document provides a starting point.



24HOUR ECONOMY & Accelerated Export Development



2.0 Institutional Arrangements

24H+ will be incorporated as an autonomous Authority ("the Authority") by an Act of Parliament. This will give it the legal personality and powers required to operate the core Programme and deliver full political and financial accountability to direct Programme stakeholders, the State, and citizens.

The Authority will serve as a convenor, analyst, catalyst, coordinator, and mobiliser of this national MSME initiative. It will drive the implementation of 24H+ programme approved by the President.

Of course, as a crosscutting Presidential Programme, each MDA and MMDA must prepare its own sectoral programme for advancing 24H+ goals. The Authority will coordinate and facilitate this effort with MDAs and MMDAs on an ongoing basis.

The Authority will be governed by an Executive Council chaired by the President, consistent with his deep personal commitment to the Programme. PA24H+ will serve as the Vice Chair of the Authority. Other Executive Council members will be representatives of national associations of MSME's participating in the Programme.

The Authority will receive funds and assets from the Government. The Authority will also seek independent grant funding from approved sources for itself and for producers' Associations, MDAs and citizens whose work culture, professional skills, negotiating ability, and formalisation will be critical for the success of the Programme.

2.1 Incentives, Institutional, Regulatory and Policy Reset

Ghana's 24H+ Programme demands a fundamental shift in our investment incentive architecture — one that is performance-based, value chain-linked, and designed to reward productivity, job creation, and strategic integration with Ghana's industrial and export ambitions.

Despite significant public expenditure on tax exemptions—estimated at over GHS 5 billion annually (approx. $400 million)—the impact on formal job creation, industrial deepening, and domestic value addition has been limited. For instance, Free Zones enterprises account for less than 10% of Ghana's manufacturing value added, and over 70% of their inputs are still imported. This demonstrates that status-based incentives have not yielded sufficient integration into the local economy.

Further, over 60% of foreign direct investment inflows continue to be concentrated in extractive industries, rather than in manufacturing or value addition sectors that are critical for structural transformation. This reflects an incentive architecture that rewards presence and export status over productivity, domestic linkages, and employment outcomes.

Ghana's situation is in contrast to global reform trends. Countries like India and Vietnam have shifted decisively toward performance-based incentives. India's Production Linked Incentive (PLI) scheme, for instance, has attracted over $21 billion in manufacturing investment and generated 200,000+ formal jobs within three years. Vietnam's targeted high-performance industrial zones—tied to value addition and export performance—have enabled it to become Asia's second-largest electronics exporter, with sector-level job multipliers exceeding 1:3.

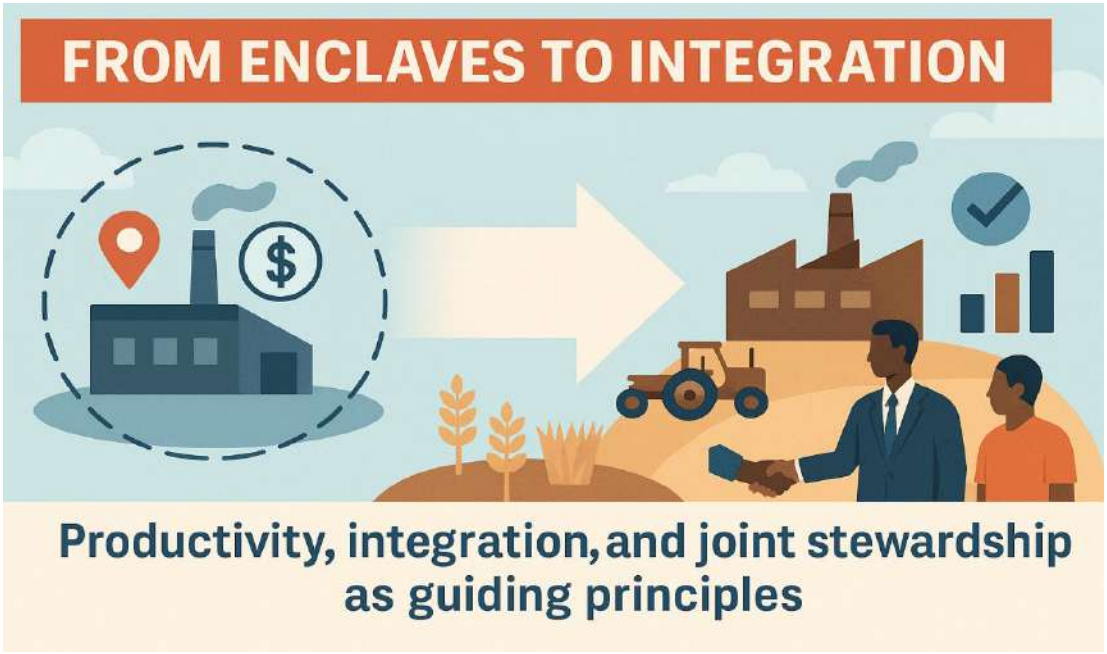
Ghana must evolve. We must move beyond enclave- or status-based exemptions, toward a unified, transparent, and outcomes-driven incentive framework.

2.1.1 From Enclaves to Integration

The reforms proposed herein are grounded in a deliberate philosophical shift: from incentivising location or status, to rewarding national value creation. This new philosophy is informed by both Ghana's historical experience and global best practices. It recognises that transformation does not come merely from attracting investors, but from the quality and structure of the investments we attract, and how they integrate with the domestic economy.

At the heart of this shift are five core principles:

1. Productivity over presence – Incentives will be mostly earned based on measurable contributions to job creation, value addition, and local input use—not simply for holding export status or siting within an enclave. However, firms located within agroecological and industrial parks developed under the 24H+ Programme will qualify for specific incentives by virtue of their participation in structured ecosystems targeted at building strategic value chains. Even within these zones, additional incentives can be earned based on measurable contributions to local sourcing, job creation, value addition, and productivity.
2. Integration before extraction – Investors must demonstrate domestic linkages through supplier development, skills transfer, and local market engagement before qualifying for export-related benefits.
3. Simplicity and Coherence – Ghana's incentive regime should be easy to understand, consistent across agencies, and designed to reduce investor uncertainty.
4. Time-Bound and Transparent Incentives – Fiscal incentives must be clearly defined, limited in duration, and tied to measurable outcomes.
5. Joint Stewardship and Accountability – Investment promotion is a national endeavour. Coordination across institutions ensures incentives deliver monitored results.



2.1.2 Strategic Recommendations

1. Establish a Unified, Value Chain-Linked Tax Protocol

We recommend amending relevant tax laws including the Income Tax Act, 2015 (Act 896), the Excise Duty Act, 2014 (Act 878), the Value Added Tax, 2013 (Act 870) and the Exemptions Act, 2022 (Act 1083) to create a 24H+ Tax Protocol applicable to investors in the strategic value chains- Agriculture production, agro-processing, textile and garment, pharmaceutical, Machinery and Technology (including fabrication) and construction. These laws should be amended to ensure the removal of the various administrative requirements currently needed to access tax exemptions. Instead, we recommend instituting an automatic, time-bound tax exemption regime for qualifying companies. This approach will significantly reduce bureaucracy, ease the burden on investors, and promote a more business-friendly environment. The amendments should address the following:

a. Time-bound, value chain-linked incentives in the form of outright tax exemptions for the importation of:
    i. Manufacturing and processing equipment for strategic value chains;
    ii. Inputs for local production of solar panels and renewable energy infrastructure in general
    iii. Raw materials and intermediate inputs subject to local availability and strategic fit;
    iv. Utility, packaging, and logistics infrastructure (including vehicles) for industrial use.
b. Outright exemption from corporate income tax for businesses engaged in the primary production of agricultural products in the strategic value chains.
c. Targeted VAT exemptions and tax credits for firms operating within designated strategic value chains to enhance competitiveness and support value-added production.
d. To safeguard transparency and prevent misuse, we will work closely with the Ghana Revenue Authority (GRA) to implement a robust due diligence system, including the use of advanced digital tracking tools.
e. Deploy advanced digital technologies to strengthen surveillance and oversight at customs entry points to reduce misapplication of the harmonised codes for fraudulent and illegal purposes.

2. Introduce Graduated Incentives Based on Operational Shifts

To unlock the productivity benefits of the 24-Hour Economy, we propose a performance-linked tax incentive model based on operational intensity and productivity.

On the energy front, reforms will introduce time-of-use tariffs and reliability guarantees for productive sectors to reduce costs and ensure the viability of extended operations. These changes are essential to unlock optimised productivity

Shifts per Day	Corporate Income Tax Incentive
1 Shift	No additional incentive
2 Shifts	25% rebate on Corporate Income Tax (CIT)
3 Shifts (24-hour)	50% rebate on CIT + Priority access to utilities and fast-track regulatory services

3. Bonus System for Exporters

   Exporters will receive a percentage of about 3% of their export value as a rebate, credited as transferable duty scrips, which could be used to pay for imports of inputs or in cash equivalent. This will be funded through the Strategic Value Chain Development Fund.

   To further incentivise domestic value addition within export-oriented industries, we propose a performance-linked bonus scheme for firms in strategic value chains that source a majority of their inputs locally. Firms exporting at least 20% of their output and sourcing 30–49% of their inputs locally will receive a 2% bonus on incremental export value; those sourcing 50–69% will receive 4%, and firms exceeding 70% local input use will qualify for a 6% bonus plus duty relief on capital equipment and eligibility for R&D grants. The bonus will be disbursed annually based on verified performance, reinforcing Ghana's goal of building integrated, high-performing export ecosystems.

4. Incentive for buying made-in Ghana

   We will strongly encourage government ministries, agencies, and SOES to prioritise local products in procurement, especially in textiles, furniture, & food. To make Ghanaian producers competitive, the 24H+ programme will provide targeted support via

   a. Access to low-interest loans, grants, and equipment leasing
   b. Subsidised input costs (e.g., raw materials, machinery)
   c. Infrastructure support (industrial parks, logistics)

   To incentivise the purchase of Made-in-Ghana products, the government should enhance their visibility through the enhanced promotion of dedicated Made-in-Ghana marketplaces, pop-up stores, regular trade expos, and e-commerce platforms that prioritise local goods. This should be complemented by targeted support to local producers to improve product quality, branding, and consistency, thereby building consumer trust and competitiveness in both local and international markets

5. Integrate the Special Economic Zones Bill with the Revised GIPC Act

   As we evolve Ghana's investment architecture, we believe there is strong merit in integrating the objectives and provisions of the Special Economic Zones Bill directly into the current GIPC Bill. This would allow for a more coherent and

modernised incentive structure—anchored not in geographic enclaves, but in high-performance, productivity and value chain-linked frameworks.

In this regard, we recommend that Ghana's broader incentive landscape—including the functions currently exercised under the Free Zones Authority—be progressively aligned under a unified GIPC-led framework. This will eliminate duplication, enhance investor clarity, and reflect international best practice in single-window facilitation and accountability.

6. Expand Incentive Instruments for Strategic Value Chains

To accelerate investment and enhance productivity across Ghana's strategic value chains, we propose a targeted suite of incentive instruments that address persistent gaps in financing, infrastructure, and export competitiveness. These tools are designed to unlock value addition, deepen localisation, and support MSMEs, cooperatives, and anchor firms aligned with the 24H+ strategy.

a. Value Chain Lending Facility

A dedicated Value Chain Financing Facility (VCFF) will be deployed under FUND24 as a blended finance platform combining concessional lending and equity investment instruments. The Development Bank Ghana (DBG) will lead the credit window, providing medium- to long-term loans at below-market interest rates to enterprises investing in factory upgrades, backward integration, working capital, and compliance with export and certification standards. Complementing this, the Venture Capital Trust Fund (VCTF) will lead the equity window, offering patient capital—directly or through licensed fund managers—to high-potential SMEs and growth-stage enterprises to reduce leverage, support expansion, and improve financial resilience.

Access to the facility will be prioritised for firms participating in cooperatives, trade and industry associations, and in the recognised value chain platforms, which will serve as entry points for technical screening, pipeline coordination, and oversight. This integrated approach is designed to crowd in private capital, de-risk enterprise financing, and catalyse productivity-enhancing investments across 24H+ priority sectors, particularly in agro-processing, manufacturing, logistics, and the green economy.

b. Infrastructure Tax Credit Scheme

Offer up to 30% income tax credit on qualifying private investments in enabling infrastructure critical to the 24H+ agenda. Eligible projects include feeder roads, industrial parks, solar mini-grids for processing hubs, inland water transport terminals, and air cargo infrastructure. An annual "Eligible Infrastructure List" will be published by the 24H+ Secretariat, GIIF, GIPC, MoTAI, and MoF to guide investor planning and targeting.

c. Bioenergy and By-Product Innovation Incentives

Introduce a 10% income tax rebate (valid for 2 financial years) for firms that invest in clean energy and value-added by-products derived from agricultural and industrial waste. This includes ethanol blending, biomass power generation (e.g., bagasse, rice husk, palm kernel shells), animal feed, compost, and bio-fertilisers.

Additional incentives:

i. Guaranteed offtake agreements for energy sold into mini-grid or captive systems for industrial use
ii. Fast-track permitting and GIPC facilitation for green technology investments
iii. Eligibility for carbon credit schemes or environmental procurement frameworks

All eligible projects will be verified through a joint framework by the GRA and the Energy Commission, in line with Ghana's circular economy and renewable energy targets under 24H+.

d. Strategic Value Chain Development Fund (SVCDF)

Establish the SVCDF as a catalytic co-financing mechanism to support the value chain financing facility for exporters and fund the export bonus. The fund will be capitalised through a 2.5% import levy on imported finished products in sectors where Ghana has a clear potential for local substitution under 24H+—including:

i. Processed foods
ii. Packaged cosmetics
iii. Pharmaceuticals
iv. Plastic household goods
v. Imported cement and construction inputs
vi. Second-hand clothing and garments
vii. Sanitary pads and diapers

The criteria for determining the sectors that fall under this surcharge will include High import volumes and existing trade deficits, Domestic productive capacity and raw material availability, Labour intensity and rural transformation potential and alignment with identified 24H+ strategic value chains.

7. Reframe Export Incentives Around Performance

Firms will no longer require "export-only" status to access support; instead, export-related benefits will be triggered upon reaching performance thresholds, including domestic supply benchmarks and minimum export volumes (see 3.3). This encourages firms to integrate into local supply chains before receiving enhanced support for global expansion. This should be reflected in the new GIPC law that will encompass the Special Economic Zones Bill.

8. Modernise Investor Services and Compliance Tracking

We propose the following institutional innovations:

- A One-Stop Investor Registration Portal integrating GIPC, RGD, GRA and SSNIT systems for companies;
- Key Account Managers for 24H+ strategic projects to support aftercare and resolve investor bottlenecks;
- Incentive Transparency Dashboard to track benefit uptake, job creation, local input use, and export progress;
- Digitalised M&E in collaboration with SSNIT, GRA, and the 24H+ Secretariat.

9. Leverage Geographic Tax Differentiation

As part of efforts to attract investment into Ghana's industrial and agroecological parks, promote balanced regional development, and reduce spatial inequalities, we will actively encourage businesses to take full advantage of Ghana's differentiated corporate income tax regime. These differentiated tax regimes apply to manufacturing, information and communications technology, agro processing, energy production, waste processing, tourism and creative arts, horticulture and medicinal plants businesses owned by young entrepreneurs. These businesses are exempt from corporate income tax for a period of 5 years.

Many businesses are not fully aware of the following location-based incentives for young entrepreneurs, after the 5 years period, which include:

- A standard corporate income tax rate of 15% for businesses operating in Accra and Tema.
- A reduced rate of 12.5% for businesses located in regional capitals outside Accra and the 3 Northern Regions.
- A significantly lower rate of 10% for companies operating in towns and rural areas outside of regional capitals.
- A reduced rate of 5% for businesses within the 3 Northern Regions.

These fiscal incentives offer a compelling opportunity for firms to lower operational costs while contributing to Ghana's broader spatial transformation goals under the 24H+ agenda.

10. Enhancing Expatriate Quotas in Emerging and New Sectors

To support the growth of emerging sectors such as the garment and textile industry, there is a need to facilitate knowledge and skills transfer through the temporary engagement of expatriate experts. This can be achieved by activating a targeted increase in the expatriate quota for qualified trainers and technical specialists, allowing work and residence permits to extend up to one year. Additionally, a review of the associated permit fees should be considered to ensure they are competitive and do not deter strategic foreign investment aimed at capacity building and industrial revitalization

11. Reform Ghana's Cooperative Legal Framework

Ghana's cooperative law, governed by the Co-Operative Societies Decree, 1968 (NLCD 252), is outdated and inhibits the development of vibrant, autonomous cooperatives. To unlock the full potential of cooperatives as drivers of rural industrialisation and inclusive growth, we propose the following reforms:

1. Enact a new Cooperative Law that aligns with the ICA Principles and the AU Model Law on Cooperatives for Africa.
2. Limit the powers of the Registrar to registration, book inspection, and compliance withdrawal. Oversight functions should be shared with the Ghana Cooperative Council (apex body).

3. Clearly define cooperative governance structures, including roles, board tenure, and relationships between societies, unions, associations, and apex bodies.
4. Legally recognise the autonomy and self-regulation of cooperatives, allowing them to manage their finances and operations in line with international best practices.
5. Establish a Cooperative Development Fund, financed by cooperative member contributions and public-private partnerships, to support training, education, digitisation, and market development.

12. Other Institutional and Regulatory Reforms
    a. Amend the Cocoa Board Act to remove the exclusion of local manufacturers from accessing strategic raw materials such as cocoa beans. The revised legislation should facilitate easier and more equitable access for small-scale chocolate producers and other domestic processing companies to purchase cocoa beans directly, thereby supporting local value addition and industrial growth.
    b. We will enhance, streamline, and enforce the Single Window Clearance System, fully integrating it with inland and sea port operations to enable seamless movement of goods along import and export corridors, particularly for firms operating within designated strategic value chains.
    c. We will consult with industry to develop an environmental management, performance and compliance regime appropriate to the increased production anticipated under 24H+.

As Ghana strengthens its export capacity, the AfCFTA and ECOWAS Trade Liberalisation Scheme (ETLS) offer powerful platforms for expansion. However, Ghana's participation remains limited—few firms are certified under ETLS, and awareness of its existence among SMEs is low. Under 24H+, a coordinated national effort will be launched to expand firm-level certification, widen product coverage, and streamline the approval process under both AfCFTA and ETLS. A new Market Access Desk, housed at the 24H+ Secretariat and working with GEPA, the National Approvals Committee (NAC) and the National AfCFTA Coordination Office (NCO) will be established to support firms - especially in the strategic value chains — to become regionally competitive and take advantage of tariff-free access to the ECOWAS and African markets.

To enable these reforms, a multi-agency Technical Working Group will be established to harmonise existing schemes, refine legal amendments, and coordinate implementation to ensure that Ghana's incentive regime becomes an engine of inclusive, industrial, and job-rich growth.

2.2 Partnerships and Partner Typologies

The success of the 24H+ Programme hinges on a collaborative implementation model rooted in broad-based partnerships. These partnerships are essential to translating strategy into results—mobilising resources, implementing programmes, supporting innovation, and deepening citizen participation.

To structure this engagement, the Programme adopts a seven-part typology of partners, each with a distinct role and contribution to the transformation agenda.

No	Designation	Role	Examples
1	Policy Partners	Drive national policy alignment, legislative support, and public institutional leadership.	Ministries, Bank of Ghana, Parliament
2	Government Delivery Partners	Localise 24H+ implementation, align workplans with national objectives, and deliver frontline services and results reporting.	Department and Agencies of Ministries, MMDAs, NDPC
3	Strategic Implementation Partners	Co-lead programme design and delivery across major sub-programmes. These actors hold formal mandates and long-term responsibilities for programme outcomes.	DBG, GIIF, TVET Service, etc
4	Operational Delivery Partners	Implement specific interventions, infrastructure projects, or pilots. Typically sector-specific actors with technical or geographic reach.	Development partners, ESOs, logistics firms, agribusinesses, digital platforms
5	Catalytic Support Partners	Provide technical assistance, analytics, communications, and capacity-building. Often time-bound, project-specific, or advisory-focused.	Policy and Innovation support organisations, think tanks, media organisations, academic institutions, research institutions
6	Civic and Community Partners	Mobilise grassroots support, promote programme ownership, and facilitate inclusive citizen participation. Crucial for trust-building and local integration.	Traditional leaders, youth/women's groups, CSOs, religious institutions, local authorities
7	Funding Partners	Provide financing and investment capital for programme components. Includes grants, concessional loans, equity, and blended finance.	Bilateral and multilateral orgs, DFIs, pension funds, private equity firms, PPP investors

Table 4: Partnership categories



All partners will be engaged through formalised arrangements - such as memoranda of understanding, service agreements, and consortium contracts - outlining their roles, expected contributions, and reporting lines. The Secretariat will maintain a

Partnership Register and coordinate periodic reviews to assess performance, resolve bottlenecks, and ensure alignment with 24H+ outcomes.

Where appropriate, dedicated Steering Committees or Working Groups will be formed around strategic clusters (e.g., logistics, youth employment, access to finance) to deepen engagement and ensure that partners are co-owners of programme success.

Partnerships will also be guided by principles of transparency, alignment with national priorities, local content, knowledge transfer, and mutual accountability.

PART TWO

PROGRAMME COMPONENTS & STRATEGIES

3.0 The Strategy

3.1 Objectives of the 24H+ Programme

24H+ is about building an increasingly integrated and efficient economy that works for everyone and that never sleeps. It is a bold national strategy to transform Ghana's economy into a self-reliant, industrially competitive, and export-driven one - with fully integrated value chains - that is characterised by efficient market systems, a globally competitive workforce, and strong regional and global trade integration, resulting in sustainable inclusive growth, decent jobs, reduced import dependency, and increased resilience to external shocks.

While the name "24-hour economy" may evoke images of triple-shift work or night-time operations, the programme goes beyond that. The programme aims to achieve the following six strategic objectives:

1. significantly increase input self-reliance and reduce Ghana's vulnerability to external shocks by boosting local production of agricultural inputs, industrial raw materials, tools, and technology, reducing the foreign exchange burden and insulating the economy from global supply disruptions;
2. facilitate the comprehensive integration of value chains to produce more of our needs, enabling us to meet more of our needs through domestic value creation;
3. optimise the utilisation of production resources, including human labour power, natural resources, and capital, to achieve high productivity, shared prosperity and more balanced lives. The goal is not just more growth, but better growth—growth that uplifts people and communities;
4. increase the volume and diversity of production to meet domestic, regional, and global demand, and thereby create at least 1.7 million quality jobs in four years, especially for youth and women across strategic value chains;
5. develop stable production surpluses guided by market intelligence and scientific marketing that targets concrete local, regional, and international demand. This ensures that production is not just abundant, but profitable, competitive, and responsive to real opportunities; and
6. equip Ghana's productive sector with improved production attitudes, fairer production relations, and strengthened socio-cultural values and solidarity—nurturing a national work ethic grounded in excellence, responsibility, dignity, and cooperation.

The 24H+ Programme is not a short-term initiative. Achieving economic self-reliance, integrated value chains, and inclusive prosperity requires sustained effort across political administrations, economic cycles, and generations. To this end, the 24H+ Secretariat will actively engage stakeholders from all walks of life to build national consensus and ensure continuity and higher and higher economic integration after the NDC's current term of office. The 24H+ strategy is deliberately designed to be non-partisan, rooted in Ghana's long-term economic interest and shared prosperity. Institutional mechanisms will be put in place to safeguard the programme's direction and support adaptive implementation over time.

3.2 Key Dimensions of the 24H+ Strategy

i. **Breaking Sectoral Silos:** The 24H+ strategy responds to Ghana's interconnected economic challenges by addressing them holistically rather than in isolation. Where agricultural underperformance currently limits manufacturing inputs and manufacturing stagnation reduces demand for agricultural products, the 24H+ approach offers mutually reinforcing interventions that enable progress across all sectors concurrently.

ii. **Structural Transformation for Self-Reliance:** At its core, 24H+ aims to restructure Ghana's colonial economic pattern by reducing dependency on raw material exports and imported finished goods. By promoting local value addition, strengthening domestic supply chains, and building integrated production systems, the strategy addresses the fundamental deformities that have constrained Ghana's economy since independence.

iii. **Strategic Value Chain Prioritisation:** Rather than attempting to transform everything at once, 24H+ focuses on high-potential strategic value chains with demonstrated capacity for import substitution, job creation, and export competitiveness. This targeted approach ensures efficient use of resources while maximising economic impact in sectors where Ghana has natural advantages or established capabilities.

iv. **Expanded Employment Creation and Inclusion:** The 24H+ strategy directly tackles Ghana's employment crisis, youth unemployment is 22%, and almost 70% of employed persons are in vulnerable employment. By strengthening value chains, activating underutilised capacity, and creating more responsive production systems, the programme aims to create at least 1.7 million quality jobs in four years. This approach significantly improves the employment elasticity of growth from 0.29 to 0.55, ensuring that economic expansion translates into meaningful livelihoods, particularly for youth and women.

v. **Optimising Productive Capacity:** With infrastructure and industrial capacity utilisation currently at only 42-46% and significant post-harvest losses of 30-50%, Ghana's existing resources are severely underutilised. The 24H+ approach treats all productive assets—land, labour, capital, and time—as precious resources that must be maximised through improved systems, better coordination, and elimination of inefficiencies.

vi. **Private Sector Focused Transformation:** The 24H+ approach recognises that sustainable economic growth must be driven by the entrepreneurial energies of Ghanaian people, supported and coordinated by their government using both market-based tools and social engineering. The strategy creates inclusive pathways for MSMEs to participate in and benefit from economic transformation. By strengthening cooperatives, trade and industry associations, and business networks.

vii. **Systemic Constraints Resolution:** Beyond sector-specific interventions, 24H+ directly addresses the cross-cutting constraints that limit growth across all value chains, particularly access to finance, logistics bottlenecks, skills gaps, and market fragmentation.

viii. **Building Human Capacity and Cultural Renewal:** The 24H+ strategy integrates technical skills development with cultural and mindset transformation. It draws inspiration from Nkrumah's vision of the African Personality, promoting values of self-reliance, excellence, and national pride while equipping Ghanaians with the digital, technical, and entrepreneurial capabilities needed in a modern economy.

3.3 Transformation Pillars of the 24H+ Programme

The 24H+ programme aims to achieve the Ultimate National Outcome—a self-reliant, industrially competitive, and export-driven Ghanaian economy with fully integrated value chains. This comprehensive agenda is delivered through eight interconnected sub-programmes, which are strategically organised around three fundamental transformation pillars that provide the structural framework for Ghana's economic transformation.

These three pillars—Production Transformation, Supply Chain and Market Systems Efficiency, and Human Capital Development—represent the core domains where systemic change must occur to address Ghana's interconnected challenges. Each sub-programme contributes to one or more of these pillars, creating a coordinated approach that tackles both value chain development and the resolution of structural constraints. This integrated design ensures that progress in any area reinforces and accelerates development.



3.3.1 STP 1 - Production Transformation

This pillar focuses on breaking the colonial pattern of raw material export by promoting local value addition. It focuses on developing efficient, climate-resilient, and competitive production systems in agriculture, manufacturing and the creative industry, driving increased self-sufficiency, value addition, and export growth.

This pillar directly addresses Ghana's agricultural underperformance, manufacturing stagnation, and structural economic dependency by:

- Transforming fragmented smallholder farming into integrated, productive agricultural clusters through the Agbledu model – anchored by commercial farmers, supported by aggregators and structured through cooperatives.
- Positioning the Volta River System as a strategic backbone for agricultural irrigation, inland transport, and industrial development
- Focusing investments on strategic value chains with the highest potential for import substitution, job creation, and export competitiveness
- Implementing sustainable production practices that enhance resource efficiency while building resilience to climate change impacts
- Increasing capacity utilisation across industrial sectors from the current 42-46% to 85%

Through this pillar, Ghana will transition from an import-dependent economy to one characterized by strong domestic production capabilities, reduced post-harvest losses, and the ability to move up the value chain from raw materials to processed goods.

3.3.2 STP 2 - Supply Chain & Market Systems Enhancement

This pillar addresses the longstanding defects in our systems for moving products from producers to consumers. Many Ghanaian producers face high transportation costs, poor market access, and volatile pricing—all of which diminish their profitability and discourage investment. This pillar aims to establish efficient, transparent, and inclusive market ecosystems that facilitate connections between producers and markets, reduce transaction costs, and maximise value-capture within domestic and export value chains.

This pillar addresses Ghana's supply chain inefficiencies, market system failures, and financial bottlenecks by:

- developing multimodal transportation networks centred on the Volta River System to reduce logistics costs from 40-50% to 15-20% of product value;
- establishing an air cargo hub in northern Ghana as a strategic export gateway, enabling high-value, time-sensitive exports from northern Ghana to reach European, North African, and regional markets efficiently;
- establishing modern storage infrastructure across strategic locations to reduce post-harvest losses from 30-50% to 15%;
- creating digital market platforms that connect producers directly to buyers, eliminating unnecessary intermediaries and ensuring fair pricing;
- implementing specialised financial products that align with the cash flow cycles of value chain actors;
- streamlining port processes and customs clearance to ensure fast, transparent, and predictable import and export cargo movement—improving Ghana's trade competitiveness under the AfCFTA and other export regimes; and
- simplifying trade facilitation processes to enhance export competitiveness under the African Continental Free Trade Area.

Through these interventions, the programme aims to reduce transaction costs, improve logistics efficiency, and improve the competitiveness of Ghanaian goods in domestic and export markets.

3.3.3 STP 3 - Human Capital Development

The third pillar, Human Capital Development, focuses on the people who will drive and sustain this transformation. Ghana cannot achieve an industrially competitive economy without entrepreneurs, producers, and workers who are equipped with the right values, mindset, and skills to drive productivity improvements and innovation across all economic sectors.

This pillar addresses Ghana's human capital gaps, skills mismatches, and limited citizen engagement by:

- Mainstreaming digital intelligence training through the TVET system by aligning curricula with industry needs and establishing Digital Centres of Excellence in TVET schools, which will serve both as training hubs for students and digital access points for surrounding communities.
- Working with the TVET Service, CTVET and the Agric colleges to modernise technical and vocational education to MAKE24 critical skills gaps in agriculture, manufacturing, construction, and industrial automation.
- Providing multilingual training to aid market penetration into export markets, enhance international employability, and position Ghana as a business process outsourcing hub.
- Supporting entrepreneurship through incubation, mentorship, and funding for youth-led startups.
- Fostering a culture of productivity, punctuality, and continuous improvement through nationwide public awareness campaigns.

The goal is to ensure that Ghanaians can fully participate in and benefit from economic transformation

Together, these three transformation pillars create a comprehensive framework that addresses both the structural constraints and microeconomic challenges facing Ghana. The eight sub-programmes of the 24H+ strategy are designed to work across these pillars, creating an integrated approach where successes in one area reinforce progress in others. By simultaneously transforming production systems, market mechanisms, and human capabilities, the 24H+ strategy aims to create a self-reinforcing cycle of inclusive growth that benefits all Ghanaians. Each sub-programme targets specific aspects of the transformation agenda, ensuring that interventions are not only strategic but also measurable, scalable, and mutually reinforcing. These sub-programmes are:

1. GROW24, focusing on agricultural transformation;
2. MAKE24, driving industrial growth and value addition;
3. BUILD24, delivering the infrastructure and construction systems;
4. CONNECT24, strengthening supply chains and market efficiency;
5. SHOW24, harnessing the creative economy and tourism to deepen national identity and economic opportunity.
6. FUND24, providing tailored financial and infrastructure support;
7. ASPIRE24, developing the human capital base;
8. GO24, mobilising civic participation and public sector alignment.

24H+ Theory of Change

National Development Problem Statement

Ghana's economy is structurally deformed. It depends on raw exports and imported goods, leaving the country vulnerable to external shocks and persistent trade deficits. Agriculture and manufacturing remain inefficient and poorly linked to markets. SMEs lack access to finance, and the workforce is misaligned with the needs of a modern economy. Weak citizen engagement and fragmented institutions further undermine effective delivery.

As a result, growth has failed to produce jobs, prosperity, broad economic opportunity or resilience. Wealth is concentrated, industries are underdeveloped, and most Ghanaians remain trapped in low-income, low-productivity work. Without deep structural reforms across production, finance, skills, markets, and citizen participation, Ghana cannot unlock its full potential.

Ultimate National Outcome

A self-reliant, industrial, and export-driven economy with integrated value chains, efficient markets, a competitive workforce, and strong regional and global trade—leading to inclusive growth, decent jobs, reduced import dependence, and resilience to shocks.

Strategic Transformation Pillar 1: Production Transformation

Boosting agricultural and manufacturing productivity through efficient, climate-resilient systems and enabling infrastructure that drive self-sufficiency and exports.

Strategic Transformation Pillar 2: Supply Chain & Market Systems Efficiency

Developing integrated, cost-efficient supply chain and market systems, supported by modern infrastructure, that connect producers to markets and increase local value capture.

Strategic Transformation Pillar 3: Human Capital Development

Building a productive, innovation-driven workforce with the skills, mindset, and work ethic aligned with the needs of a modern, competitive economy.



3.4 The Strategic Value Chain Approach

Ghana's economic transformation cannot be achieved by attempting to do everything at once. Limited resources, institutional capacity, and financing require that we make deliberate strategic choices about where to start. The 24H+ programme therefore begins with a focused set of Strategic Priority Value Chains—sectors with the highest potential to drive productivity, create decent jobs, reduce import dependency, expand exports, and build resilience. These are sectors where Ghana has some combination of natural endowments, existing producer bases, unmet local demand, and regional export potential.

By concentrating initial efforts on a limited number of high-impact value chains, we can design and test effective models, build the necessary institutional systems, and refine implementation strategies before scaling across the wider economy. This focused approach also ensures more efficient use of financing, greater private sector interest, and faster demonstration of results. Once proof of concept is achieved, the same integrated model can be expanded to other value chains with greater confidence and efficiency.

3.5 The Integrated Value Chain Approach

The Integrated Value Chain Approach is central to the 24H+ methodology because it ensures that sector-specific interventions are comprehensive, interconnected, and catalytic. Rather than addressing problems in isolation, we analyse and intervene along and across entire value chains—from inputs and production to processing, distribution, marketing, and exports—ensuring that bottlenecks are resolved at every point.

This approach allows us to maximise domestic value retention by deliberately shifting the higher-value segments of each chain—such as processing, packaging, branding, logistics, and market access—into the local economy. It also facilitates stronger linkages between sectors, such as agriculture and manufacturing, by ensuring that what is produced is also processed, distributed, and consumed locally or exported under Ghanaian brands.

Value chain mapping helps us understand where value is created, where leakages occur, and how different actors—farmers, manufacturers, transporters, retailers—can be better integrated into a coherent and efficient system. An integrated value chain approach ensures that transformation is systemic, not fragmented, delivering real change in the structure of Ghana's economy rather than temporary improvements in isolated sectors.

This approach is operationalised through eight interconnected sub-programmes under 24H+. Each sub-programme targets a critical node in the economy, yet they function as a unified system designed to generate reinforcing outcomes.

- GROW24 drives food security and generates raw materials and agricultural inputs that feed directly into MAKE24's manufacturing value chains, while also benefiting from local inputs and equipment developed under MAKE24.
- MAKE24 creates structured demand for agricultural output, driving upstream investment and commercial viability. It also enhances supply chain integration by producing farm implements and equipment for use across sub-programmes.

- BUILD24 advances national self-reliance and enables Ghana's economic transformation by delivering the infrastructure, materials, and construction services needed across all sub-programmes.
- SHOW24 unleashes the commercial potential of Ghana's creative industries, creating jobs, exportable content, and strengthening African identity—while branding the 24H+ transformation.
- CONNECT24 enables efficient logistics and structured market access, linking producers, processors, and consumers while reducing post-harvest losses and transaction costs.
- FUND24 unlocks long-term, affordable capital for enterprises and infrastructure across strategic value chains, ensuring investment flows to farms, factories, and service providers.
- ASPIRE24 equips producers—farmers, factory workers, technicians, and entrepreneurs—with the values, mindset, and technical skills to drive productivity and innovation across all sectors.
- GO24 mobilises citizens, aligns all government units, and promotes a national culture of productivity, accountability, and collective ownership of the 24H+ agenda.

The following sections present the implementation roadmap for each sub-programme, detailing investment priorities, coordination mechanisms, and expected impact.

3.6 The Dual Focus Strategy

The 24H+ Programme adopts a dual transformation strategy that simultaneously

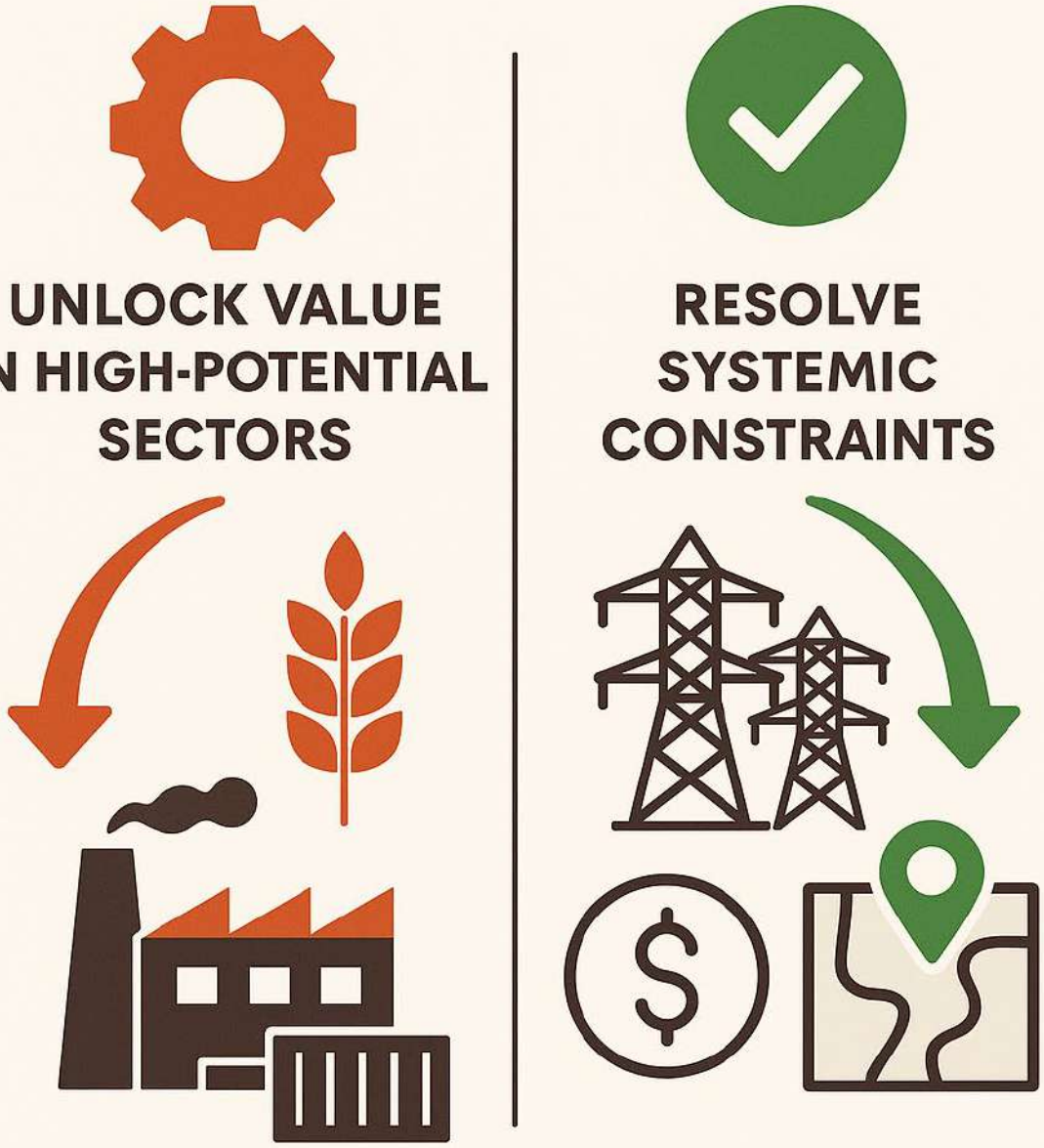
1. unlocks value in high-potential sectors and
2. resolves the systemic constraints that have long limited Ghana's productive capacity and competitiveness.

This integrated approach contributes to the 24H+ Programme's ability to drive sustained, broad-based transformation rather than isolated, short-lived interventions. On one side, the strategy focuses on a defined set of Strategic Value Chains where Ghana holds a comparative advantage and where the potential for self-reliance, job creation, export growth, and structural change is highest. These include targeted chains in agriculture, agro-processing, manufacturing, services, and creative industries. For each, the programme supports end-to-end value chain development - from inputs and production to processing, distribution, and domestic and foreign market access - ensuring that Ghana retains more value domestically while expanding regional and global trade integration.

On the other side, the programme tackles the systemic bottlenecks that cut across all industries and inhibit the performance of even the most promising value chains. These include inadequate and unreliable infrastructure (including land that is constrained by Ghana's land tenure system), expensive and poorly targeted finance, weak human capital alignment, fragmented supply chains, limited market access, and insufficient policy and institutional coordination. Addressing these cross-cutting barriers is essential to unlocking the full potential of all economic actors—from smallholder farmers and MSMEs to large-scale manufacturers and exporters.

This dual focus strategy ensures that we are not just producing more, but producing better, faster, more competitively, and more inclusively.

THE DUAL FOCUS STRATEGY



24H+ PROGRAMME

3.7 Security as a Foundation for Economic Resilience

Economic transformation cannot thrive without security. As we expand economic activity across farms, factories, ports, roads, digital networks, and public services, the need for a reliable and responsive security system becomes more urgent. In this new economy, security is not a side concern—it is a core enabler of productivity, investment, and trust.

The 24H+ Programme recognises that **economic security is national security**. That means safeguarding infrastructure, protecting workers, preventing cyber threats, and ensuring the uninterrupted flow of people, goods, and services. Ghana's security services—including the Police, Armed Forces, Fire Service, Immigration, Ambulance Service, Prisons, and Intelligence—will play vital roles across these fronts.

To ensure coordination and strategic focus, the 24H+ Programme will appoint a National Security Coordinator for the 24-Hour Economy. This senior officer will serve as the liaison across security agencies, ministries, districts, and private sector actors, with the following responsibilities:

- monitor risks to critical economic infrastructure;
- align deployments and interventions to support key sites such as Agbleduwo (agroecological zones), Wumbei (industrial parks), logistics hubs, and public facilities;
- liaise with Ministries, Districts, and private actors to address emerging threats;
- oversee the rollout of national and local security measures tailored to the needs of a 24-hour productive system;

Security services will focus on the following strategic areas:

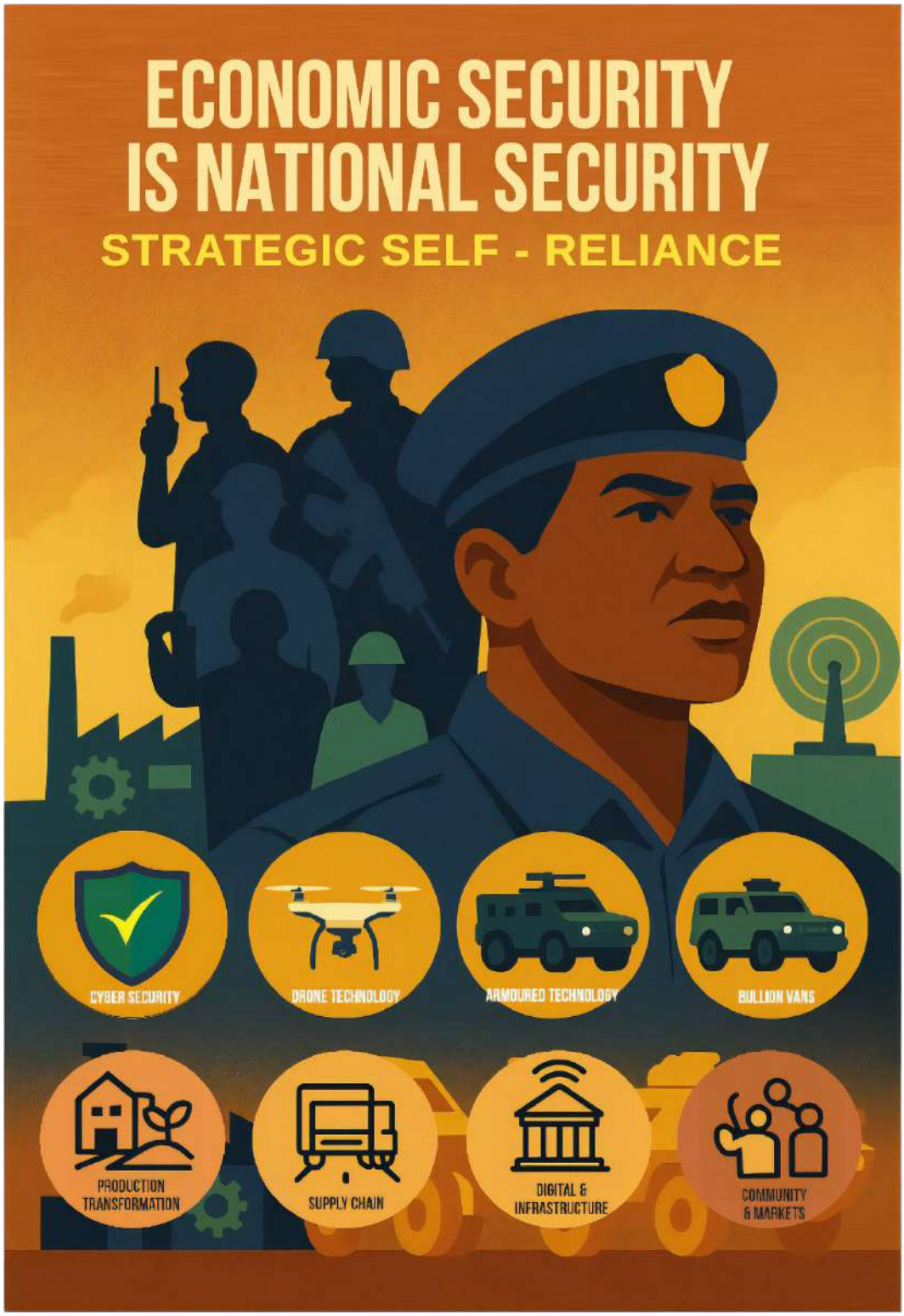
- Agbledu and Wumbei Parks: Fire stations, patrols, and incident response teams to protect facilities, inputs, and worker safety
- CONNECT24 Corridors: Escort and surveillance for road, rail, and air logistics; and a dedicated Volta Lake Security Architecture to safeguard inland water transport with marine patrols, port safety teams, and community vigilance
- Digital and Public Infrastructure: Protection of TVET Digital Centres, energy installations, customs points, and 24-hour public service offices such as passport and DVLA centres
- Community and Market Spaces: Partnership with local assemblies and traditional authorities to support community-based watch groups, especially around enterprise zones, cultural spaces, and night-time gathering points
- Cybersecurity and Critical Systems Protection: Enhancing national intelligence, cybersecurity operations, and coordination around data centres and essential utilities.

A strong security system must also be self-reliant. The 24H+ Programme will actively promote local production of essential security infrastructure, tools, and technology as part of Ghana's broader industrialisation agenda. Working closely with DIHOC (Defence Industries Holding Company) and Ghana's security agencies, the programme will support the domestic development and assembly of:

- Surveillance drones for infrastructure and border monitoring;
- Armoured personnel carriers and light patrol vehicles tailored to Ghana's terrain;

- Bullion vans and secure transport vehicles for financial and goods-in-transit safety;
- Protective gear and communication equipment for frontline responders.

Ghana's security under 24H+ will therefore be strategic, anticipatory, and nationally anchored—focused not only on guarding assets but on enabling productivity, building resilience, and ensuring that the infrastructure of peace is made in Ghana, by Ghanaians, for Ghana's future.



3.8 The Volta Economic Corridor

The Volta Economic Corridor is a flagship national initiative under Ghana's 24-Hour Economy and Accelerated Export Development Programme (24H+), aimed at transforming Volta Lake and its surrounding basin into a multimodal, agro-industrial, and trade-intensive economic corridor. It represents one of the most ambitious and spatially transformative efforts in Ghana's post-independence development history—reviving and modernising a national vision rooted in Ghana's foundational economic imagination.

The vision to harness the Volta River system for national transformation was first championed by Osagyefo Dr. Kwame Nkrumah, Ghana's founding President, who saw the Volta Lake not only as a source of electricity but as the backbone of an integrated industrial and agricultural economy. That vision led to the construction of the Akosombo Dam and the creation of Volta Lake—the largest man-made lake by surface area in the world. However, the full developmental promise of the lake remained unrealised. The Volta Economic Corridor reactivates this national ambition in a modern context—linking energy, logistics, food systems, and trade into a coherent development platform that reflects both historical continuity and contemporary urgency.

Despite its scale and significance—draining two-thirds of Ghana and parts of Burkina Faso, Mali, Côte d'Ivoire, Togo, and Benin—the lake's economic role has been largely confined to hydroelectric power generation. Its potential to anchor productive value chains, logistics systems, industrial zones, and regional trade routes has been constrained by fragmented mandates, outdated infrastructure, and a legacy development model focused narrowly on energy.

The Volta Economic Corridor addresses this by positioning the lake and its surrounding basin as a productive, logistics-enabled, and regionally connected economic spine. Through this corridor, Ghana will unlock a powerful inland growth axis that complements the coastal Abidjan–Lagos corridor and rebalances development towards historically underserved northern and lakeside districts. The Corridor will serve simultaneously as a transport artery, a climate-resilient food production belt, a logistics and processing hub, and a gateway for trade integration with inland West Africa—particularly Burkina Faso, Mali, and Niger.

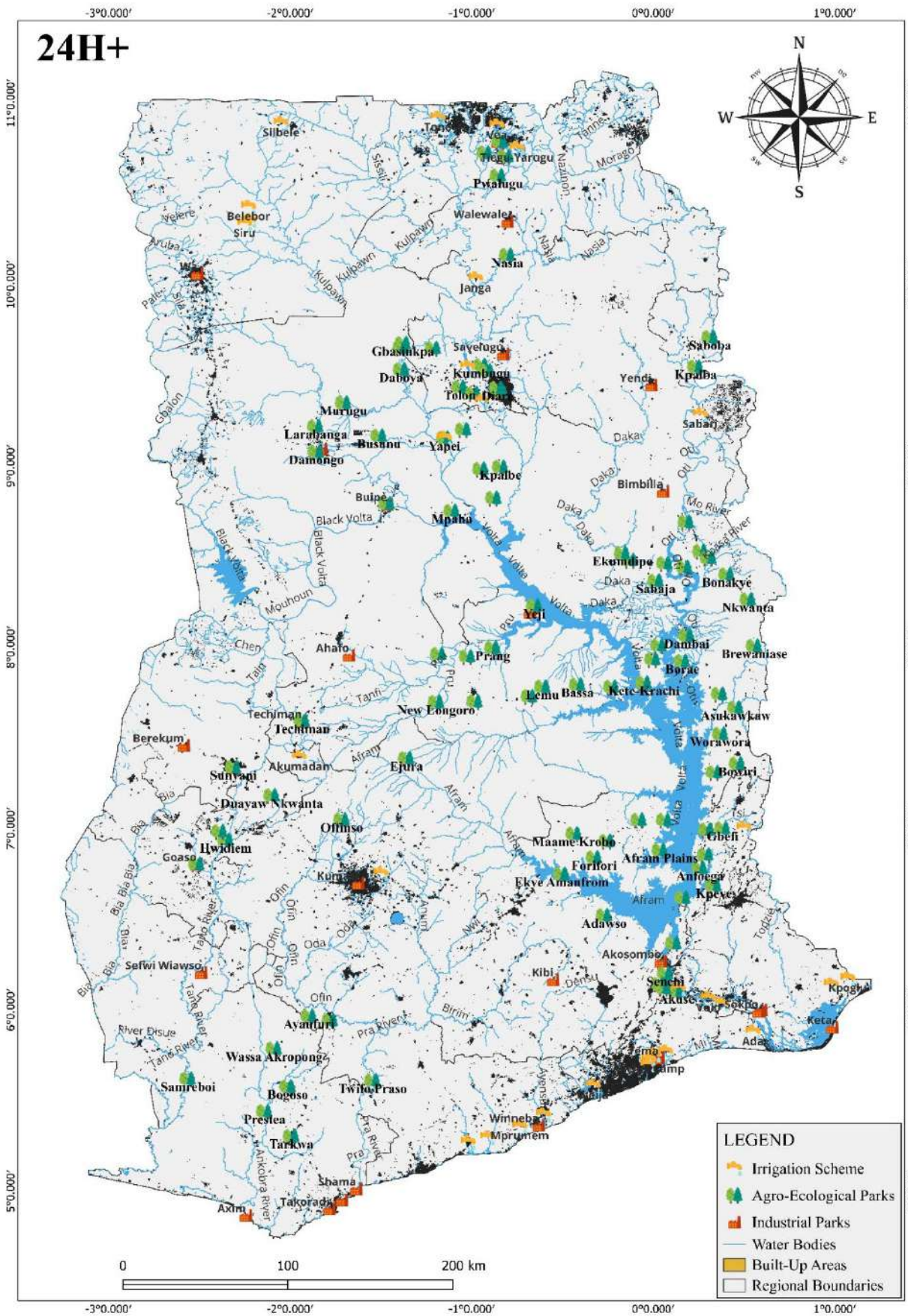


Figure 6: Map of Ghana showing population density and water bodies

The 24H+ Secretariat will lead the programme's overall coordination, planning, and oversight. The Ghana Infrastructure Investment Fund (GIIF) will act as the infrastructure anchor and establish three Special Purpose Vehicles (SPVs) to drive investment, implementation, and public-private partnerships across the Corridor's core infrastructure systems:

1. Volta Logistics Company – to upgrade and manage inland water transport and ports;
2. Agbledu Investment Company – to deliver large-scale irrigated Agro-Ecological Parks (Agbleduwo) and farming infrastructure;
3. Wumbei Parks Development Company – to build and operate lakeside industrial parks and logistics zones focused on agro-processing, aquaculture, packaging, and light industry.

These SPVs will adopt blended finance and concession-based delivery models, with seed capital from the public sector unlocking investment from development finance institutions and commercial partners. District Assemblies across the Volta, Oti, Bono East, Savannah, and Northern Regions will be embedded as local implementation partners—facilitating land access, planning integration, and mobilisation of youth, women, and community cooperatives.

At full implementation, the Corridor is projected to:

1. Generate over 1 million jobs, with a focus on youth, women, and MSMEs;
2. Unlock over USD 100 million in new exports annually through structured value chains in grains, vegetables, aquaculture, processed goods, and light manufacturing;
3. Convert 2 million hectares of underutilised land into productive agro-ecological parks supported by irrigation and lake-linked transport;
4. Transform Tamale Airport into a regional air cargo hub, connecting northern Ghana to West Africa, North Africa, and Europe;
5. Rehabilitate and expand inland ports at Akosombo, Dambai, Yeji, and Buipe, and establish feeder landing sites and intermodal linkages.

The Corridor directly supports Ghana's commitments under the African Continental Free Trade Area (AfCFTA) by improving logistics, digitising trade systems, and facilitating movement of goods with Sahelian markets. It is also aligned with the African Union's Agenda 2063, which promotes regional integration, sustainable industrialisation, and inclusive economic growth.

As a strategic intervention under the 24H+ Programme, the Volta Economic Corridor will unlock latent economic value and reshape the spatial logic of Ghana's economy, bringing infrastructure, trade, and investment into previously marginalised inland areas. It is both a historical fulfilment and a contemporary breakthrough, and represents a bold return to Nkrumah's developmental ethos, adapted for today's climate, demographic, and trade realities.

3.9 Participatory Land Access Model for Agroecological and Industrial Parks

A critical constraint in Ghana's past development efforts has been the inability to access land at scale without conflict, delay, or unsustainable financial burden. The 24H+ Programme introduces a new, community-driven solution to this challenge through a **Participatory Land Access Model**. This model is designed to make land available for Agroecological Parks and Industrial Parks in a fair, lawful, inclusive, and investment-friendly way.

Rather than relying on compulsory acquisition and making upfront compensation, this approach places landowners at the centre of development, as **equity-holding partners** in transforming Ghana's productive economy.

How the Model Works

1. **Community Land Contribution through Trusts**

   Each community, traditional authority, or family contributing land will do so through a registered Community Land Trust (CLT). These Trusts will be established for clusters of communities or families that voluntarily agree to contribute land. The Trust safeguards the collective interests of landowners and is governed transparently with representation from contributing families, District Assemblies, and independent trustees. The trustees shall include landowners' representatives, a District Assembly representative, and a 24H+ Secretariat representative. To guarantee tenure security and remove legal ambiguity, the Minister responsible for Lands shall designate the area a Land Title Registration Zone, following precedent under AGOA industrial enclaves and the Systematic Land Title Registration process rolled out under the Land Administration Project.

2. **Assignment to the National SPV**

   Once the CLT is established and land documentation is complete, the Trust will assign the land under a long-term use and benefit-sharing agreement to a national Special Purpose Vehicle (SPV). This SPV will be established and capitalised by the Ghana Infrastructure Investment Fund (GIIF) and mandated to own, develop, and manage all Agroecological and Industrial Parks under the 24H+ Programme. The assignment agreement will clearly define the rights, obligations, permitted uses, and development milestones.

3. **Community Shareholding in the SPV**

   In return for the land contribution, the Trust receives an equity stake in the national SPV, reflecting the assessed value of the land. This ensures that landowning communities:

   - Receive dividends proportional to SPV profitability,
   - Participate in community advisory structures linked to SPV governance, and
   - Have formal access to periodic reporting, audits, and grievance redress mechanisms.

4. Community Returns and Development Spending

   Dividends and other returns earned by the CLT will be reinvested into local community development. Based on lessons from NADeF, Trusts will prioritise projects such as:

   - Scholarships for students,
   - Infrastructure like roads, electrification, and sanitation,
   - Women's entrepreneurship programmes and youth employment schemes.

   Each Trust will set up a Community Development Committee, composed of landowners, youth and women's representatives, and the District Assembly, to oversee planning, budgeting, and implementation of community projects.

5. Alternative Pathways for Landowner Participation

   Landowners who do not wish to contribute land to the Trust can still make their land available for park use and benefit from its development. They may lease their land directly to the national SPV or approved park operators under standard agreements that guarantee fair compensation—through annual rent, land use royalties, or profit-sharing. These leases will be formalised with support from the Lands Commission and District Assembly.

3.9.1 Governance, Ecological Safeguards, and Consent

All land contributions to the CLTs will be strictly voluntary and governed by Free, Prior and Informed Consent (FPIC) principles. District Assemblies and the Lands Commission will facilitate and verify each transaction to ensure legal validity and community alignment.

To protect environmental integrity, particularly in riparian and high-conservation areas such as the Volta Lake basin, all developments will comply with Ghana's Riparian Buffer Zone Policy and Land Act, 2020 (Act 1036). A minimum 30-metre buffer will be respected around all water bodies and ecologically sensitive zones.

To ensure good governance, the model draws key lessons from successful community-led initiatives such as the Newmont Ahafo Development Foundation (NADeF). Each CLT will receive a fixed share of park revenue or dividends from the SPV, governed by a multi-party agreement between the Trust, GIIF, and the Assembly. Transparent and inclusive governance structures—drawing from women, youth, traditional leaders, and civic actors—will guide development priorities. Audited annual reports, public disclosures, and oversight mechanisms will be instituted to guard against elite capture and misuse.

To avoid dependency, the model encourages co-investment and leverage, positioning Trust funds as catalytic capital to unlock additional resources from government programmes, development partners, or private investors.

3.9.2 Strategic Infrastructure Bundle

Land is not delivered in isolation. It is made viable through the integrated infrastructure that each park provides:

Enabler	Description
Land	Secure, contiguous, investment-ready land delivered through community trusts, with no upfront compensation cost.
Water	Irrigation systems (Agroecological Parks), industrial boreholes (Industrial Parks), and access to major basins like the Volta River.
Energy	Grid-connected power, solar mini-grids, and biogas systems tailored to the needs of agro-processing and industrial enterprises.
Connectivity	High-speed broadband and telecom infrastructure to support smart farming, processing, e-commerce, and logistics.
Access & Transport	Integrated multimodal transport systems combining feeder and arterial roads, internal park roads, inland waterway access via Volta Lake and tributaries, and rail connections where available. These systems link parks to markets, ports, and borders, co-financed by GIIF and Fund24.

3.9.3 Implementation and Scale-Up

The 24H+ Secretariat has already identified land banks in over two dozen communities across Ghana, with initial engagements conducted with traditional leaders, district assemblies, and landowners. In parallel, a land suitability analysis around Volta Lake and its tributaries has confirmed that a 10 km buffer zone offers the best trade-off between arable land quality, irrigation feasibility, and minimal ecological and social disruption. Sites such as Afram Plains, Kpandai, Prang, Nasia, and Saboba have been proposed for immediate development based on their crop suitability, water access, and local support.

These pre-identified land clusters will form the first phase of agroecological and industrial park development, anchored in the participatory land trust model and clustered around Ghana's inland water transport backbone.


PARTICIPATORY LAND ACCESS MODEL FOR AGROECOLOGICAL AND INDUSTRIAL PARKS
GIIF
NATIONAL SPV
COMMUNITY LAND TRUST
ASSIGNMENT TO THE NATIONAL SPV
COMMUNITY LAND CONTRIBUTION THROUGH TRUSTS
COMMUNITY SHAREHOLDING IN THE SPV
COMMUNITY RETURNS AND DEVELOPMENT SPENDING
LEASE AGREEMENT
ALTERNATIVE PATHWAYS FOR LANDOWNER PARTICIPATION



Grow24

Driving food security , climate resilience and sustainable jobs by increasing productivity and ensuring raw material supply for local processing and exports.

24HOUR ECONOMY & Accelerated Export Development

4.0 GROW24 – Agriculture Transformation Sub-Programme

4.1 Introduction

4.1.1 The GROW24 Vision for Transforming Ghana's Agriculture

GROW24 is a flagship initiative under the 24-Hour Economy and Accelerated Export Development (24H+) Programme aimed at unlocking Ghana's agricultural potential through targeted, largely private sector investments in high-impact value chains. It is designed to complement and reinforce the ongoing efforts of the Ministry of Food and Agriculture and align with national agriculture policies and programmes.

Despite employing 33% of Ghana's workforce and contributing 20% of GDP (GSS, 2021), the agricultural sector remains underperforming and import-dependent, with the country spending over $2 billion annually on food imports[26] - including $600 million on rice and $400 million on poultry and animal products. GROW24 envisions a transformed agricultural landscape where resilient, competitive, and market-ready agribusinesses anchor national food security, industrialisation, rural job creation, and sustainable export growth. GROW24 will revitalise critical Strategic Agricultural Value Chains (SAVs) that are important for food and feed self-sufficiency and security, input self-reliance, sustainable job creation, and climate resilience. It will drive systemic agricultural modernisation and build a future where Ghana becomes the breadbasket of West Africa and a strong player in regional and global markets.

4.1.2 Agricultural Sector Challenges

The persistent underperformance of Ghana's agriculture sector stems from five fundamental structural challenges:

1. Insecure Land Tenure and Fragmented Production Systems:

   Over 80% of Ghana's land, especially farmlands, remains under undocumented customary ownership[27]. Smallholder farmers operate fragmented plots, discouraging long-term investments in irrigation, agroforestry, and land improvement.

2. Weak Agro-Industrial Integration and Market Connectivity:

   Major production zones remain disconnected from urban consumption centres due to poor logistics, inadequate aggregation systems, and weak uptake of structured market platforms like the Ghana Commodity Exchange, which reaches less than 5% of farmers.

3. Misaligned Agricultural Finance and Support Systems:

   Agriculture receives less than 4% of formal bank lending[28]. Financial products are poorly adapted to the seasonal and risk profile of agriculture, while agricultural

[26] Modern Ghana. (2024, April 13). *Breaking Ghana's US$2 billion food import dependency: A path to self-sufficiency.* Retrieved from https://www.modernghana.com/news/1383822/breaking-ghanas-us2-billion-food-import-dependen.html

[27] COLANDEF. (n.d.). *Data on Traditional Areas in Ghana*. Retrieved from https://colandef.org/resources/data-on-traditional-areas-in-ghana

[28] MyJoyOnline. (2024, January 31). *Only 4% of bank lending goes into agric; Food security at risk.* Retrieved from https://www.myjoyonline.com/only-4-of-bank-lending-goes-into-agric-food-security-at-risk-c-energy-global-holdings/

extension services have deteriorated sharply, with officer-to-farmer ratios declining from 1:1,500 in 2003[29] to approximately 1:3,700 by 2022.

4. Low Irrigation Development and Climate Vulnerability:

   Only 5% of Ghana's arable land is under irrigation[30], despite abundant water resources. Farming remains heavily rainfall-dependent, exposing production to climate variability, food supply shocks, and restricting year-round cultivation.

5. Limited Research Commercialisation and Technology Adoption:

   Weak linkages between agricultural research institutions and farm-level practice limit the adoption of improved seeds, climate-resilient practices, and mechanization, constraining efforts to modernize and industrialize the sector.

These structural challenges have severe national consequences. They manifest in widespread sectoral symptoms that reinforce underperformance:

- Low Agricultural Productivity: Ghana's maize yields average 1.9 metric tons per hectare compared to a potential 5-6 metric tons, while rice yields are around 2.4 metric tons per hectare versus a potential 6-8 metric tons[31].
- High Post-Harvest Losses: Losses exceed 30% nationally, with perishables like tomatoes (40-45% in Bono East), yams (35-40% in Northern Ghana), and cassava (25-30% in Volta Region) particularly affected[32].
- Price Volatility and Market Instability: Weak aggregation and logistics systems cause extreme seasonal price fluctuations, such as tomato prices varying by up to 400%.
- Aging Farmer Population and Labor Shortages: With an average farmer age exceeding 55 years and youth migration to urban areas, labour shortages in agricultural regions are worsening[33].
- Food Import Dependency and Inflation: Ghana's high reliance on imported staples exposes the economy to external shocks and contributes significantly to food inflation, which reached 54.2% in December 2023.
- Limited Agro-Processing and Export Competitiveness: Without sufficient integration between production and processing, most agricultural produce is sold raw, limiting value addition and reducing potential export earnings.

Without systemic reforms to address these structural barriers and their associated symptoms, Ghana's agriculture sector will continue to underperform, undermining food sovereignty, farmer incomes, and the broader national economic transformation agenda.

[29] Medium. (2022, March 15). *The ratio of Extension Agents to Smallholder Farmers In Ghana*. Retrieved from https://medium.com/@adammuhammedmuhideen/the-ratio-of-extension-agents-to-smallholder-farmers-in-ghana-9095b8717c2c

[30] Glitse, P., Nyamadi, B. V., Darkwah, K. W., & Mintah, K. A. (2021). *The State of Irrigation Infrastructure in Ghana: The Way Forward*. Ghana Irrigation Development Authority (GIDA). Retrieved from https://www.researchgate.net/publication/349050253_The_State_of_Irrigation_Infrastructure_in_Ghana_The_Way_Forward

[31] Nartey, E. K. et al. (2017). "Rice yield gap analysis in Ghana." *Computers and Electronics in Agriculture*, 142, 17–25. Elsevier. https://www.sciencedirect.com/science/article/abs/pii/S0264837716313941

[32] International Food Policy Research Institute (IFPRI). (2018). *Reducing post-harvest loss through evidence and advocacy*. Retrieved from https://www.snv.org/update/reducing-post-harvest-loss-through-evidence-and-advocacy

[33] Ministry of Food and Agriculture (MoFA). (2021). *Youth in Agriculture Programme Overview*. https://mofa.gov.gh/site/programmes/youth-in-agriculture

Challenge	Key Statistics	Source
Low Production Volumes:		
Pre- & Post-Harvest Losses	Over **30%+** of food is lost due to poor harvesting, storage, and processing.	*FAO, 2023*
Aging Farmer Population	More than **50%** of farmers are over **50 years old**, leading to labour shortages and declining production.	*MoFA, 2021*
Limited Access to Finance	Agriculture receives only **4%** of total bank loans despite its economic importance.	*BoG, 2023*
Low Productivity & Outdated Practices	Smallholder farmers rely on **traditional, low-yield methods**, limiting output per hectare.	*MoFA, 2021*
Climate Shocks & Environmental Risks	Only **5% of arable land** is irrigated, making the sector highly vulnerable to erratic weather.	*MoFA, 2021*
Fragmented Smallholder Farming	Smallholders produce **80%** of Ghana's food but operate on **small, scattered plots**, reducing efficiency.	*MoFA, 2021*
Inadequate Irrigation Infrastructure	Less than **5%** of cultivated land benefits from irrigation, restricting year-round farming.	*GIDA, 2021*
Market Price Instability:		
Unstructured Markets & Price Volatility	Farmers lack structured pricing mechanisms, leading to **unstable and unprofitable prices**.	*MoFA, 2021*
Dumping of Imported Products	Ghana spends over **$2 billion** annually on food imports, including **$600M on rice** and **$400M on poultry**.	*USAID, 2022*
High Cost of Inputs	Rising prices of fertilizers, seeds, and mechanization increase production costs, reducing profitability.	*MoFA, 2021*
Lack of Structured Pricing Systems	Farmers often rely on **middlemen for pre-financing**, leading to income exploitation.	*MoFA, 2021*
Challenges Affecting Quality:		
Substandard Inputs & Counterfeit Products	Poor-quality fertilizers and uncertified seeds reduce yields and profitability.	*MoFA, 2021*
Poor Post-Harvest Handling & Storage	Inadequate cold storage and warehouses lead to **spoilage, contamination, and quality deterioration**.	*MoFA, 2021*
Weak Policy Implementation & Regulation	Poor enforcement of quality standards reduces Ghana's competitiveness in **local and export markets**.	*MoFA, 2021a*
Limited Value Addition & Processing	Most raw produce is **exported or sold cheaply**, reducing potential farmer earnings.	*Ferally & Mitchel, 2022*

Table 5: Key Statistics on Systemic Challenges in Ghana's Agriculture Sector

4.2 The GROW24 Strategic Transformation Plan

4.2.1 Transformative Vision – Ghana's Agricultural Future (2029)

Ghana seeks to reposition its agriculture as a dynamic pillar of national prosperity, rural industrialisation, and global competitiveness by combining indigenous knowledge with modern science and technology, scaling agribusiness ventures, and expanding structured export capacity to build a resilient, market-driven agricultural economy.

By 2029, Ghana aims to become West Africa's leading agricultural hub with clear targets:

1. **Transform the Volta Basin into the Breadbasket of West Africa and Mainstream Climate-Smart Agriculture**: Cultivate over 2.0 million hectares under structured irrigation and climate-resilient farming systems across the Volta Basin and priority agroecological zones, effectively doubling Ghana's systematically cultivated arable land while reaming climate-smart practices such as regenerative soil management, low-energy irrigation, drought-resilient inputs, and environmentally adaptive methods across all priority production zones.
2. **Boost Agricultural Productivity by 40–60%:** Raise yields across key food, feed, and fibre value chains through expanded irrigation, mechanisation, regenerative practices, and widespread adoption of improved technologies within Eden Volta clusters, urban and peri-urban farming systems.
3. **Create Over 500,000 Sustainable Agribusiness Jobs:** Generate dignified employment opportunities across farm production, agro-processing, logistics, agritech services, and input supply chains—placing youth and women at the centre of Ghana's agricultural transformation. Please see annex 2 for the job estimation from GROW24.
4. **Achieve $1.5 Billion in New Agro-Export Revenues Annually:** Leverage structured production corridors, modern processing hubs, and CONNECT24 logistics infrastructure (including inland waterways and the Tamale Airport Cargo Centre) to drive high-value agricultural exports across West Africa and global markets.
5. **Cut Food Imports by 50%, Saving $1.2 Billion Annually:** Achieve food sovereignty by attaining self-sufficiency in rice, maize, poultry, vegetable oils, horticulture, and fresh vegetables, significantly reducing Ghana's exposure to external food supply shocks.

4.2.2 Strategic Opportunity

The Volta Lake is one of Ghana's greatest but most underutilised assets. As the world's largest artificial lake by surface area, it stretches over 400 kilometres with an extensive tributary network and ~4,800 km of shoreline. Yet despite this enormous natural advantage, the Volta Lake Corridor remains largely untapped for irrigated agriculture, logistics, tourism, and agro-industrial development. Within a 10 km buffer zone around the lake and its major rivers, we have over 6 to 8 million hectares of cultivable land[34] — much of it with fertile alluvial soils, perennial water access, and relatively low population density.

[34] CGIAR. (2021). *Ghana irrigation sector mapping report*. International Water Management Institute. https://cgspace.cgiar.org/bitstream/handle/10568/126215/Ghana%20Irrigation%20Mapping%20Report%20Final.pdf

Unlocking this potential through the Volta Economic Corridor, the Eden Volta Breadbasket Project will allow Ghana to transform its agriculture, achieve food sovereignty, industrialise rural areas, and become West Africa's leading agricultural hub.

With AfCFTA granting access to 1.3 billion consumers[35] and a government committed to agribusiness-friendly reforms, Ghana aims to become a leading agricultural hub in West Africa. Critical investment opportunities to fuel that transformation are:

1. Import Substitution & Value Chain Expansion: Our $2 billion spend on food imports can be redirected into local production, boosting jobs, industrialisation, and rural income.
2. Post-harvest & Agro-Processing Growth: Reducing 30%+ losses can save $1.2B annually (FAO, 2023), while value-added processing can increase GDP by $1.2B and enhance exports.
3. Irrigation & Productivity Enhancement: Optimising and expanding irrigation beyond 5% of arable land (GIDA, 2021) can triple productivity and production, enable year-round farming, and eliminate climate risks.
4. Mechanisation & Youth Employment: With 30% youth unemployment, investments in modern equipment and digital agri-tech can boost efficiency and attract young talent.
5. Climate-Smart & Sustainable Agriculture: Adopting resilient farming techniques and green technologies will ensure long-term food security and export readiness.
6. Renewable Energy for Agri-Industrialisation: The Eden Volta corridor has significant potential for solar and hybrid renewable energy deployment. Powering irrigation systems, agro-processing facilities, cold storage units, and mechanised farm operations through off-grid and mini-grid renewable energy solutions can reduce costs, lower emissions, and make agricultural clusters more competitive and sustainable.

With the right investment mix, Ghana's agriculture can transition from subsistence-based to an industrial, export-oriented sector.

4.2.3 Core Strategy

In line with the 24H+ Dual Focus Strategy (Section 3.5), GROW24 adopts an integrated approach that simultaneously unlocks the strategic agriculture value chains and dismantles the systemic barriers that have long constrained sectoral transformation.

The GROW24 Sub-Programme's core strategy is organized around two flagship transformation engines that will drive Ghana's agricultural transformation: the Eden Volta Breadbasket Project and the Shikpon Urban/Peri-Urban Vegetable and Fruit Farming Revolution.

The Eden Volta Breadbasket Project is a component of the Volta Economic Corridor and is GROW24's major agricultural transformation strategy. It seeks to unlock the vast agricultural and irrigation potential of the Volta Lake and its tributaries, creating a world-class agro-food production zone that positions Ghana as the leading agricultural producer in West Africa. This transformation will be driven by the development of

[35] World Bank. (2020). *The African Continental Free Trade Area: Economic and distributional effects*. https://www.worldbank.org/en/topic/trade/publication/the-african-continental-free-trade-area

integrated Agroecological Parks (Agbleduwo) systematically organised along the Volta Basin and its key corridors. Each Agbledu will combine structured farms with advanced irrigation systems, mechanisation hubs, and data collection and monitoring systems through Farm Service Centres, and Field Pack Houses for field-level pre-cooling, sorting, and packing.

No	Cluster Name	Region	Land Available (Approx. ha)	Strategic Value Chains
1	Pwalugu Cluster	Upper East	100,000	Rice, Maize, Millet, Tomato, Onion, Poultry, Fish
2	Nasia–Bontanga Cluster	Northern	150,000	Rice, Maize, Millet, Onion, Tomato, Fish
3	Kpandai Cluster	Northern	80,000	Cassava, Yam, Sweet Potato, Maize, Millet
4	Central Gonja Cluster	Savannah	250,000	Cassava, Maize, Yam, Livestock*, Groundnut, Sorghum*, Millet
5	West Gonja Cluster	Savannah	100,000	Sorghum*, Maize, Yam, Millet, Medicinal Plants
6	Yeji–Pru Cluster	Bono East	220,000	Rice, Maize, Millet, Cassava, Fish Farming
7	Sene Cluster	Bono East	150,000	Rice, Maize, Millet, Cassava, Yam, Tilapia
8	Dambai Cluster	Oti	150,000	Maize, Yam, Cassava, Groundnut, Goat*, Sheep*
9	Kete Krachi Cluster	Oti	100,000	Rice, Maize, Onion, Tomato, Tilapia
10	Afram Plains Cluster	Eastern	250,000	Maize, Cassava, Yam, Oil Palm, Poultry, Tomato
11	Adawso–Akuse Cluster	Eastern	100,000	Rice, Tomato, Pepper, Okra, Tilapia, Sugar
12	Volta Lakeshore Cluster	Volta + Oti	90,000	Tomato, Okra, Pepper, Yam, Cassava, Tilapia
13	Poultry Belt Cluster	Ashanti, Bono, Ahafo	200,000	Poultry (layers, broilers), Maize, Soybean
14	Oil Palm Belt Cluster	Western, Western North, Central	250,000	Oil Palm, Palm Kernel, Soap, Biofuel
15	Saboba Cluster (Future Priority)	Northern + Oti	80,000	Rice, Maize, Millet
16	Nkwanta Corridor (Future Expansion)	Oti	70,000	Rice, Maize, Cassava, Groundnut
	Total Land Available		**2,340,000**	
	Total Land Available (minus future priorities)		**2,190,000**	

Table 6: Eden Volta Clusters

The Eden Volta strategy is part of Volta Economic Corridor and is closely tied to the 24H+ industrialisation agenda through MAKE24, ensuring direct linkages between farm production clusters and processing industries. It is also fully integrated with CONNECT24 through the establishment of an Airport Perishable Cargo Centre at Tamale Airport and strengthened multimodal logistics systems—including inland water transport —that will link the Volta Basin's output to domestic, regional, and export markets, seeking to achieve self-sufficiency in them while positioning Ghana to supply surplus agricultural produce to West Africa, and Global markets.

Complementing this rural transformation is the Shikpon Urban/Peri-Urban Vegetable and Fruit Farming Revolution, designed to guarantee abundant year-round access to affordable, fresh produce for Ghana's growing urban populations. This strategy focuses on developing structured peri-urban and urban farming clusters that utilize greenhouse technology, drip-irrigated open-field systems, and climate-smart micro-irrigation methods. Shikpon urban farming prioritises fast-cycle, high-demand crops such as tomatoes, peppers, okra, and onions, ensuring a stable and affordable supply of vegetables for cities like Accra, Kumasi, Sunyani, Takoradi, and Tamale.

Urban farming clusters will be established around major metropolitan areas and supported by cooperatives and youth agripreneurs in groups. These clusters will be directly linked to urban aggregation points, field-pack houses, and cold storage facilities, ensuring a continuous cold chain that reduces post-harvest losses and stabilises consumer prices. Integration with CONNECT24's digital marketplaces and logistics systems will enable real-time urban produce trading, efficient market access, and improved incomes for urban farmers.

To fully realise the ambitions of Eden Volta and Shikpon Urban Farming, GROW24 simultaneously addresses the systemic barriers that inhibit agricultural transformation. Urgent action will be taken to secure strategic land around Volta Lake and its tributaries for the development of Agbleduwo. This will be done through the designation and acquisition of an agricultural buffer zone around the Volta Lake and its major tributaries with the support of the Volta River Authority (VRA), Lands Commission (LC), Environmental Protection Agency (EPA) and Water Resources Commission (WRC). Alongside land acquisition, GROW24 will expand irrigation infrastructure and renewable energy systems to drive year-round farming productivity and climate resilience. Large-scale piped irrigation schemes, smart water management technologies, and solar-powered energy solutions will anchor sustainable farming operations across Eden Volta clusters and urban farming zones.

Agro-processing capacity and structured market linkages will be scaled up to retain more value domestically, stabilize farmgate prices, and expand Ghana's access to regional and international markets through the Ghana National Wholesale Produce Market (GNWPM). The GNWPM is aimed at modernising Ghana's agricultural supply chain by establishing a centralised wholesale market and six feeder markets to connect rural farmers with urban centres. Modelled after top global markets, it will integrate advanced logistics, green energy, digital commerce, and waste management, developed through a Public-Private Partnership (PPP). The GNWPM addresses critical challenges such as high post-harvest losses, poor market access for farmers, urban food insecurity, limited

value addition, and environmental degradation. It ultimately seeks to boost farmer incomes, ensure a stable supply of quality produce to cities, and position Ghana as a regional leader in agricultural trade. Details on the GNWPM are provided under MOVE24.

A strong emphasis is placed on research, innovation, and collaboration with national research institutions to ensure that Ghana's agricultural modernisation is grounded in science, adapted to local conditions, and scaled for impact. GROW24 will partner with institutions such as CSIR, universities, and specialised research centres to drive the local development, commercialisation, and mass deployment of high-yield seeds, resilient livestock breeds, climate-smart technologies, and appropriate mechanisation solutions.

The Department of Cooperatives will be restructured and retooled to support a vibrant, sustainable cooperative movement that drives aggregation, finance access, market negotiation, and resilience across farming communities.

4.3 Strategic Agricultural Value Chains (SAVs)

The 24H+ Agriculture Sub-Programme prioritizes agricultural value chains within seven major food groupings based on their potential to drive sector transformation, reduce Ghana's food import bill, stabilize food inflation, and enhance food security and economic resilience. These value chains align with Ghana's agricultural competitiveness strategy, focusing on productivity enhancement, value addition, and market expansion while leveraging opportunities under the African Continental Free Trade Area (AfCFTA).

1. Cereals & Grains: Maize (nutrition and livestock feed), Rice (import substitution, $600M savings), Millet (drought-resistant, high-nutrition).
2. Vegetables: Tomatoes (high demand, 780,000MT imports), Onions (import reliance), Peppers & Okra (export potential).
3. Oilseeds: Soybean (poultry feed), Groundnut (cash crop), Oil Palm (import reduction, $100M+ potential).
4. Roots & Tubers: Cassava (industrial processing), Yam (export opportunity), Sweet Potatoes (drought-resistant, processing potential).
5. Animal Protein: Poultry ($400M import substitution), Fish (60% of animal protein demand).
6. Sugars: Sugarcane and Sugar beets ($250M import substitution)
7. Medicinal Plants & Spices: Indigenous medicinal plants and high-value spices for local use and export.

Main Food Group	Selected Value Chains	Position on the Food Import Bill	Contribution to Domestic Food Inflation (CPI)	Contribution to Food Security & Economic Resilience
Cereals & Grains	Maize			
	Rice			
	Millet			
Vegetables	Tomatoes			
	Onion			
	Pepper			
	Okra			
Oilseeds	Soybean			
	Groundnut			
	Oil Palm			
Roots and Tubers	Cassava			
	Yam			
	Sweet Potatoes			
Animal Protein	Poultry			
	Fish			
Sugars	Sugarcane & Sugar Beets			
Medicinal Plants & Spices	Medicinal Plants			
	Spices			
Key: Potential Economic Impact				
		High	Medium	Low

Table 7: 24H+ Selected Value Chains & their Potential Economic Impact

The strategic agriculture value chains are discussed in more details in appendix.

4.4 Systemic Constraints Transformation Strategy

4.4.1 Securing Land for GROW24

GROW24 will secure land through a participatory, transparent, and environmentally sound process anchored in the 24H+ Participatory Land Access Model. Land will be mobilised through voluntary contributions from communities, families, and traditional authorities into Community Land Trusts (CLTs), which will then assign the land to a national Special Purpose Vehicle (SPV) established and managed by the Ghana Infrastructure Investment Fund (GIIF). This structure ensures long-term security of tenure, formal registration, and equitable benefit-sharing between landowners, communities, and investors.

Buffer zones, areas adjacent to water bodies where agricultural activities are restricted or prohibited to prevent pollution and protect water quality, will be respected. Specifically, not allowing chemical fertiliser application within 2m of surface waters; not allowing organic fertiliser application within 5m of surface waters, extending to 10m for

certain periods or slopes; not allowing organic fertiliser application within 20m of a lake shoreline[36]. GROW24 recognises that effective buffer zones should be located at points where farming will likely lead to nutrient, sediment, or pesticide entry into water bodies. The wider the buffer zone, the more effective it is in preventing runoff.

GROW24 will use the following steps to secure land for farming purposes:

- Identify Suitable Locations: Determine areas with suitable soil, climate, and water availability for farming.
- Consult Local Authorities: Engage with local authorities, such as the Water Resources Commission, to determine specific regulations and guidelines for buffer zones in the Volta River System areas.
- Develop Sustainable Farming Practices: Implement farming practices that minimise environmental impact, such as using natural vegetation or native wooded riparian zones to absorb nutrients and trap sediment; and
- Establish Buffer Zones: Create buffer zones with native vegetation or other suitable measures to protect water quality and prevent pollution

A secondary approach is to work with large-scale farmers with existing land rights located alongside the Volta River System. These large-scale farmers will be supported to have outgrowers, if they do not have them already. Where the holdings are small, the farmers would be mobilised into cooperatives to enable them to be large enough to constitute Agbleduwo.

4.4.2 Irrigation

We do not lack water in Ghana. Every day, millions of litres flow from the Volta Lake and its many tributaries into the sea, largely untapped and underutilised. What Ghana lacks is a modern, affordable irrigation system that can bring this water to farms and power year-round production.

GROW24 will fix this. Through Eden Volta, we will build a national irrigation backbone that brings water directly to farmers, whether large anchor farmers or smallholder cooperatives. This will be done using low-cost pipelines and irrigation technologies designed by Ghanaian engineers to suit local conditions. Our goal is to irrigate 2 million hectares of land across 15 high-potential agricultural clusters along the Volta Basin.

The key components of the system will be (i) the water source: Volta Lake and its tributaries; (ii) Pipeline Network: 10km maximum distance to convey water to 15 identified land clusters; (iii) Irrigation Technologies: drip irrigation, Sprinkler systems, Centre pivot systems, Lateral moving systems and cultivation under shade or net houses (greenhouses). and (iv) Farmers' Connection: Farmers will connect to the pipeline network on both sides of the pipes.

[36] Buffer zone recommendations are based on environmental protection guidelines adapted from international best practices (e.g., FAO, USDA) and contextualised to the Volta Lake ecosystem. Organic fertilisers often carry higher biological load and nutrient concentrations, including pathogens and slow-releasing nitrogen compounds, which pose greater long-term leaching and runoff risks—hence the need for wider buffer zones compared to mical fertilisers.



Pipeline Network Design will entail using HDPE or PVC pipes with nominal diameter of between 1000 – 1500mm for the main pipeline; 200 – 500mm for the distribution pipelines and 50 – 200mm for the lateral pipelines. Various irrigation systems will be deployed according to the crops they are suited for. Specifically, drip irrigation will be used for row crops – mostly vegetables; centre pivot systems for large-scale field crops; lateral moving systems for crops requiring precise water application and greenhouse/net house irrigation systems for high-value crops under controlled environments.

Full rollout of the irrigation component of the Eden Volta project will follow the following steps.

1. Feasibility Study: Conduct detailed feasibility study to determine technical, economic, and environmental viability;
2. Design and Planning: Design pipeline network and irrigation systems, considering topography, soil type, and crop water requirements;
3. Pipeline Installation: Install pipeline network, including main, distribution, and lateral pipelines;
4. Irrigation System Installation: Install irrigation systems, including drip, centre pivot, lateral moving, and greenhouse systems;
5. Farmer Training: Provide training to farmers on irrigation system operation, maintenance, and management; and
6. Monitoring and Evaluation: Establish monitoring and evaluation system to track water use, crop yields, and system performance.

4.4.3 Energy

The Agbleduwo will be using a blend of energy sources made up of 40-50% Solar PV (primary source for daytime operations): 20–30% Biogas and Waste-to-Energy (WtE) for base-load or nighttime operations: 20–25% Gas microturbines or embedded gas systems (back-up or reliability source): and 10-15% National electricity grid (as supplementary or transitional supply).

It is estimated that each Agbledu will have an average energy requirement of between 1.5 and 2.5 MW (depending on processing scale). Therefore, the total energy requirement of all 100 Agbleduwo will be 100 × 2 MW (average) = 200 MW.

A blended energy approach can help the Agbleduwo achieve reliability, cost-effectiveness, and sustainability, ultimately supporting agricultural productivity and economic growth.

1. Reliability: Combining different energy sources ensures a stable power supply, reducing reliance on a single source.
2. Cost-effectiveness: Optimising energy sources can minimise costs, leveraging affordable options like solar power.
3. Sustainability: Incorporating renewable energy sources like solar or biogas reduces dependence on fossil fuels, promoting environmental sustainability.
4. Resilience: A blended energy approach enhances resilience to energy supply disruptions, ensuring continuous farm operations.

24H+ will encourage farmers to incorporate energy storage solutions like batteries that can optimise energy usage. They will also be supported to implement energy-efficient practices and use of equipment that minimises energy consumption. A final consideration is for them to leverage local energy resources and expertise to enhance project sustainability

4.4.4 Financing A*griculture*

Achieving the scale and resilience envisioned under GROW24 requires accessible and fit-for-purpose financing across all levels of the agricultural ecosystem. While detailed mechanisms for Value Chain and Infrastructure Financing are outlined under the FUND24 sub-programme, their relevance to GROW24 is clear:

- Value Chain Financing, led by Development Bank Ghana (DBG) and the Ghana Venture Capital Trust Fund (VCTF), will provide affordable capital and equity instruments to support actors across the production, processing, and distribution segments—especially cooperatives, anchor farmers, and youth-led agribusinesses.
- Infrastructure Financing, led by the Ghana Infrastructure Investment Fund (GIIF), will enable the development of essential assets such as irrigation systems, solar energy networks, agro-processing facilities, and regional packaging centres through blended financing and public-private partnerships.

To complement these core financing streams, GROW24 will also pioneer an innovative, community-driven Agriculture Crowdfunding mechanism. Crowdfunding offers a unique opportunity to directly mobilise short-term capital for farmers and agribusinesses—especially those excluded from traditional finance—by leveraging small contributions from individuals, both locally and in the diaspora.

Under GROW24, certified crowdfunding platforms will connect investors to vetted farming and processing projects in the Agbleduwo and Shikpon clusters. Micro-investors may finance input packages or value-adding activities in exchange for produce or fair financial returns. Cooperatives and outgrower schemes will serve as trusted intermediaries, ensuring transparency, delivery, and repayment.

This approach:

- Increases access to finance for youth, women, and smallholder-led enterprises;
- Builds local and diaspora ownership of Ghana's agricultural transformation;
- Encourages innovation, accountability, and digitally-enabled trust mechanisms.

The 24H+ secretariat will collaborate with the Securities and Exchange Commission, MoFA, and digital platform providers to ensure sound regulatory oversight and operational standards for agriculture-focused crowdfunding.

4.4.5 Establishing Agbleduwo – Agroecological Parks

Ghana's agricultural potential is hindered by fragmented production, underutilised irrigation, and limited mechanisation. GROW24 will establish structured Agbleduwo—specialised agroecological parks where farming clusters benefit from advanced mechanisation, optimised irrigation, precision farming, and market access.

Protocol	Activities	Scope
Farm Management Protocols	Crop Selection and Planning	Establish protocols for selecting suitable crops, planning crop rotations, and allocating land for different crops.
	Soil Testing and Management	Implement regular soil testing to monitor soil health and adjust fertilization, irrigation, and other management practices accordingly.
	Irrigation Scheduling	Develop protocols for scheduling irrigation based on soil moisture levels, crop water requirements, and weather forecasts.
Water Management Protocols	Water Allocation	Establish protocols for allocating water among Agbledu members, ensuring fair distribution and minimizing waste.
	Water Quality Monitoring	Regularly monitor water quality to detect any changes or contaminants that could impact crop health
	Water Conservation	Implement measures to reduce water, such as use of drip irrigation or mulching.
Pest and Disease Management Protocols	Integrated Pest Management (IPM)	Develop protocols for identifying and managing pests and diseases using a combination of techniques, such as crop rotation, biological control, and chemical control.
	Pest Monitoring	Regularly monitor for pests and diseases to detect early warnings and take action before they spread
Safety and Health Protocols	Personal Protective Equipment (PPE)	Ensure that all Agbledu members have access to and use PPE, such as gloves, masks, and eye protection, when handling chemicals or working with equipment.
	First Aid and Emergency Response	Establish protocols for responding to accidents and emergencies, including first aid kits and emergency contact information.
Communication and Record-Keeping Protocols	Regular Meetings	Schedule regular meetings among Agbledu members to discuss progress, challenges, and best practices.
	Record Keeping	Maintain accurate and up-to-date records of crop yields, water usage, pest and disease management, and other important farm data.

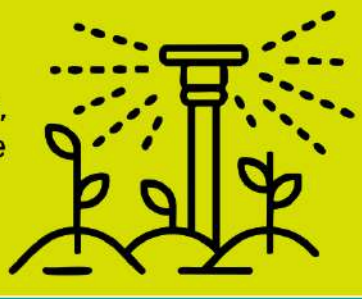
Table 8: Agbledu Management Protocols

Sustainable Agriculture Practices

The park will be a showpiece of sustainable agricultural practices, including organic farming, permaculture, and regenerative agriculture.

Efficient Water Use

The irrigation system will be optimising water use, minimising waste and ensuring that crops receive the right amount of water.



High-Quality Produce

The park will be producing high-quality vegetables, fish, and poultry products, meeting both local and international market standards and consumer expectations.

Farmer Support Services

The park will provide comprehensive support services to farmers, including land preparation, spraying, warehousing, basic commodity processing, training, extension services, and market access, among others.



Potential Benefits for Farmers

- **Increased Incomes:** Farmers should benefit from increased incomes through improved crop yields, better market access, and value-added products.
- **Improved Livelihoods:** The park should contribute to improved livelihoods for farmers and their families, including better nutrition, health, and education.
- **Capacity Building:** Farmers should have access to training and capacity-building programs to improve their skills and knowledge in sustainable agriculture practices.



Potential Benefits for Ghana

- Reduction in Import Bill for Vegetables: With enough tomatoes, onion, pepper and okra produced locally, GoG should have the import bill reduced.
- Reduction in Inflation: With enough vegetables on the market all year, there is little likelihood that the prices of vegetables would change that much within the year.
- Increased availability of vegetables for processing by agro-industries.
- Biodiversity Conservation: The park should promote biodiversity conservation through sustainable agriculture practices and habitat restoration
- Soil Conservation: The park should demonstrate soil conservation practices, including reduced erosion and improved soil health.
- Water Conservation: The park should prioritize water conservation, minimizing waste and promoting efficient water use



Integrated Farming Systems

The park will demonstrate integrated farming systems, where different farm components (e.g., vegetables, fish, poultry) work together to promote ecological balance and efficiency.

Research and Development

The park may conduct research and development activities to improve agricultural practices, crop yields, and farm productivity.





Environmental Stewardship

The park should prioritize environmental stewardship, minimizing its ecological footprint and promoting biodiversity conservation.

Economic Benefits

The park should generate economic benefits for farmers, local communities, and the broader economy through sustainable agricultural practices and value-added products and services.



Each Agbledu will function as a self-contained agricultural ecosystem featuring:

1. Integrated Infrastructure: mechanisation hubs, centralised irrigation, post-harvest storage, drying paddocks, alternate energy source – i.e., solar, and primary processing equipment, physical and data laboratories.
2. Enhanced Input Accessibility: High-quality drought-resistant seeds, organic fertilisers, irrigation support, and pest management solutions.
3. Strategic Cooperatives and Water User Associations (WUAs): Shared investments in irrigation, equipment leasing, and market linkages to maximize economies of scale. Will be empowered to keep records and manage M&E template for data capture, collation, analysis and reporting
4. Structured Categorisation: Four-tiered classification of Agbleduwo, with 50 initial sites leveraging existing public irrigation facilities. There will be an additional 50 green fields.
5. Direct Market Access: Anchor farmer-out grower models, aggregation centres, and long-term offtake agreements ensuring price stability and increased farmer incomes.
6. Capacity Building & Inclusivity: Skills training, alternative farming activities to address seasonal unemployment, and increased participation of women and youth.
7. Research & Innovation: Partnerships with local research institutions to develop domestically viable inputs, reducing dependency on imports and fostering value chain integration.

Category	Size (ha)	Initial Sites
A	> 2,500	Kpong, Torgorme, Tono
B	1,001- 2,500	Vea, Kpong
C	301 - 1000	Weta, Akumadan, Bontanga, Janga, Gbedembelsi Valley 1, Dahwenya, Tamne, Karemenga
D	100 - 300	37 additional locations

Table 9: Agbledu Categories at Selected existing Public Irrigation Sites

Each Agbledu will be developed around four enablers to drive sustainable growth and economic development:

1. **Water - Irrigation and Transportation**
   Reliance on rain-fed agriculture leaves our sector vulnerable to climate change and seasonal fluctuations. Ghana will harness its natural wealth, particularly the Volta River and Lake system, which releases approximately 104.5 million cubic meters of water daily into the sea, that could have created a water-powered agricultural economy that thrives year-round. These waterways deliver a dual advantage: reliable irrigation and cost-effective transportation for moving agricultural products between the north and south at one-eight of the current cost of road transportation, establishing a resilient and profitable sector. Under GROW24, we will:
   - optimise existing irrigation capacity utilisation of existing public and private irrigation schemes. According to data made available by GIDA in the 2022 Edition of Agriculture in Ghana – Facts and Figures, only half of publicly developed irrigation lands are currently in use;
   - expand irrigation networks using both surface and underground water, reducing Ghana's dependence on rainfall with GIIF's full support;
   - implement Managed Aquifer Recharge (MAR) programme in the five northern regions to raise the water table guaranteeing year-round irrigation capacity;
   - deploy smallholder irrigation schemes powered by solar technology and water-efficient systems like drip irrigation, directly increasing yields for local farmers; and
   - partner with the Volta Lake Transport Company to secure efficient bulk transportation of agricultural commodities and machinery between northern and southern Ghana.

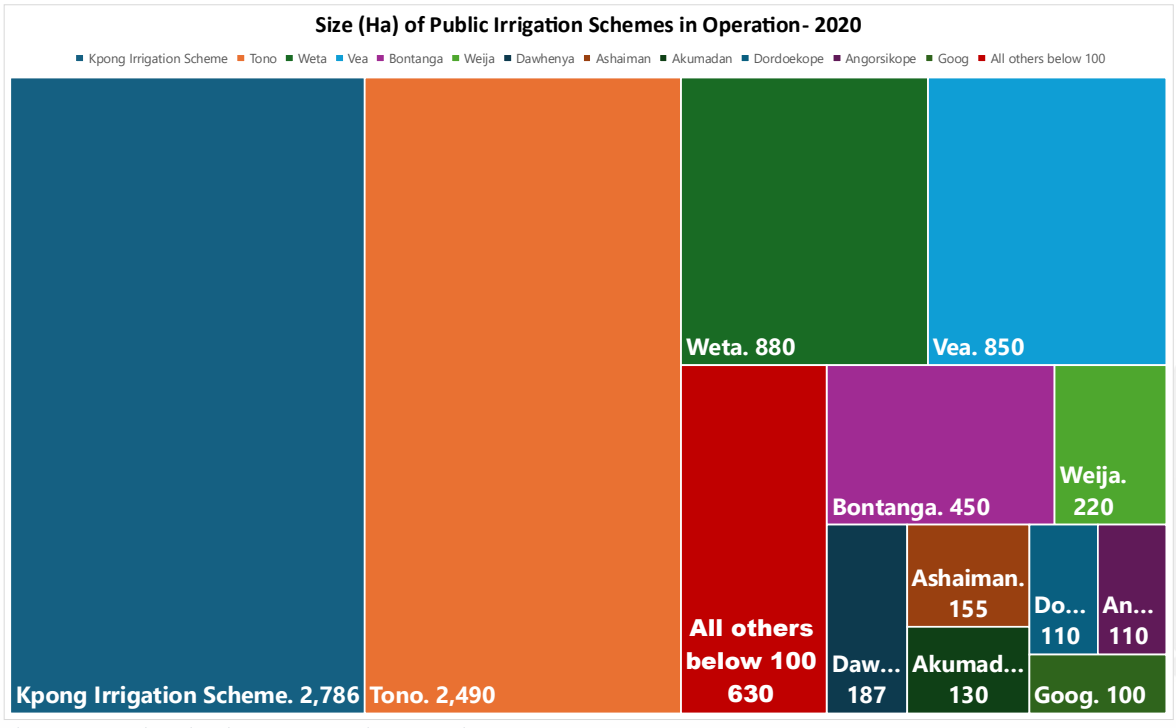


Figure 7: Public Irrigation Schemes in Operation

2. Energy - Powering Sustainable Agriculture

Ghana has one of the highest solar energy potentials in West Africa (i.e., 50-100 MW), with relatively high solar irradiation levels in areas like Tamale, Navrongo, and Wa. Despite this, agriculture processes and equipment remain heavily dependent on the national electricity grid and expensive fossil fuels for energy. By investing in renewable-energy, we aim to reduce production costs while ensuring sustainable and eco-friendly agricultural growth. Under GROW24, we will integrate solar energy solutions to:

- power irrigation systems, ensuring water availability even in dry seasons;
- run agro-processing plants to improve efficiency and reduce costs;
- dry agricultural produce for better storage and transportation;
- provide off-grid energy for cold storage, preventing post-harvest losses.
- mechanisation production, including solar-powered tractors and drying facilities; and
- raise the quality of life in the communities

3. Institutional Innovations for Agricultural Productivity and Youth Employment

Unlocking Ghana's agricultural potential requires more than increasing yields—it demands a fundamental shift in how agricultural knowledge, land, finance, technology, and market access are organised. GROW24 introduces a suite of institutional innovations that aim to modernise agriculture, reduce drudgery, and create a clear entrepreneurial path for Ghana's youth.

With youth unemployment exceeding 20% and rural underemployment widespread, agriculture holds untapped promise as a driver of mass employment and inclusive growth. However, this promise can only be realised through deliberate restructuring: making agriculture less dependent on backbreaking labour, more attractive to financiers, and more technologically integrated.

GROW24 addresses these challenges by embedding agribusiness incubation, land access, mechanisation, financial tools, and digital platforms into existing institutions—from schools and prisons to cooperatives and farm service centres. These institutional innovations form the backbone of a more efficient, modern, and youth-driven agricultural ecosystem.

GROW24 is designed to systematically overcome these barriers through:

- Specialised Agribusiness Incubation Centres – To be established in selected institutions in the 981 Senior High Schools and 46 Colleges of Education, these centres will provide youth with access to technical training, linkage to financial resources, and experienced mentorship, equipping them with the skills needed to thrive in agribusiness.
- Access to Institutional Land – Incubation centres will offer concessional land within school and college premises for Institutional youth-led farms, creating practical training grounds for students while ensuring sustainable land use.
- Trade and Industry Associations and Cooperatives – Strengthening existing farmer cooperatives, trade and industry associations to drive structured private sector participation at the grassroots level. These groups will serve as knowledge hubs, providing real-time industry insights to inform programme rollout, adaptation, and policy decisions. Through technical working groups and advisory committees, cooperatives will facilitate better access to markets, financial support, and innovative agricultural practices, ensuring a more inclusive and sustainable agribusiness ecosystem.

- Advanced Mechanisation Solutions – Introducing modern mechanised farming techniques to reduce physical labour, increase productivity, and make agriculture more attractive to young entrepreneurs and intrapreneurs.
- Targeted Financial Instruments – Developing accessible low-interest credit facilities and performance-based grants to support youth-led agricultural enterprises.
- Innovative Agricultural Technologies – Promoting precision farming systems, drone monitoring, and digital marketplace platforms to position agriculture as a tech-driven, scalable industry.
- Institutional Farm Service Centres (FSCs) – Organising youth-led cooperatives with access to technical support, shared resources, and sustainable management frameworks to ensure long-term success in agriculture.

4. Time - Unlocking Productivity through the 24-Hour Economy

   Time is a valuable yet underutilised resource in Ghana's agricultural sector. By extending operations beyond daylight hours, we can significantly increase productivity, reduce post-harvest losses, and boost rural incomes.

   - Shift-Based Farming & Processing: Implementing rotational shifts in farms and processing centres within Agbleduwo to extend working hours, ensuring a steady supply of fresh produce to markets and reducing seasonal bottlenecks.
   - Solar-Powered Cold Storage: Expanding off-grid cold storage facilities to keep perishable goods fresh overnight, reducing waste and improving market prices within Agbleduwo.
   - Digital Market Access: Deploying real-time digital platforms for farmers to access market prices, weather updates, and direct sales opportunities, improving efficiency and profitability.

   By making better use of available time and infrastructure, this initiative will create more income and investment opportunities, reduce food waste, and strengthen Ghana's agricultural supply chain.

4.4.6 Shikpon – Scaling Peri-Urban Protected Farming Clusters

To complement the Eden Volta rural transformation and guarantee the year-round supply of fresh, affordable food to Ghana's growing urban population, GROW24 will scale up Shikpon - a national initiative to establish structured peri-urban protected farming clusters. Shikpon directly responds to food inflation, vegetable import dependence, and the limited employment opportunities available to urban and peri-urban youth. It brings to life the principles of the 24-Hour Economy by enabling continuous, climate-resilient, and market-oriented food production close to consumption centres.

Each Shikpon cluster will serve as a modernised, high-efficiency farming zone, integrating modular greenhouses, micro-irrigated open-field systems, cold storage, digital market access, and skills development hubs. These clusters will be located around Ghana's major cities - Accra, Kumasi, Tamale, Takoradi, Koforidua, and Sunyani - targeting communities with access to land, water, logistics infrastructure, and proximity to major fresh produce markets.

Shikpon will empower youth and women as the primary drivers of this peri-urban agricultural revolution. Clusters will be operated through structured cooperatives, supported by tailored training, enterprise development services, and concessional financing under FUND24. Greenhouse kits - ranging from basic net houses to semi-controlled polyhouses - will be made affordable through cost-sharing schemes and long-tenor loan packages backed by offtake guarantees and embedded crop insurance.

The programme builds on lessons from existing greenhouse initiatives such as the Dawhenya Greenhouse Village and Agri-Impact's demonstration farms. Through partnerships with MoFA, EXIM Bank, NEIP, CSIR, and the private sector, GROW24 will ensure that each Shikpon site is not only productive but also commercially viable and environmentally sustainable. Extension services will be delivered through season-long mentorship models, with trained agri-preneurs serving as peer trainers to accelerate cluster replication.

Shikpon will focus on high-value, high-yield vegetable crops in the strategic agric value chains. and off-season fruits - crops that currently account for over $100 million in annual imports and are subject to extreme seasonal price volatility. Shikpon will enable farmers to produce up to five times more per acre, with reduced input-use and higher profitability. Integrated pest management, composting, and plastic recycling will ensure long-term environmental sustainability.

Each cluster will include shared infrastructure - such as solar pumps, rainwater harvesting systems, cold rooms, and packhouses - and will be digitally linked to urban marketplaces, supermarkets, and institutional buyers through CONNECT24's logistics and e-commerce platforms. Where feasible, Shikpon clusters will also supply school feeding programmes and export-focused processing firms.

By 2028, Shikpon will establish at least 50 peri-urban clusters nationwide, supporting over 3,000 greenhouse units, training and employing more than 10,000 youth and women, and producing between 70,000 and 100,000 metric tonnes of fresh produce annually. This will reduce Ghana's vegetable import bill by at least 30%, improve urban food security and dietary diversity, and create a new generation of entrepreneurial farmers rooted in modern, sustainable agriculture.

4.4.7 Enhancing Agro-Processing & Market Linkages

According to the FAO, Ghana loses 30% of food production to post-harvest losses. GROW24 will address this challenge by strengthening agro-processing and market access through:

- Optimising Existing Agro-Infrastructure Utilisation – Maximising use of existing public warehouses, packhouses and other storage facilities to improve efficiency and reduce spoilage.
- Processing Infrastructure Expansion – Upgrading warehouses, packhouses, and storage facilities within Agbleduwo to improve effectiveness, economic attributes, efficiency and reduce spoilage.
- Preservation Technologies – Deploying cold storage, sorting systems, and drying facilities to extend shelf life and enhance product value.

- Direct Market Access – Facilitating connections between producers and supermarkets, export markets, and institutional buyers, ensuring stable demand and better pricing.
- Domestic Equipment Manufacturing – Supporting MSMEs in producing farm tools and processing equipment, fostering local industrial growth.
- Export-Ready Certification & Standards – Helping farmers to meet SPS requirements, and streamlining HACCP, ISO and GSA certification processes for agro-processors to meet export standards. Strengthening FDA involvement will reduced certification costs and processing time, making it easier for local manufacturers to produce globally competitive, export-ready products with locally sourced inputs.
- Digital Supply Chains – Leveraging blockchain-based traceability and digital payment platforms to enhance pricing transparency and streamline transactions.

GROW24 will therefore facilitate the establishment of 1,000 small-scale feed manufacturing factories, 2,000 small-scale poultry feed manufacturing factories, 16 regional Poultry Processing Centres, and 16 regional Packaging Service Centres. These facilities will be fully owned by private sector operators with funding facilitated through the Value Chain Financing Facility. The full list of agro-industries to be established is provided in Table 10.





Industry	Output	Facilities to Be Established
Poultry Feed (small-scale units)	Feed Production	2,000
Fish Feed (small-scale units)	Feed Production	1,000
Poultry Processing	Whole birds, cuts, sausages	16
Packaging Service Centres	Assorted packaging	16
Hatcheries (Poultry)	Day-old chicks	10
Hatcheries (Fish)	Fingerlings	10
Fish Processing	Smoked, canned, etc	10
Oil Palm Processing	Palm oil, kernel oil	5
Groundnut Oil Processing	Groundnut oil, cake	5
Cassava Processing	Starch, HQCF, ethanol	5
Tomatoes Processing	Tomato paste, puree and whole tomatoes in brine	3
Yam Processing	Yam flour, starch, and fresh chips	3
Sweet Potato Processing	Flour, baby food, snacks	2
Total		3,085

Table 10:Agro-Industries to be established by GROW24 by December 2028

4.4.8 Research and Innovation – Accessible and Self-Sustaining Seed Banks for High-Yield Inputs

A strong agricultural sector relies on consistent access to high-quality, locally adapted inputs. GROW24 will drive investment in research and innovation to ensure Ghanaian farmers benefit from domesticated, high-yield seeds, resilient livestock breeds, and modern agricultural technologies. Key Strategies:

- Strengthening Research Institutions – Increasing funding and collaboration with CSIR (Council for Scientific and Industrial Research), universities, and agricultural R&D centres to develop high-yield, climate-resilient crop varieties and livestock breeds. In the short term, GROW24 will engage these universities to compile, review and publish a compendium of agricultural research undertaken since their inception. This will be a good resource to help MSMEs know and appreciate existing research that could be applied to solve some of their problems.
- Research Commercialisation & Private Sector Linkages – Encouraging private sector investment in agricultural R&D, promoting the large-scale production and distribution of improved seeds, livestock breeds, and mechanized farming solutions.
- Agroecological Zone Adaptation – Establishing regional research hubs tailored to Ghana's agroecological zones, focusing on site-specific innovations such as drought-resistant crops for the Savannah zone or disease-resistant varieties for the Forest zone.
- Trade and industry associations & Cooperatives – Partnering with farmer cooperatives and agribusiness associations to commercialise research findings, ensuring seeds, day-old chicks, and advanced farming techniques reach end users efficiently.
- Self-Sustaining Seed Banks – Developing community-based seed banks with public-private partnerships to maintain a steady supply of certified, high-yield, and climate-resilient seeds at affordable prices for farmers.
- Technology Adaptation & Local Manufacturing – Facilitating the domestic production of farm inputs and processing equipment, reducing dependency on imports while ensuring cost-effective and readily available solutions for Ghanaian farmers.

By integrating research, commercialisation, and localised seed and other inputs production, GROW24 will enhance agricultural productivity, resilience, and sustainability, ensuring long-term food security and economic growth.



Spotlight:

Embedding Science, Technology, and Innovation Across GROW24

GROW24 places science, technology, and innovation at the heart of Ghana's agricultural future.

Recognizing that traditional methods alone cannot deliver the scale of transformation needed, GROW24 will systematically embed research-driven solutions across all interventions to boost productivity, resilience, and market competitiveness.

Under GROW24, partnerships will be forged with Ghana's leading research and innovation institutions—including the Council for Scientific and Industrial Research (CSIR), the Ghana Atomic Energy Commission (GAEC), the GRATIS Foundation, and major universities. Through these collaborations, GROW24 will drive the development, commercialization, and scaling of high-yield seed varieties, climate-resilient crops, improved day-old chicks and livestock breeds, smart irrigation technologies, and mechanization solutions adapted to Ghana's diverse farming systems.

Specialized CSIR institutes such as SARI, CRI, OPRI, ARI, and SRI will anchor innovations across dryland farming, staple crops, oil palm, livestock husbandry, and soil management. GAEC's BNARI will strengthen biotechnology applications for seed resilience and pest control. The GRATIS Foundation will support the local design and fabrication of farm machinery and irrigation systems suited for smallholders and cooperatives. Universities will lead engineering innovations in precision irrigation systems, renewable energy-powered farming, post-harvest processing technologies, and digital agriculture platforms.

Particular emphasis will be placed on advancing irrigation technology—scaling water-efficient drip and sprinkler systems, solar-powered pumps, controlled environment solutions, and low-cost irrigation kits to enable year-round farming under both Eden Volta and Urban Farming initiatives.

Central to GROW24's approach is the deliberate commitment to research commercialization. Scientific breakthroughs will not remain in laboratories but will be translated into accessible, affordable products and services that farmers, cooperatives, and agribusinesses can deploy at scale.

GROW24 will drive a future where research delivers resilient farms, stronger rural economies, and a globally competitive agricultural sector.

4.4.9 Organising Peasant Farmers into Cooperatives

A key constraint in Ghana's agricultural sector is the fragmented nature of smallholder and peasant farming. Despite producing over 80% of the country's food, many peasant farmers operate in isolation—with limited access to inputs, finance, markets, and extension services. Their low bargaining power, high transaction costs, and limited economies of scale keep most farmers in poverty and suppress productivity, incomes, and resilience.

GROW24 will transform this reality by facilitating the large-scale organisation of peasant and smallholder farmers into viable, inclusive, and commercially-oriented cooperatives, embedded within structured value chains and anchored to well-capitalised agribusinesses.

This strategy will be delivered through two complementary pathways:

1. Mass Cooperative Formation and Strengthening:
   The Department of Cooperatives (DOC), in partnership with traditional authorities, civil society, Trade and industry associations, and international technical partners such as Cooperation Africa[37], will lead a nationwide campaign to register, formalise, and empower farmer cooperatives. These cooperatives will:
   a. aggregate production for bulk input procurement and mechanisation services;
   b. Enable access to tailored financial products, insurance, and technical assistance;
   c. facilitate training on climate-smart practices, GAPs, and post-harvest management;
   d. Strengthen voice and representation in local governance and policy dialogue; and
   e. digitally record production, transactions, and performance for data-driven support.

2. Anchor Farmer–Outgrower Models:
   In every Agbledu and Shikpon cluster, GROW24 will identify and support anchor farmers - well-established producers or agribusinesses - with the capacity to coordinate local supply chains. These anchor actors will:
   a. serve as offtakers, aggregators, and input distributors for surrounding outgrowers;
   b. provide embedded services such as agronomic support, credit facilitation, and logistics;
   c. guarantee minimum pricing and market access through forward contracts; and
   d. invest in value addition, quality control, and traceability systems that benefit the entire cluster.

[37] Cooperation Africa is a continental non-profit initiative dedicated to strengthening economic cooperation among African smallholder producers through cooperative development, value chain structuring, and regional trade facilitation. With experience working across 12 African countries, Cooperation Africa provides technical assistance in cooperative mobilisation, governance systems, anzd market access models.

This hybrid approach will restructure the agricultural production economy from atomised survival farming to networked, market-oriented agro-enterprises, ensuring that even the smallest producers participate meaningfully in Ghana's agricultural transformation.

Special attention will be paid to the inclusive mobilisation of women, youth, and marginalised rural communities. GROW24's cooperative strategy will also serve as a powerful platform for social equity, rural empowerment, and community-driven development.

4.5 Implementation Partnerships

Successful implementation of GROW24 requires a coordinated, multi-stakeholder approach that leverages the strengths of public institutions, private enterprises, development partners, financial actors, and the farmers at the heart of the system. The programme is designed to catalyse this ecosystem into a coherent force for agricultural transformation.

1. Government Ministries, Departments, and Agencies (MDAs)
   The Ministry of Food and Agriculture (MoFA) will provide technical leadership across crops and livestock value chains. The Ministry of Fisheries and Aquaculture Development will lead the expansion of inland fisheries and aquaculture systems under GROW24, ensuring the sector contributes to national food security and employment goals. Key implementing agencies include the Ghana Irrigation Development Authority (GIDA), the Environmental Protection Agency (EPA), and the Ministry of Agribusiness, Trade and Industry. The Department of Cooperatives (DOC), under the Ministry of Labour, will be restructured and retooled to register, train, and support the cooperative ecosystem that anchors GROW24 delivery.

2. Private Sector & Agribusinesses
   As a demand-driven programme, GROW24 relies heavily on private sector leadership. Aggregators, anchor farmers, agro-processors, logistics firms, and input suppliers will serve as operational nodes within priority value chains. Trade and industry associations, agribusiness networks, and civil society partners will support outreach, capacity building, and scale-up.

3. Development Partners & Regional Institutions
   Development partners—including the World Bank, FAO, IFAD, AfDB, and BADEA - will provide technical assistance, concessional financing, and implementation support. GROW24 will also align with regional frameworks under AfCFTA and ECOWAS to drive cross-border trade, technology diffusion, and shared food system resilience.

4. Financial Institutions & Credit Providers
   Development banks (e.g., DBG, ADB), commercial banks, rural banks, and microfinance institutions will co-develop accessible credit instruments for agribusinesses and smallholders. Agricultural insurance providers and blended finance mechanisms will support risk-sharing and long-term capital mobilisation.

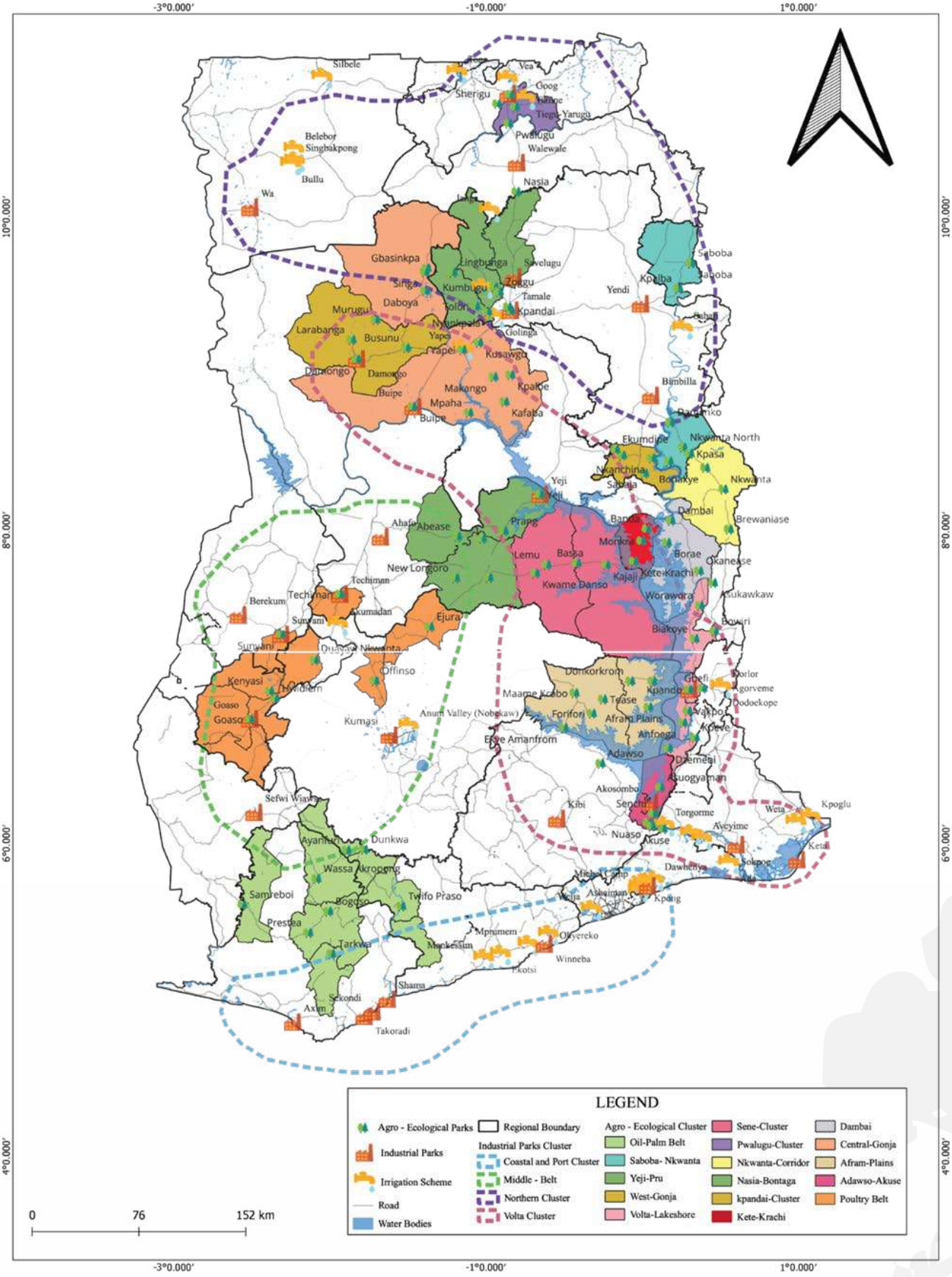


5. Research & Academic Institutions
   GROW24 will work with CSIR, public universities, and specialised research centres to develop and commercialise improved seed varieties, mechanisation solutions, and post-harvest technologies. These institutions will also provide training and support for extension services, quality control, and agroecological adaptation.

6. Farmer Cooperatives & Farmer-Based Organisations (FBOs)
   Well-structured cooperatives and FBOs are essential to aggregating production, delivering services, and ensuring inclusivity. GROW24 will support their formalisation, capacity building, and digitisation to improve governance, efficiency, and access to markets and finance.


24H+
AGBLEDU

Location of 24H+ Agroecological and Industrial Parks





Make24

Accelerating Ghana's transition from import reliance to manufacturing by strengthening local production capacity and expanding value addition in strategic sectors.

24HOUR ECONOMY & Accelerated Export Development

5.0 MAKE24 – Manufacturing Growth Sub-Programme

5.1 Introduction

5.1.1 Building Regional Industrial Development for Ghana's Economy

MAKE24 is the manufacturing and industrialisation engine of the 24H+ Programme. It seeks to transition Ghana from the export of primary products and dependence on imported finished products to an internationally competitive industrial economy. MAKE24 does this by catalysing industrial development through the establishment of integrated industrial parks and strategic interventions across high-potential manufacturing value chains.

The target is the structural transformation of Ghana's manufacturing sector - deeper domestic input sourcing, more balanced distribution of industries, and greater participation in AfCFTA and global trade frameworks.

The Volta Economic Corridor is a critical plank of this transformation, addressing fundamental constraints while creating competitive advantages for Ghanaian manufacturers.

5.1.2 Manufacturing Sector Challenges in Ghana

Despite its potential, Ghana's manufacturing sector has consistently underperformed, contributing on average less than 12% (about 7% in 2024) to GDP and operating at an average of 42%–46% capacity utilisation, far below the 85% threshold required for competitiveness[38]. This chronic underperformance stems from a combination of systemic bottlenecks: inadequate infrastructure, high cost of capital, fragmented value chains, weak market access, and skills mismatches. At the same time, the country imports over $16 billion in manufactured goods annually, including many that could be competitively produced locally, while retaining little value from its own manufacturing exports[39].

Manufactured exports have traditionally been classified under Ghana's 'non-traditional exports' category - alongside products like handicrafts, horticultural goods, and processed foods - rather than being recognised as a central pillar of national export strategy. This classification reflects the long-standing marginalisation of manufacturing within Ghana's export architecture and underscores the vast, untapped potential of the sector as a significant driver of economic transformation, foreign exchange earnings, and industrial jobs.

1. Infrastructure Deficits: Inadequate infrastructure severely constrains manufacturing competitiveness:
    a. Industrial Zones: Ghana's manufacturing activity is heavily concentrated around Accra but remains highly fragmented both within and beyond the capital. Within Accra, many firms operate from dispersed, standalone facilities rather than from co-located, well-serviced industrial parks. Severe traffic congestion further undermines any benefits of proximity, limiting collaboration,

[38] Ghana Statistical Service. (2025). *Productivity Statistics Report*. Retrieved from https://statsghana.gov.gh/gssmain/fileUpload/pressrelease/Productivity%20Statistics%20Report_Final_28th%20February%2C%202025.pdf

[39] TrendEconomy. (2024). *Ghana | Imports and Exports | World | ALL COMMODITIES*. Retrieved from https://trendeconomy.com/data/h2/Ghana/TOTAL

logistics efficiency, and access to shared services. Existing industrial parks in Accra suffer from underutilisation and high land costs, which deter smaller firms from locating there. Outside the capital, industrial activity is even more scattered, with few structured zones and limited infrastructure. This fragmentation - both spatial and systemic - prevents the emergence of integrated industrial ecosystems that are essential for scale, competitiveness, and regional economic balance.

b. **Transport and Logistics**: Only 27% of roads in Ghana were tarred as of 2021, with 22% in poor condition and 34% in fair condition [40] According to the Ghana Shippers Authority, logistics costs account for 20-25% of the final price of manufactured goods, compared to just 10% in more advanced economies. Transportation costs can increase prices by more than five times from the farm gate to the market.[41]

c. **Unreliable Utilities**: Power outages cost businesses an average of 9% of annual sales, with MSMEs suffering disproportionately due to limited access to backup power.[42] The 2023 World Bank Enterprise Survey identified electricity as one of the top three constraints facing businesses.[43] Unreliable electricity and water supply increase production costs and reduce operational efficiency, especially for MSMEs.

2. **Financial Constraints:** Access to affordable credit remains the primary constraint for Ghana's manufacturing sector:
   a. **High Cost of Capital**: Interest rates for manufacturers remain 15–20 percentage points higher than in competitor economies, undermining manufacturers' ability to invest, scale operations and compete effectively.
   b. **Limited Growth Impact**: Access to finance is a major bottleneck for Ghanaian businesses[44]. According to the 2023 World Bank Enterprise Survey, it is the number one constraint faced by firms across the country. Yet, research shows that even a modest 1% increase in private sector credit can raise overall economic growth by 0.17 percentage points[45] - highlighting the significant economic opportunity lost due to limited access to affordable credit
   c. **Lack of Targeted Financial Instruments:** There are limited risk-sharing, export financing, or equipment leasing schemes tailored to manufacturers, further restricting growth, especially among MSMEs.

3. **Skills Gaps and Weak Industry- Labour Alignment:** Human capital limitations affect both productivity and firm competitiveness:
   a. **Skills and Capability Gaps:** The manufacturing sector struggles with significant human capital deficiencies. Over 50% of entry-level recruits from vocational

[40] Ministry of Roads and Highways. (2023, April 28). *We'll build better, safer roads in Ghana – Roads Minister*. https://mrh.gov.gh/well-build-better-safer-roads-in-ghana-roads-minister/

[41] Ghana Shippers' Authority. (2023). *Financial Statement 2023*. Retrieved from https://shippers.org.gh/wp-content/uploads/2024/09/Financial-Statement-2023.pdf

[42] The Constraints to Inclusive Growth in Ghana- MIDA

[43] World Bank. (2023). *Ghana Enterprise Survey 2023*. Enterprise Analysis Unit. https://www.enterprisesurveys.org/content/dam/enterprisesurveys/documents/country/Ghana-2023.pdf

[44] World Bank. (2023). *Ghana Enterprise Survey 2023*. Enterprise Analysis Unit. https://www.enterprisesurveys.org/content/dam/enterprisesurveys/documents/country/Ghana-2023.pdf

[45] The Constraints to Inclusive Growth in Ghana- MIDA

institutions lack critical thinking and problem-solving skills essential for the sector, while more than 30% lack the necessary technical skills. [46]

b. **Training Misalignment**: Linkages between industry and technical/vocational institutions are weak, resulting in training that does not meet industry needs.
c. **Management Capabilities**: Beyond technical skills, there is a significant gap in production management, quality control, and supply chain management capabilities.

4. **Limited Market Access:** Ghanaian manufacturers face significant challenges in accessing both domestic and export markets:
   a. **Limited Export Penetration**: According to the Association of Ghana Industries, only 28% of surveyed manufacturers actively export to other African markets, citing regulatory hurdles and logistics issues.
   b. **Certification Barriers**: Product certifications often need to be duplicated across different markets, increasing costs and complexity for exporters.
   c. **Import Competition**: Competition from cheap imports, especially in sectors like textiles and garments, has led to factory closures and downsizing.
5. **Value Chain Fragmentation:** Weak integration between manufacturers and local raw material suppliers creates inefficiencies:
   a. **Import Dependence**: Many manufacturers rely heavily on imported inputs (raw materials, intermediate goods, packaging) that could otherwise be sourced or processed locally.
   b. **Post-harvest Losses**: In the agro-processing sector, post-harvest losses account for 30% of total food production, reducing farmer incomes and creating supply instability. [47]
   c. **Capacity Underutilization**: Current capacity utilization across manufacturing subsectors averages only 42-46%, far below the optimal 85% level required for competitiveness.

One of the key insights emerging from stakeholder consultations within Ghana's manufacturing sector is the central importance of land access. Manufacturers consistently highlight the need for readily available land in locations with reliable infrastructure, such as roads, water, electricity, and internet connectivity, and proximity to a functioning ecosystem of suppliers and off-takers. When these conditions are met, many manufacturers express a willingness to establish their operations in any region of the country, regardless of distance from the capital. This presents a significant opportunity to decongest Accra, promote balanced regional development, and accelerate industrialisation across the country.

The MAKE24 Sub-Programme directly addresses these constraints by developing integrated industrial parks with reliable infrastructure, clustering production around strategic value chains, enabling affordable long-term finance, building a fit-for-purpose workforce, and expanding access to local and international markets. The emphasis on regional industrialisation and structured engagement with Trade and industry associations and cooperatives ensures that the benefits of industrial growth are broad-based and equitably distributed across Ghana's regions.

[46] Council for Technical and Vocational Education and Training (CTVET). (2021). *Skills Gap Analysis and Audit of Seven Sectors*. Retrieved from https://ctvet.gov.gh/wp-content/uploads/2021/02/FINAL-SKILLS-GAP-ANALYSIS-AND-AUDIT-REPORT-for-EBEN_2.pdf
[47] Ghana Business News. (2020, October 15). *Post-harvest losses still a challenge in Ghana – Study*. Retrieved from https://www.ghanabusinessnews.com/2020/10/15/post-harvest-losses-still-a-challenge-in-ghana-study/

5.2 MAKE24 Strategic Transformation Plan

5.2.1 The Transformative Vision

By 2030, Ghana will be recognised as West Africa's manufacturing hub, achieved through measurable transformations:

1. **Industrial Capacity:** Utilisation increasing from the current 46% to 85% across strategic sectors
2. **Value Chain Integration:** Local content maximised while import dependence reduced by 35%
3. **Export Growth:** $1.5 billion in additional export revenue from manufacturing
4. **Employment Creation:** 500,000+ sustainable manufacturing jobs with 40% filled by women
5. **Economic Contribution:** Manufacturing's share of GDP increased by 5 percentage points

5.2.2 Strategic Opportunity

With manufacturing contributing less than 12% to GDP today[48], Ghana has immense potential to drive economic diversification through this integrated approach. The African Continental Free Trade Area (AfCFTA) provides access to a 1.3-billion-person market with a $3.4 trillion combined GDP, while global supply chain restructuring offers opportunities to attract nearshoring investments seeking stability and market access. Each focus sector presents demonstrated growth trajectories with specific revenue and job creation potential. Without this coordinated approach, Ghana risks further deindustrialisation and continued loss of market share to more competitive regional and global manufacturers. Current infrastructure deficits increase production costs by 25-40% compared to peer countries, while capacity utilisation remains dangerously low at 42-46%. Meanwhile, neighbouring countries are rapidly advancing their industrial capabilities, threatening Ghana's position in emerging regional value chains under AfCFTA.

5.2.3 The Core Strategy

The core strategy of the MAKE24 sub-programme is to accelerate Ghana's industrial transformation through a dual-focus approach that simultaneously and systematically:

1. develops high-potential manufacturing value chains by leveraging agricultural and natural resource endowments, skilled human resources, and market access in Ghana and internationally; and
2. resolves the fundamental constraints to industrial growth through targeted policy, infrastructure, and institutional reforms.

The strategy aims to build a modern, decentralised manufacturing ecosystem that is efficient, inclusive, and export-oriented. It ensures that both immediate productivity gains and long-term structural improvements are achieved in parallel.

[48] World Bank. (2023). *Manufacturing, value added (% of GDP) – Ghana*. Retrieved from https://data.orldbank.org/indicator/NV.IND.MANF.ZS?locations=GH



At the heart of the strategy is the development of a national network of industrial parks, with a flagship focus on the Volta Economic Corridor. This corridor will leverage Ghana's most underutilised logistics asset—its inland water transport system—to create an integrated manufacturing and logistics spine that connects production zones across the country. Industrial parks will be established along this corridor and in other high-potential regions, each equipped with shared utilities, 24/7 power, multimodal transport access, and digital infrastructure.

In parallel, MAKE24 targets five Strategic Manufacturing Value Chains (SMVs): Agro-processing, Pharmaceuticals, Textiles & Garments, Machinery Technology and Construction. These sectors were selected for their high job creation potential, linkages to Ghana's agricultural and natural resource base, and competitiveness under AfCFTA and global nearshoring trends.

A central feature of the strategy is the transition of Ghana's large and dynamic trading sector, especially members of GUTA, from primarily importing and retailing foreign goods to participating in local manufacturing. MAKE24 aims to convert trading capacity into productive industrial capability by integrating traders into organised industrial clusters, providing access to infrastructure, finance, and technical support, and de-risking early-stage investment. This transition will significantly reduce Ghana's import dependency and enable traders to capture more value within domestic value chains.

The strategy also actively integrates trade and industry associations and cooperatives into the manufacturing ecosystem to facilitate aggregation, self-regulation, and inclusive participation across the value chains. SMEs and informal manufacturers will be transitioned into structured production clusters with access to shared infrastructure, financing, technology, and training.

Spotlight:

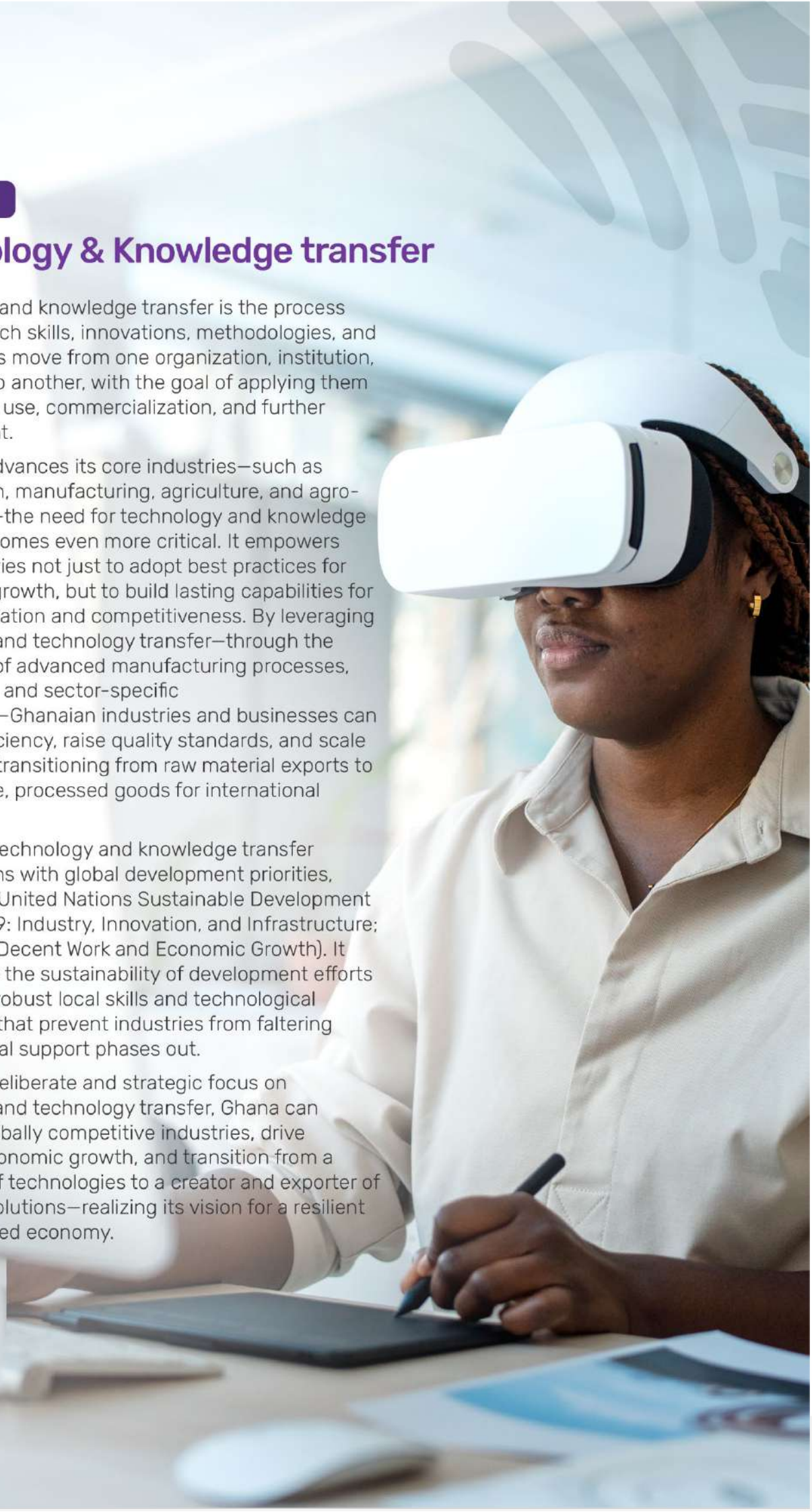
Technology & Knowledge transfer

Technology and knowledge transfer is the process through which skills, innovations, methodologies, and technologies move from one organization, institution, or country to another, with the goal of applying them for practical use, commercialization, and further development.

As Ghana advances its core industries—such as construction, manufacturing, agriculture, and agro-processing—the need for technology and knowledge transfer becomes even more critical. It empowers local industries not just to adopt best practices for immediate growth, but to build lasting capabilities for future innovation and competitiveness. By leveraging knowledge and technology transfer—through the integration of advanced manufacturing processes, automation, and sector-specific innovations—Ghanaian industries and businesses can improve efficiency, raise quality standards, and scale operations, transitioning from raw material exports to higher-value, processed goods for international markets.

Advancing technology and knowledge transfer directly aligns with global development priorities, notably the United Nations Sustainable Development Goals (SDG 9: Industry, Innovation, and Infrastructure; and SDG 8: Decent Work and Economic Growth). It strengthens the sustainability of development efforts by building robust local skills and technological capabilities that prevent industries from faltering once external support phases out.

Through a deliberate and strategic focus on knowledge and technology transfer, Ghana can cultivate globally competitive industries, drive inclusive economic growth, and transition from a consumer of technologies to a creator and exporter of advanced solutions—realizing its vision for a resilient and diversified economy.



5.3 Strategic Manufacturing Value Chains (SMVs)

The MAKE24 programme identifies five Strategic Manufacturing Value Chains (SMVs) as the core engines of Ghana's industrial transformation. These value chains have been deliberately selected not just for their individual potential, but for their strategic function in unlocking system-wide economic gains, creating jobs, and deepening Ghana's self-reliance.

Each value chain was chosen based on four critical criteria:

1. Systemic Integration – Their ability to support and be supported by other economic sectors. For instance, the Machinery and Technology value chain will produce the tools and equipment needed for agriculture (GROW24), construction (BUILD24), and manufacturing itself, strengthening the entire 24h+ ecosystem.
2. Production Absorption – Their capacity to serve as the downstream offtake for Ghana's transformed agricultural output under GROW24, thereby ensuring that increased production leads to industrial processing, value addition, and export.
3. Emerging Competitive Advantage – Their alignment with emerging domestic, regional, and global opportunities, such as pharmaceuticals, textiles, and garments, where Ghana has unique positioning or growing demand under AfCFTA and shifting global value chains.
4. High Job Creation Potential – Their labour intensity and ability to create dignified jobs across formal and informal segments, especially for youth, women, and artisanal producers.

Each SMV is supported by:

- Industrial infrastructure under the Wumbei Industrial Parks;
- Affordable, long-term capital through FUND24;
- Skilled workforce pipelines through ASPIRE24;
- Logistics and market access under CONNECT24;
- Raw material alignment with GROW24;
- And institutional anchoring through cooperatives and industry platforms.

The five SMVs are:

- Agro-processing
- Textiles and Garments
- Pharmaceuticals
- Machinery and Technology
- Medicinal Herbs and Food Supplements

The sections that follow detail the strategic rationale, market opportunity, investment case, and implementation outlook for each of these transformative value chains.

5.3.1 Agro-processing: (Reference GROW24)

Agro-processing is one of Ghana's most critical transformation pathways and is covered in full under the GROW24 sub-programme of the 24H+ Strategy. GROW24 outlines strategic interventions to unlock value from Ghana's abundant agricultural output by building processing capacity across cassava, yam, poultry, rice, tomatoes, shea, cocoa, plantain, groundnuts, and fish.

Meat and Fish Processing



Our engagement with industry indicates that one of the most persistent constraints facing agro-processing firms is the inconsistent availability of quality raw materials—often leading to underutilisation of processing capacity and missed market opportunities.

GROW24 addresses the significant opportunities in import substitution, export growth, and reduction of post-harvest losses, and outlines specific market, investment, and infrastructure plans to support this sector. MAKE24 aligns fully with the GROW24 strategy and will support implementation through coordinated infrastructure (e.g., agro-industrial parks), access to equipment financing, and backward integration into processing-linked manufacturing.

For full details on the agro-processing strategy, investment cases, and implementation outlook, refer to Section 4.2 of GROW24.

5.3.2 Textiles and Garments

Ghana's textile and garment sector holds tremendous promise as a driver of job creation, industrial deepening, and export growth. Currently marked by fragmentation and heavy reliance on imports, the sector is well-positioned to evolve into an integrated, globally competitive manufacturing ecosystem. Ghana's strategic geographic location, preferential trade access, and skilled workforce—organised through strong industry associations—provide the foundation for this transition.

The sector's export momentum is already evident: between 2017 and 2021, apparel exports nearly doubled from $12.5 million to $24.7 million[49]. Ghana benefits from duty-free access to European markets through the Economic Partnership Agreement (EPA), which provides a 10.6% tariff advantage, and from continental duty-free trade under AfCFTA. The combined value of domestic and ECOWAS garment markets is estimated at $16 billion. Moreover, ongoing global tariff shifts—particularly in the United States—have created an opportunity for Ghana to attract apparel firms seeking alternatives to Asia-based supply chains.

Targeted investment in the sector promises substantial returns. A $70 million investment could triple Ghana's current market share and generate 17,000 new jobs. Scaling to $110 million could result in a sixfold market share increase and up to 24,000 jobs Ghana's youthful demographic offers a significant labour cost advantage relative to ageing industrial workforces in peer economies, enhancing the country's appeal to global fashion brands seeking agile, cost-effective production locations. Purpose-built infrastructure, including shell factories modelled after Ethiopia's Bole Lemi I park, with rents as low as $1.50 per sqm per month, can be established on repurposed government land to anchor these investments.

To realise this potential, the 24H+ programme will implement three strategic initiatives. First, the textile industry will undergo comprehensive reorganisation to reduce fragmentation and stimulate value addition. The Akosombo Textiles Limited (ATL) and Tex Styles Ghana enclave will be transformed into a full-scale textile industrial zone. This will involve expanding ATL's capacity to meet rising demand for African prints, repurposing over 30,000 sqm of idle space for dyeing, knitting, and finishing lines, and

[49] International Labour Organization. (2022). *Sector systems analysis of textiles and clothing subsector in Ghana*.

Fruit Processing



Maize Processing



Sweet Potato Processing



reintroducing spinning to localise yarn production. Volta Star Textiles will also be revitalised to focus on greybaft (grey cloth) for garment inputs.

Second, the garment and apparel ecosystem will be scaled at both industrial and artisanal levels. Large-scale factories under the Association of Ghana Apparel Manufacturers (AGAM) will be supported to expand production and reach new export markets. At the same time, over 500,000 micro and small enterprises (MSEs) will benefit from targeted capacity-building, access to finance, and formalisation support. Key partnerships will be formed with industry associations such as the Ghana National Association of Tailors and Dressmakers (GNATD), the Ghana National Association of Garment Makers, and the Ghana Cooperative Fashion Designers to address constraints in skills, finance, and market access.

Third, Ghana will be positioned as a global garment manufacturing hub by capitalising on strategic trends. Proximity to Europe and North America offers a turnaround advantage in the fast-fashion cycle, while existing industrial zones in Dawa and Tema provide immediate entry points for investors. The 24H+ Secretariat will proactively facilitate investor onboarding through fast-track licensing, site access, and regulatory coordination. To strengthen domestic demand, the state will phase out imports of finished uniforms, guaranteeing local offtake and stimulating domestic production. To support large-scale contracts, syndicate manufacturing models will be promoted, with tax rebates for both domestic and export-oriented consortiums.

These reforms will transform Ghana's textile and garment sector into a modern industrial platform capable of generating inclusive employment, expanding exports, and building national industrial capacity.

5.3.3 Pharmaceuticals

Ghana's pharmaceutical sector has significant potential to become a regional manufacturing leader serving both the domestic market and the broader ECOWAS region. With Ghana's attainment of **WHO Maturity Level 3 certification**—a distinction held by only five countries in Africa—the country now possesses a globally recognised regulatory platform capable of supporting large-scale production of essential medicines. This certification not only boosts investor confidence but also shortens speed-to-market timelines, giving local manufacturers a strategic edge over importers.

The market opportunity is substantial. Ghana's domestic pharmaceutical market is valued at approximately **$600 million**, with nearly **70% of products currently imported**. This figure is projected to reach **$900 million by 2030**. Pharmaceuticals account for over **50% of total healthcare spending**, making the sector a critical lever for both health sovereignty and industrial growth. Regionally, the ECOWAS pharmaceutical market is expected to expand from **$7 billion to $11 billion by 2028**, creating substantial export potential. The exit of USAID from funding antiretroviral and HIV testing kits has further opened a **$150 million market gap**, which Ghanaian firms can target through local production. Moreover, Ghana is already positioning itself as the first African producer of the malaria vaccine and is laying the groundwork for the manufacturing of other essential vaccines for the continent.



The investment case for local production is compelling. Economies of scale could reduce pharmaceutical production costs by **25–30%**, while Ghana's labour costs remain **8% lower than Indian competitors**. The proximity advantage offers **speed-to-market benefits**, with local production cutting delivery timelines to **7–14 days**, compared to **45–60 days** for imports. These gains, combined with increased foreign exchange earnings and the creation of **4,300–6,000 high-quality jobs**—40% of which are expected to be filled by women—position pharmaceuticals as a cornerstone of Ghana's industrial transformation.

To realise this opportunity, MAKE24 will implement a series of strategic initiatives, beginning with the development of **pharmaceutical manufacturing clusters** in key regions. Clusters will be established in industrial zones across **Greater Accra and the Western Region**, with new dedicated parks planned in **Northern Ghana**. These clusters will prioritise the local manufacture of generic drugs listed on Ghana's Essential Medicines List and aligned with ECOWAS demand.

A flagship initiative under this cluster strategy is the creation of the **Legon Pharmaceutical Innovation Park (LePIP)**. Located on the campus of the University of Ghana and developed in partnership with the **West African Genetic Medicine Centre (WAGMC)**, the **West African Centre for Cell Biology of Infectious Pathogens (WACCBIP)**, and the **University of Ghana School of Pharmacy**, LePIP will serve as Ghana's centre of excellence for **Active Pharmaceutical Ingredient (API) production**, contract manufacturing, and pharmaceutical innovation. Its university setting ensures close integration with research institutions, access to skilled graduates, and opportunities for advanced training and industrial collaboration—making LePIP a catalyst for pharmaceutical sovereignty and technology transfer.

Additional interventions within the pharmaceutical clusters will include:

- Establishing **"fill and finish" vaccine facilities** for HIV treatments, targeting Ghana's population of over 280,000 adults and children living with HIV;
- Developing local **HIV test kit production** to strengthen diagnostics and prevention;
- Launching **vaccine production** for malaria and childhood immunisations;
- Deploying **policy tools** to reduce utility and input cost disparities with competitor nations;
- Strengthening **enforcement measures** to reduce counterfeit drug circulation;
- Streamlining **regulatory approvals** to shorten time-to-market and support clinical trial readiness.

On the trade and regulatory front, MAKE24 will advance a bold agenda for **regional harmonisation and diplomacy**. Ghana will pursue mutual recognition of pharmaceutical certifications issued by its FDA and other accredited **National Medicines Regulatory Authorities (NMRAs)** across ECOWAS and AfCFTA. This forms part of a broader push to establish a unified **African Pharmaceutical Registration System**, aligned with WHO and African Medicines Agency (AMA) standards.

Further, the government will work to **reduce payment cycles** for public procurement of pharmaceuticals, targeting a maximum of 30 days after delivery to Regional Medical Stores, to improve cash flow and working capital for domestic manufacturers. Ghana's diplomatic corps will also be engaged to press for **timely settlement of arrears** owed by ECOWAS and AfCFTA governments to Ghanaian pharmaceutical exporters. Where debts are significantly aged, Ghana will negotiate **repayment in kind** using agreed commodity equivalents from debtor countries, settled under mutually agreed terms.

The objective is to establish Ghana as a centre of pharmaceutical production and a strategic contributor to health security, industrial employment, and regional trade.





5.3.4 Machinery and Technology

Ghana's machinery and technology sector presents a transformative opportunity to build resilient domestic capabilities across multiple manufacturing domains. With over GHS38.6 billion spent annually on machinery, equipment, and fabricated goods imports[50], the country faces an urgent imperative to localise production. MAKE24 aims to convert this import dependency into a locally anchored manufacturing economy that delivers productivity gains, job creation, and regional competitiveness.

The strategy extends beyond agricultural and industrial equipment to include plastic moulding and fabrication of consumer and industrial goods, including kitchenware, electrical casings, furnishings, high-density packaging, and automotive interior components. By upgrading artisanal clusters, crowding in industrial investment, and leveraging technical institutions, Ghana can build an integrated production ecosystem serving both domestic demand and export markets.

At the core of this transformation is the revival of Ghana's machinery industrial base, through a value chain strategy that begins with the local sourcing of raw materials. Ghana's vast bauxite deposits will be converted into aluminium through partnerships with the Ghana Integrated Aluminium Development Corporation (GIADEC) and VALCO,

[50] 2024 Trade Full Year Report

forming the foundation of a domestic input supply system for machinery manufacturing. Strategic financing will support the revitalisation of aluminium smelting operations, including firms like ALUWORKS, to ensure a consistent supply to local producers.

To complement this, the Foundry and CNC Machine Tooling Centre at the Ghana Atomic Energy Commission (GAEC) will be operationalised as a national model and replicated in other regions, particularly in the Western and Ashanti Regions, in collaboration with the private sector. These regional foundries will be established near key agricultural zones to reduce logistics costs and ensure timely access to spare parts and components.

A formalised scrap metal collection and recycling system will also be introduced. This includes the digitisation and modernisation of major scrap yards like Abossey Okai and Agbogbloshie to improve environmental sustainability while supplying raw materials for the production of engine parts, water pumps, and agricultural implements.

MAKE24 also proposes the integration of machinery production into Farmer Service Centres (FSCs), particularly in agroecological zones and industrial districts. These FSCs will be equipped to provide farmers with affordable, locally made tools—such as planters, seeders, irrigation systems, and post-harvest equipment—while also offering maintenance services and basic training. Local foundries and fabrication units will be linked directly to FSCs to supply and service the machinery, promoting self-sufficiency and reducing delays caused by import dependency.



This approach is reinforced by targeted training programmes for farmers on equipment use and maintenance, boosting sustainability and enhancing productivity. Meanwhile, new low-cost, locally adapted technologies will be developed for ploughing, irrigation, processing, and packaging, with an initial focus on high-demand crops such as maize, cassava, and cocoa.

To accelerate design innovation and adaptation, MAKE24 will promote reverse engineering of existing equipment from other markets, simplifying machinery designs to suit Ghana's specific operational and energy contexts. These technologies will be made more modular, energy-efficient, and easier to repair and maintain.

In a complementary support strategy, Ghana will also draw on retired mechanical engineers and technologists from around the world to support training, innovation, and reverse engineering. Inspired by Malaysia's successful Retiree Innovation Programme, these experts will mentor younger technicians, support machinery design and adaptation, and serve as resource persons at FSCs and training hubs.

Collaboration with academia will play a central role. Universities, polytechnics, and research institutions such as CSIR, KNUST, GRATIS Foundation, and Ghana's Technical Universities will help develop low-cost, locally manufacturable machines tailored to national agricultural and light industrial needs. Under ASPIRE24, a Machinery and Plastics Engineering Skills Programme will be launched to build a skilled workforce to power the sector's growth.

The strategy also targets the industrial plastics manufacturing value chain, supporting firms involved in injection moulding, extrusion, blow moulding, and composite fabrication. These firms will prioritise components for agro-industrial packaging, household goods, vehicle interiors, and construction-grade plastic fittings. MAKE24 will actively foster partnerships between local firms and global original equipment manufacturers (OEMs), particularly in tooling and die-making, to strengthen domestic innovation capacity.

To safeguard the emerging machinery industry, a suite of protective trade policies and incentives will be introduced. These include tariffs and import restrictions to prevent dumping of low-quality machinery, local content requirements to ensure that a significant portion of machinery components are sourced locally, and tax incentives, subsidies, and grants for firms that use Ghanaian raw materials and hire local labour. Once the sector matures, Ghana will implement an export strategy targeting ECOWAS and broader African markets, leveraging trade agreements and demand for affordable, adaptable equipment.

5.4 Systemic Constraints Transformation

The MAKE24 transformation strategy will deliver a coordinated and mutually reinforcing package of interventions targeting five structural bottlenecks that have long constrained Ghana's manufacturing growth: inadequate infrastructure, lack of affordable finance, skills and technology gaps, weak market access, and fragmented value chains. These solutions are grounded in evidence and shaped through extensive stakeholder engagement.

5.4.1 Infrastructure Development: Building the Foundation

At the heart of MAKE24's strategy is the development of the Wumbei Industrial Parks—a national network of modern, serviced industrial zones designed to overcome the foundational barriers that have constrained Ghana's manufacturing sector for decades. These include limited access to ready land, high setup costs, fragmented spatial planning, and unreliable utility services.

Learning from past initiatives, including the World Bank-sponsored industrial zones project that struggled with land acquisition and integration issues, MAKE24 adopts a proactive, systems-based approach to infrastructure delivery. This includes coordinated action across land readiness, sector-specific clustering, multimodal logistics integration, utility provision, and investor facilitation.

The Government will actively engage traditional authorities and repurpose underutilised public land for industrial development. A dedicated Special Purpose Vehicle (SPV)—to be established by the Ghana Infrastructure Investment Fund (GIIF)—will lead the acquisition, servicing, and management of these parks. Over the next decade, 50 medium-scale Wumbei Industrial Parks will be established, starting with 10 flagship parks by close of 2028, alongside targeted support to revitalise six existing industrial zones.

Each Wumbei Park, averaging 50 acres, will host 50–100 firms and provide fully serviced platforms with shared infrastructure including internal roads, piped water, renewable energy systems, wastewater and solid waste treatment, broadband connectivity, warehousing, and administrative blocks. While factory construction will remain the responsibility of individual investors, the parks will significantly lower setup barriers and de-risk industrial investments.

A cornerstone of this strategy is the Enabling Park Model, which provides a clear, consistent, and attractive incentive framework for firms located within the Wumbei Industrial Parks. In addition to park-specific support, firms operating within these parks will also benefit from the national incentives available to all enterprises participating in 24H+ value chains, as outlined in Section 2.1 of this Programme. The combined incentive package includes:

- Lease-free land for up to 10 years within designated industrial zones
- Import duty exemptions on eligible capital equipment, raw materials, and intermediate inputs for up to two years
- Access to equity, quasi-equity, or revenue-sharing arrangements with the SPV, based on negotiated project terms and sustainability assessments
- Provision of centralised shared services, including reliable utilities (power, water, waste), maintenance, logistics coordination, and security, to reduce operational costs and complexity

These incentives are designed to de-risk investment, lower entry barriers, and support firms through every stage of the value chain—from setup to expansion—ensuring long-term competitiveness and regional industrial equity.

The model is designed to shift investment beyond Accra and enable spatially balanced industrialisation—provided firms are guaranteed reliable infrastructure and access to supplier and buyer networks.

Crucially, most of the Wumbei Parks will be strategically located along the Volta Lake Industrial Corridor—the geographic and logistical backbone of Ghana's emerging industrial system. These sites are being developed to take advantage of:

1. Proximity to the Agbleduwo agricultural hubs, established under Eden Volta, which offer a consistent and large-scale supply of raw materials for agro-processing and light manufacturing.
2. Access to Volta Lake's inland water transport system, which significantly reduces the cost of moving goods between inland parks and southern ports, offering manufacturers a low-carbon, efficient alternative to road freight.

This alignment transforms the Wumbei Parks from isolated investment zones into a connected, high-efficiency production corridor that integrate inputs, processing, and distribution through a coordinated infrastructure spine.

Each Wumbei Park will be tailored to a specific strategic manufacturing value chain, including:

- Agro-processing: Co-located with Agbleduwo across Eden Volta and other production zones nationwide, ensuring close integration with primary agriculture for raw material access, reduced post-harvest losses, and supply stability
- Textiles: Akosombo, Juapong (leveraging water availability and legacy infrastructure)
- Garments: Buipe, Tamale, Ho, Koforidua, Cape Coast, Takoradi (labour-abundant urban centres)
- Pharmaceuticals (GMP-certified zones): Accra-Tema, Sekondi-Takoradi (featuring cleanrooms, QC labs, and cold-chain systems)
- Machinery and Technology: Suame-Kumasi, Kokompe-Accra, Techiman, Tamale industrial area (building on artisanal clusters and engineering talent)

All parks will integrate sustainable infrastructure—biogas, composting, rainwater harvesting, effluent treatment, and shared utilities like steam and compressed air. The infrastructure network will be anchored by the Volta Lake Industrial Corridor, linking inland parks to southern ports via upgraded docking facilities, cargo ferries, and distribution hubs at key transit points. Critical roads connecting parks to markets and borders will be prioritised in collaboration with the Ministry of Roads and Highways.

Each Wumbei Park of about 50acres is projected to require between 5–20 MW of electricity, with a proposed energy mix designed for reliability and cost efficiency. This mix includes grid-connected power stations, solar plants—particularly suited for garment production—steam generated from on-site factories, biomass sourced from agro-park waste, and gas plants, especially for the proposed industrial park in the Nzema East District. The program is also engaging independent power producers (IPPs) to explore off-taker agreements, with a strong emphasis on partnering with providers able to supply power at approximately 7 cents per kWh to ensure global competitiveness.

In parallel, MAKE24 will support underutilised parks—including Ghana Free zones Enclave, DAWA Industrial Zone by LMI holding, West Park by Black Ivy Group, Apolonia Business and Industrial Park, Greater Kumasi Industrial Park, and Bright Industrial Park. These parks in total cover over 7,000 acres with less than 40% utilised. The programme will support these parks by linking developers and tenant firms to the programme's financing instruments, facilitating infrastructure upgrades, providing investor-readiness support, fiscal incentives for manufacturing companies to establish in these parks..

Spotlight:

Revitalisation of the Akosombo and Juapong Textile Enclaves into an Integrated Textile and Garment Hub

The ATL and Juapong areas will be transformed into a fully integrated textile and garment park, supported by an initial seed investment of approximately USD 10 million. This catalytic funding will be leveraged to attract private sector investment across the entire textile value chain—including spinning and yarn production, weaving and knitting (fabric production),in Juapong (Volta Star) which requires estimated investment of over USD50 million to retool and revamp, expansion of the value chain in ATL enclave beyond printing to include fabric production as well as garment production.

The development will focus on establishing a vertically integrated value chain within the Akosombo and Juapong corridor, sourcing raw cotton primarily from Burkina Faso. This strategic collaboration aims to enhance regional cooperation and intra-African trade while building a robust and competitive textile ecosystem.

Ghana's comparative advantages—such as lower labour costs, a favourable geographic location with access to water bodies and a ordable power, and proximity to key West African markets—will be harnessed to ensure the project's viability. Emphasis will also be placed on sustainable sourcing and environmentally responsible production practices.



Cotton sourcing from Burkina Faso	Supplier agreements will be established with cotton cooperatives Collaborate with Burkina Faso to invest in improving cotton yield and infrastructure to facilitate the transportation of cotton to Ghana
Cotton Ginning and pre/processing	Set up a cotton ginning plant in Juapong Seed will also serve as input for oil processing and animal feed
Spinning & Yarn Production	Revamp spinning mills in Juapong to convert the cotton fibres into yarn. Yarn is a key intermediate product that will be sold to textile manufacturers in Akosombo and other parts of the country for further processing into fabrics. These spinning mills will produce di erent grades of yarn, such as carded or combed yarn, based on the final fabric requirements
Weaving and knitting - fabric production	Establish weaving mills in Akosombo and Juapong for the production of fabric. This will include producing both woven and knitted fabric. These weaving mills in Akosombo will serve the African printing factories in Akosombo and other factories doing printing in Ghana. Also serves as a base for the production
Garment Manufacturing	Support existing Ghanaian Garment producers to scale up to meet growing demand in Europe, USA and leverage on AfCTA to expand into the market. Leverage on location and current world trade dynamics to attract large foreign garment companies to set up within a year. Support various tailors and dressmakers associations, including designers with over 500,000 members to develop standardised apparel to supply the domestic market and sub-region, including the flagship Ghana Malls. Also leverage on automation and technology.
Value Added Service	**Recycling:** Develop a recycling system for cotton and textile waste, creating a circular economy where cotton waste is transformed back into yarn or fabric. This reduces costs while promoting sustainability. **After sales Support:** Provide after-sales services, such as garment repairs, alterations, or cleaning services, which could also create a new revenue stream
Support Infrastructure	Leverage on cheap power and water at Akosombo and its environment. Training and Government Policy Support

This value chain development initiative aims to create over one million jobs within five years. In the immediate term, e orts will focus on rapidly scaling up garment productis on, targeting the creation of over 50,000 jobs within the first year. This will be achieved while simultaneously pursuing backward integration through the joint development of the textile value chain across the sub-region.

As part of the short-term strategy, ATL will require an additional capital injection of approximately USD 5 million in working capital. This funding will support the expansion of its African fabric printing production line to meet growing domestic demand and increasing market opportunities within the sub-region, particularly in Nigeria.

5.4.2 Access to Finance: Unlocking Capital for Growth

Access to affordable, long-term capital remains the most entrenched constraint facing Ghanaian manufacturers. Interest rates remain 15–20 percentage points higher than in competitor economies, and most SMEs face significant barriers due to high collateral demands, poor investment readiness, and limited access to tailored instruments. As a result, expansion, equipment upgrades, and export-readiness remain out of reach for most local firms.

MAKE24 resolves this constraint by leveraging the **FUND24 sub-programme**, which provides a **comprehensive, dual-track financing strategy** aligned with the 24H+ transformation agenda. Under FUND24:

- **Track 1: Enterprise Financing**, led by the DBG and VCTF, will provide equity and concessional value chain lending, structured project finance, equipment leasing, and export financing to manufacturers across the strategic value chains identified under MAKE24.
- **Track 2: Public Infrastructure Financing**, led by the Ghana Infrastructure Investment Fund (GIIF), will finance the development and management of the Wumbei Industrial Parks through a dedicated SPV, using blended finance to crowd in private and concessional capital.

These financial instruments are designed to meet the distinct needs of manufacturers at various stages—from small-scale producers and cooperatives to anchor firms driving large-scale processing and fabrication. For more detailed information on financing instruments, eligibility criteria, and institutional arrangements, refer to **Section 10.0 (FUND24) of the 24H+ Programme Document**.

MAKE24 will also ensure that access to finance is directly linked to technical assistance, infrastructure support, market entry services, and compliance facilitation—creating a full-stack investment ecosystem that empowers Ghanaian firms to grow, formalise, and compete.



Access to affordable, long-term capital is the most entrenched constraint facing Ghanaian manufacturers. Despite industrial potential, local firms struggle to expand, upgrade equipment, or enter new markets due to limited access to credit and interest rates that are 15–20% higher than in peer economies. These financing barriers are particularly acute for SMEs, which face the dual burden of high collateral requirements and limited investment readiness.

One of the clearest demonstrations of this constraint—and of the opportunities that can be unlocked with the right financial instruments—comes from the Ghana Union of Traders Association (GUTA). Many of its members have expressed strong interest in transitioning from trading into local manufacturing but are unable to do so due to lack of accessible capital. A pilot programme launched under GUTA's 24-Hour Broiler Project, supported by concessional finance, has shown promising early results in crowding in private capital, enhancing domestic supply, and targeting a $300 million import substitution opportunity.

To scale these gains, MAKE24 will operationalise a Value Chain Financing Facility under the FUND24 sub-programme. The facility will offer a suite of tailored financial products designed to match the needs of manufacturers across different stages of growth:

1. Concessional Value Chain Lending, with interest rates capped at 12%, will support SMEs to access working capital, purchase machinery, and obtain certifications.
2. Structured Project Finance, based on a 60/40 debt-to-equity model, will enable anchor investments in processing plants, feed mills, and packaging centres.
3. Equipment Leasing Schemes will reduce upfront capital requirements for MSMEs, particularly those producing agricultural and light industrial equipment.
4. Export Financing Tools will support pre- and post-shipment financing, as well as international certification for firms seeking to access AfCFTA, West African, European, and U.S. markets.

5.4.3 Skills and Technology: Building Capabilities

Ghana's manufacturing sector faces a critical skills and technology gap that undermines productivity, quality, and competitiveness. Over half of entry-level workers lack essential problem-solving skills, and 30% fall short on basic technical competencies, making it difficult for firms to implement modern processes and meet quality standards.[51]

To close this gap, MAKE24 will partner with ASPIRE24 to deliver industry-led training programmes with guaranteed employment outcomes. These programmes will be co-designed with manufacturers to align with real-world requirements and integrate internships, mentorships, and exposure to live production environments. A parallel Go-Ghana Mindset Programme will address soft skills and workplace culture challenges, key barriers identified by industry.

MAKE24 will also support the adoption of new technologies across strategic value chains through subsidies for modern equipment, automation systems, and clean energy solutions. A Manufacturing Extension Service will provide technical assistance to SMEs and facilitate partnerships between industry and institutions like CSIR, GRATIS, GAEC, and KNUST for technology transfer.

[51] Council for Technical and Vocational Education and Training (CTVET). (2021). *Skills Gap Analysis and Audit of Seven Sectors*. Retrieved from https://ctvet.gov.gh/wp-content/uploads/2021/02/FINAL-SKILLS-GAP-ANALYSIS-AND-AUDIT-REPORT-for-EBEN_2.pdf

5.4.4 Market Access: Connecting to Consumers

High logistics costs, fragmented supply chains, and weak certification systems continue to limit the competitiveness of Ghanaian products. Logistics costs exceed or account for up to 25% of final product prices—more than double the level in advanced economies[52]—and only 28% of local manufacturers export to African markets, despite AfCFTA opportunities.

MAKE24 will address these constraints by establishing Trade Facilitation Centres to support firms with AfCFTA compliance, customs documentation, and certification. These centres will fast-track implementation of the national AfCFTA strategy and promote mutual recognition of standards across member states.

A Market Linkages Programme will support procurement policies favouring local goods, broker contracts between producers and retailers, and strengthen product branding and certification. A complementary Supply Chain and Market Efficiency Initiative will improve competitiveness from farmgate to factory to export, leveraging trade intelligence and long-term buyer relationships.

To further expand reach, MAKE24 will launch the Ghana Mall, a pan-African retail brand promoting Made-in-Ghana products.

MAKE24 will also implement robust trade defence measures to protect Ghanaian manufacturers from unfair competition. Working with the Ministry of Trade, the Ghana Revenue Authority, and the Ghana Standards Authority, the programme will:

- Vigorously pursue **anti-dumping cases** and enforce safeguards against **unfair trade practices**, including trademark infringements, counterfeiting, and substandard imports.
- **Strengthen border and market surveillance** for illegally imported goods that violate design protections or undercut domestic value chains.
- Enforce intellectual property laws to prevent the **unauthorised use of Ghanaian textile motifs, traditional patterns, and cultural symbols** in domestic and international markets.
- **Tokenize Ghana's indigenous designs and patterns** through a secure national registry that uses blockchain or similar technologies to record ownership, usage rights, and royalties—creating new economic opportunities for designers, artisans, and communities while preserving cultural identity.

These measures will be coordinated with the Ghana Copyright Office, the Registrar General's Department, and AfCFTA institutions to ensure mutual recognition of IP rights and trade remedies across African markets.

[52] MyJoyOnline. (2019, August 6). *Impact of transport cost on consumer goods prices: Ghana ranked 2nd worst*. Retrieved from https://www.myjoyonline.com/impact-of-transport-cost-on-consumer-goods-prices-ghana-ranked-2nd-worst/

5.4.5 Value Chain Integration: Creating Linkages Through Trade Industry associations and Cooperatives

Ghana's manufacturing value chains remain fragmented, with weak connections between raw material suppliers, processors, and end markets. This results in overreliance on imported inputs, high production costs, and limited bargaining power for small producers.

MAKE24 will integrate domestic supply chains by strengthening Trade and industry associations and establishing structured cooperatives. These platforms will enable collective sourcing, joint production planning, and standardised quality control across value chains. Associations such as GNATD, AGAM, and the Pharmaceutical Society will be supported to provide self-regulation, training, and shared procurement services.

In parallel, MAKE24 will help transition GUTA members from trading to light manufacturing, offering access to land, pre-built factory shells, equipment leasing, and business development support. A targeted Supplier Development Programme will upgrade the capacity of local input suppliers and facilitate the co-development of products with manufacturers.

To promote sustainability and reduce import dependence, a Biodegradable Packaging Initiative will be rolled out, including support for 16 regional packaging centres and incentives to develop locally produced, eco-friendly packaging solutions for agro-processed goods.

5.4.6 Supporting Ghana Union of Traders to Transition to Local Manufacturers and Industrialists

Ghana Union of Traders Association (GUTA) is well-positioned to successfully backward integrate into domestic manufacturing. With foreign entities dominating 80% of import activities, GUTA's shift from high-volume imports to local production is both strategic and necessary. Key challenges such as access to capital and negative perceptions of local manufacturing will be addressed through structured initiatives.

A pilot manufacturing program with 12 members has already shown promising results, especially with access to low-interest financing. To scale this success, strong governance within the association is critical, particularly for participation in the 24H+ programme. Ensuring competitive pricing of locally produced goods will enhance market adoption. Additionally, forming a Special Purpose Vehicle (SPV) to collectively access funding will mitigate financial risks and provide a sustainable financial model for members. Through these strategic actions, GUTA will effectively transition into a strong player in domestic manufacturing.

Project proposals have been received for key initiatives, including the 24-Hour Broiler Project aimed at gradually substituting over $300 million in annual poultry imports, local production of electrical conduits and plugs with an estimated market size of $70 million, lead-acid battery production to capitalise on over 1,200 annual shipments, and automotive component manufacturing, among others. These proposals will undergo a thorough review, and 24H+ programme will provide targeted support through its programme goods.

5.4.7 Targeted National Fabrication Strategy

To accelerate Ghana's transformation into affordable, high-quality implements and tools, MAKE24 will operationalise a targeted fabrication initiative built on six pillars:

1. Standardisation Enforcement: In collaboration with the Ghana Standards Authority and AGI, an Industry Working and Standardisation Group will be established under the 24H+ programme to enforce ISO and GSA-compliant production standards. This will ensure Ghanaian-made implements, tools, and machinery meet domestic and export requirements.
2. Strategic Product Targeting: A national programme will focus on the mass fabrication of a priority list of everyday utility equipment and spare parts for agriculture, storage, processing, automotive components, and packaging. This list will be continuously expanded and reviewed based on market trends and sector needs.
3. Fabrication Co-operatives: MAKE24 will support the voluntary formation of fabrication cooperatives by reorganising artisanal and MSME clusters. These co-ops will improve access to shared infrastructure, training, financing, and contract manufacturing opportunities.
4. National Fabrication Hubs: Sekondi-Takoradi, Accra-Tema, and Kumasi will be deliberately positioned as national fabrication hubs, anchored by gas-fired and renewable energy-powered foundries and tooling centres. Access to gas-based energy infrastructure will be prioritised to reduce costs and improve sustainability.
5. Repatriation into Industrial Parks: A structured repatriation programme will encourage informal clusters to relocate to Wumbei Industrial Parks. These shared environments will provide utilities, standards compliance facilities, and economies of scale.
6. Fabricator Mapping and Validation: MAKE24 will commission a nationwide profiling exercise to validate and classify Ghana's estimated 3,600 dispersed fabricators. This will include analysis by Location and cluster density, Workflow types and technical capacity, Equipment availability and quality levels, Readiness for scaling, financing, and integration. This database will inform support schemes, supplier development programmes, and park repatriation efforts.

5.5 Implementation Partners

The initiative will leverage strategic partnerships across government, industry, research institutions, and private sector to ensure effective implementation:

Government Leadership:

- Ministry of Trade, Agribusiness and Industry
- Ministry of Food and Agriculture
- Ministry of Roads and Highways
- Ministry of Transport
- Ghana Investment and Infrastructure Fund (GIIF)
- Ghana Export Promotion Authority (GEPA)
- Ghana Standards Authority

- Ministry of Trade and Industry
- Ministry of Food and Agriculture
- Volta River Authority
- Food and Drugs Authority
- Ministry of Roads
- Ministry of Transport
- Ghana Water Company
- Community Water and Sanitation Agencies
- Electricity Company of Ghana

Industry Organisation:

- Association of Ghana Industries
- Ghana National Association of Tailors and Dressmakers, Association of Ghana Apparel Manufacturers (AGAM), Ghana National Association of Tailors and Dressmakers, Association of Garment Makers, Ghana Cooperative Fashion Designers
- Ghana Union of Traders Association (GUTA)
- Pharmaceutical Society & Ghana National Chamber of Bulk Pharmacy
- Economic Zones Chamber

Research & Development Support:

- Council for Scientific and Industrial Research (CSIR)
- Kwame Nkrumah University of Science and Technology (KNUST)
- Technical Universities
- GRATIS Foundation
- Council for Technical and Vocational Education and Training (COTVET)

The list of implementing partners will be updated to reflect current engagements and strategic objectives.



5.6 Implementation Plan

The implementation of MAKE24 will proceed in four phases, with the first two—policy enablement and infrastructure rollout—beginning almost simultaneously. Together, these initial phases will establish the foundation for investment mobilisation, industrial park development, and enterprise engagement.

The first phase will focus on streamlining fiscal and regulatory frameworks to attract productive investment. This will involve reviewing current bottlenecks across key manufacturing value chains, designing a targeted incentive package for 24H+-compliant firms, and benchmarking Ghana's business climate against regional competitors. In parallel, a national call to action will be issued to existing firms and prospective investors, supported by outreach campaigns and dialogue with industry associations to co-create a competitive, business-friendly environment.

At the same time, Phase Two will initiate the physical rollout of the programme. A Special Purpose Vehicle (SPV), led by the Ghana Infrastructure Investment Fund (GIIF), will be established to coordinate the development of the first ten Wumbei Industrial Parks. Land will be secured in collaboration with local authorities and traditional leaders, while infrastructure development—covering energy, utilities, access roads, and logistics platforms—will begin at priority sites. Park designs will support 24-hour operations and accommodate a range of tenants. Anchor firms and manufacturers will be recruited early, with tailored support to accelerate readiness.

The third phase will focus on trade integration and value chain alignment. This includes the rollout of a structured support programme for traders and SMEs, especially through GUTA, to facilitate backward integration into manufacturing. Components will include financing, supplier development, and production partnerships. Market linkages between producers and buyers—ranging from supermarkets and exporters to public procurement agencies—will be strengthened. Sector-specific clustering within parks will also be encouraged to build economies of scale and shared services.

The final phase will prioritise performance monitoring, institutional consolidation, and scale-up. A real-time data system will track job creation, firm output, energy usage, and exports. Ongoing consultations with tenants and trade actors will feed into continuous service improvement. Over time, MAKE24 will be institutionalised through policy reforms and national planning frameworks, while preparations will begin for expanding the programme to 50 industrial parks and introducing the model to additional sectors and regions.



Build24

Transforming construction by localising materials, formalising jobs, and industrialising building for a resilient, inclusive, and globally competitive sector.

24HOUR ECONOMY & Accelerated Export Development

6.0 BUILD24 – Construction Industry Transformation Sub-Programme

6.1 Introduction

6.1.1 Build 24

BUILD24 is the Construction Industry Transformation Sub-Programme under Ghana's 24H+ economic agenda. It is designed to fundamentally restructure the construction value chain — from fragmented, import-dependent operations to an integrated, culturally resonant, technology-enabled, competitive industry that powers Ghana's development.

At its core, BUILD24 seeks to transform construction from a bottleneck into an enabler of national growth. It will anchor Ghana's housing, infrastructure, industrialisation, and service sector expansion by ensuring that the materials, skills, firms, and technologies needed to build the economy are locally available, affordable, and globally competitive.

The BUILD24 transformation is built on six key pillars:

1. **Spatial Planning and Land Readiness:** Ensuring construction activity is guided by coherent, forward-looking spatial planning and land use frameworks that reduce costs, enable infrastructure clustering, and improve affordability. This includes supporting District Assemblies to update local plans, align with national spatial priorities, and streamline land servicing and permitting — especially in fast-growing urban areas like Accra where unplanned growth drives up the cost of living and weakens infrastructure impact.

2. **Localisation:** Massively increasing the domestic production of key construction inputs — cement, steel, bricks, engineered timber, tiles, and finishes — to meet growing national demand sustainably, strengthen economic resilience, and embed Ghanaian identity into the built environment, while keeping more value circulating within the local economy.

3. **Industrialisation of Construction:** Shifting from artisanal, site-based methods to industrialised building processes, including prefabrication, modular systems, ready-mix concrete, and the adoption of digital construction technologies like Building Information Modelling (BIM) - to deliver buildings faster, at lower cost, and with higher quality, and with architectural styles and spaces that reflect Ghana's climate, culture, and aspirations.

4. **Human Capital and Skills:** Training and certifying a new generation of construction professionals — from artisans to engineers — to support modern, green, and safe construction practices, while formalising the existing informal workforce.

5. **Green and Resilient Infrastructure:** Embedding climate-smart design, sustainable materials, and disaster-resilient construction into all new development, while ensuring that Ghanaian aesthetics, craftsmanship, and community values shape how public buildings, homes, and urban spaces are designed and experienced.

6. **Integration and Export Orientation:** Seamlessly connecting BUILD24 initiatives with the other 24H+ sub-programmes — providing the infrastructure for GROW24 farms, MAKE24 industrial parks, CONNECT24 logistics hubs, and SHOW24 cultural sites — while positioning Ghana's construction sector to export materials, services, and design excellence across Africa under AfCFTA.

By 2030, BUILD24 aims to ensure that Ghana builds:

- With Ghanaian materials,
- By Ghanaian companies,
- Employing Ghanaian youth,
- Using world-class methods,
- Expressing Ghanaian identity,
- For Ghana's prosperity and Africa's transformation.

6.1.2 Structural Challenges

Despite its critical importance to national development, Ghana's construction sector faces deep, interlocking structural constraints that limit its productivity, resilience, and capacity for transformation. BUILD24 is designed to confront these head-on.

Six core structural challenges define the sector today:

1. **Inadequate Spatial Planning and Land Use Coordination**
   Ghana's urban and infrastructure development has outpaced its spatial planning frameworks, resulting in fragmented land use, inefficient infrastructure deployment, and rising costs for both government and citizens. In rapidly expanding urban centres like Accra, the absence of enforceable spatial plans has led to uncontrolled sprawl, traffic congestion, unserviced settlements, and poor integration between housing, transport, and utilities. The lack of pre-zoned, infrastructure-ready land drives up land servicing costs, which are ultimately passed on to homeowners, renters, and small developers—making housing and commercial space increasingly unaffordable. Across the country, district and metropolitan assemblies often lack the technical capacity, tools, and data for forward-looking spatial planning, while overlapping mandates between planning departments, land sector agencies, and traditional authorities exacerbate coordination failures. This fragmentation weakens the viability of affordable housing, delays permit approvals, discourages investment, and undermines efforts to cluster construction inputs, logistics, and labour. Without urgent reform, the absence of spatial coherence will continue to inflate construction costs, reinforce urban inequities, and undermine the economic and social returns of Ghana's infrastructure and housing investments under the 24H+ Programme.



2. High Import Dependence, Cost Vulnerabilities, and Material Supply Gaps
   Ghana's construction sector remains highly dependent on imported materials, including cement clinker, rolled steel, ceramics, fittings, and finishes. In 2023 alone, Ghana imported about US$300 million worth of cement products[53] and over US$500 million of iron and steel products[54]. Ghana is the largest importer of clinker in Africa [55]. Despite abundant local raw materials — limestone, iron ore, clay, timber — domestic value addition remains limited. Ceramic tiles, for example, are largely imported despite abundant clay deposits. This dependence inflates construction costs, exposes the sector to foreign exchange shocks, and forfeits local industrial and employment opportunities. It also weakens resilience by leaving core building supply chains vulnerable to external disruptions.

3. Limited Access to Affordable Construction Finance and Infrastructure
   Access to affordable, long-term financing remains a major constraint. High domestic interest rates, limited specialised construction finance products, and significant government payment arrears (~US$1 billion as of 2023)[56] have strained local contractors and developers. Moreover, logistics and infrastructure deficits — poor roads, limited rail connectivity, high internal transport costs — further drive up material and project costs. This environment favours foreign contractors with better access to capital and logistical networks, marginalising local firms and slowing project delivery.

[53] Observatory of Economic Complexity. (2023). *Cement clinkers in Ghana Trade*. Retrieved from https://oec.world/en/profile/bilateral-product/cement-clinkers/reporter/gha

[54] Business & Financial Times. (2025, April 2). *US$600m iron ore project to begin in 2025*. Retrieved from https://thebftonline.com/2025/04/02/us600m-iron-ore-project-to-begin-in-2025/

[55] Business & Financial Times. (2025, April 14). *Supacem's US$100m plant to cut clinker import dependency*. Retrieved from https://thebftonline.com/2025/04/14/supacems-us100m-plant-to-cut-clinker-import-dependency/

[56] International Trade Administration. (2023, November 26). *Ghana - Construction and Infrastructure Industry*. U.S. Department of Commerce. Retrieved from https://www.trade.gov/country-commercial-guides/ghana-construction-and-infrastructure-industry









4. Skills Gaps, Informality, and Low Productivity

   Over 91% of young people in construction work informally[57], often lacking certification or formal technical training. While Ghana produces engineers and architects, there is a critical shortage of skilled tradespeople (e.g., certified masons, carpenters, electricians).

   Construction sites are characterized by manual, labour-intensive methods, with limited adoption of modern construction management, safety standards, or technological tools.

   This human capital gap reduces productivity, increases project timelines and costs, limits innovation, and poses serious safety risks. Indeed, construction is one of Ghana's most hazardous industries, yet enforcement of health and safety standards is weak and training in safety is lacking.

5. Fragmented Market, Weak Quality Assurance, and Institutional Gaps

   Ghana's construction industry is highly fragmented, with over 20,000 registered contractors — mostly small or micro enterprises - and many unregistered operators[58]. This fragmentation prevents scale efficiencies, undermines industry professionalism, and weakens the enforcement of quality and safety standards. Despite the adoption of a national Building Code (GS 1207:2018), enforcement is inconsistent, and no strong unified construction regulatory authority exists. Land acquisition processes remain cumbersome due to dual customary and statutory systems, while construction permits are slow and opaque. These regulatory bottlenecks inflate project risks and deter investment.

6. Sustainability, Environmental Impact, and Climate Resilience Deficits

   Current construction practices are highly resource- and carbon-intensive, relying heavily on cement and steel without mainstreaming greener alternatives

   Deforestation, limited recycling of construction and demolition waste, and a lack of climate-adaptive building designs (such as passive cooling, rainwater harvesting, or solar energy integration) weaken the sector's environmental sustainability. As international standards tighten around green building and climate resilience, Ghana risks falling behind if sustainability is not integrated into construction methods and materials

[57] Darko, E., & Löwe, A. (2016). *Ghana's construction sector and youth employment*. Overseas Development Institute. Retrieved from https://www.scribd.com/document/484805037/10787

[58] Boadu, E. F., Wang, C. C., & Sunindijo, R. Y. (2020). Characteristics of the construction industry in developing countries and its implications for health and safety: An exploratory study in Ghana. https://doi.org/10.3390/ijerph17114110

6.2 BUILD24 - Strategic Transformation Plan

6.2.1 Transformative Vision

BUILD24 sets out a bold, integrated plan to transform Ghana's construction sector from a fragmented, import-reliant industry into a modern, resilient, Ghanaian-powered ecosystem that anchors national development and exports excellence across Africa. It envisions a construction industry that is proudly Ghanaian, globally competitive, technologically advanced, and environmentally sustainable.

By 2028, Ghana's construction sector will:

- Source the majority of its core building materials — cement, steel, ceramics, timber products — from domestic industries, reducing exposure to global supply shocks.
- Deliver housing, infrastructure, and industrial platforms faster, more affordably, and at higher quality through industrialized building methods such as prefabrication, modular systems, and advanced digital construction technologies.
- Employ a skilled, certified, and formally recognised construction workforce that reflects Ghana's youth potential and diversity.
- Embed Ghanaian culture, climate responsiveness, and design excellence into the built environment, ensuring that homes, markets, offices, and public spaces visibly express national identity.
- Lead West Africa in sustainable construction practices — producing green materials, integrating energy-efficient designs, and building resilience to climate change.
- Compete confidently under AfCFTA as a supplier of construction services, materials, and expertise across the region.

BUILD24 will ensure that Ghana builds Ghana — with local materials, companies, talent, design, and pride — for a future that is resilient, prosperous, and unmistakably African.



6.2.2 Strategic Opportunities

Ghana's construction sector transformation under BUILD24 recognises a strong set of structural opportunities that, if properly harnessed, can reposition the sector as a driver of inclusive growth, national resilience, and regional competitiveness.

- Localisation of Value Chains: Ghana possesses abundant raw materials — limestone, iron ore, clay, timber — that are currently underutilised in domestic construction and manufacturing. For example, while Ghana imported around US$300 million worth of cement-related products in 2023[59] and is the largest clinker importer in Africa, it also has extensive limestone reserves that could support full clinker production domestically. Similarly, Ghana imported over US$500 million worth of steel in 2023[60] despite having untapped iron ore reserves in Oti, Western North, and Northern regions. Clay deposits in the Volta Basin remain underexploited despite high demand for ceramic tiles and sanitaryware. These inputs offer a foundation for local material industrialisation and import substitution, while supporting broader MAKE24 goals.
- Industrialisation of Construction: Global construction is shifting toward prefabrication, modular systems, and digital technologies like Building Information Modelling (BIM) — trends that can improve speed, reduce waste, and enhance cost control. Ghana's current construction industry is dominated by site-based, artisanal methods, but has already seen some pilot efforts in precast concrete and modular housing solutions. The relatively low installed base of traditional industrial infrastructure provides a strategic opportunity for Ghana to leapfrog into modern construction models, especially in public housing and infrastructure delivery.
- Demographic Dividend: Ghana has a youthful population, with over 70% of citizens under 35, and high youth unemployment (22.3% as of 2023, according to the Ghana Statistical Service). At the same time, over 91% of construction-sector youth are in informal employment. Formalising and upgrading this workforce through targeted skills training, certification, and structured apprenticeship programmes can unlock mass employment, while addressing critical shortages in certified masons, carpenters, welders, heavy equipment operators, and site supervisors. With appropriate TVET and industry coordination (via ASPIRE24), construction can absorb thousands of new entrants annually.
- Green Building Leadership: The global shift toward climate-resilient infrastructure and low-carbon construction presents new commercial and compliance opportunities. Ghana's over-reliance on carbon-intensive clinker imports and lack of sustainable construction standards create a performance gap — but also an opportunity to lead regionally. Alternative materials such as compressed earth blocks, pozzolana cement, engineered timber, and bamboo have been successfully tested by CSIR-BRRI, and Ghana's 2018 Building Code includes provisions for energy efficiency and climate-adaptive design. Early adoption of these standards across BUILD24 projects could position Ghana as a regional leader in sustainable building.
- AfCFTA Market Expansion: Ghana is headquarters of the African Continental Free Trade Area and one of its first movers. The AfCFTA Secretariat identifies

[59] Observatory of Economic Complexity. (2023). *Cement clinkers in Ghana Trade*. Retrieved from https://oec.world/en/profile/bilateral-product/cement-clinkers/reporter/gha

[60] Business & Financial Times. (2025, April 2). *US$600m iron ore project to begin in 2025*. Retrieved from https://thebftonline.com/2025/04/02/us600m-iron-ore-project-to-begin-in-2025/

construction services and building materials as priority sectors for intra-African trade. With improved local manufacturing capacity and standards compliance, Ghanaian construction firms and material producers can target high-growth markets in West Africa, where housing and infrastructure demand is also rising. Export opportunities exist for rebar, tiles, pre-cast units, prefabricated housing, and professional services such as architectural design and engineering.

- Urbanisation and Infrastructure Gaps: Ghana is urbanising rapidly, with over 57% of the population now living in urban areas[61] — projected to rise above 65% by 2035. The country faces a housing deficit of over 1.8 million units[62], with large unmet needs in trunk infrastructure, industrial zones, and climate-resilient public facilities. Government priorities such as 24H+ industrial parks, and expanded road and logistics infrastructure under CONNECT24 create a sustained pipeline of demand for local construction inputs, technology, and talent — if the sector is retooled to meet it.

6.2.3 Core Strategy

BUILD24's strategy is to transform the construction sector systemically and sustainably, through five interconnected pillars:

1. Local Production and Material Industrialisation: Build resilient domestic supply chains for cement, steel, ceramics, timber, and prefabricated components — reducing cost vulnerabilities and driving industrial growth.
2. Industrialised Construction Methods and Technology Adoption: Accelerate the shift to prefabrication, modular systems, ready-mix concrete, and digital construction tools (e.g., Building Information Modelling), raising productivity, quality, and affordability.
3. Workforce Development and Formalisation: Massively expand training, certification, and formal employment pathways for artisans, technicians, engineers, and construction managers, while promoting construction as a viable, respected career for Ghanaian youth.
4. Quality Assurance, Regulation, and Market Organisation: Strengthen enforcement of standards through a unified construction industry authority, improve land acquisition and permitting systems, and promote the scaling of capable local firms to achieve economies of scale.
5. Sustainability and Climate-Resilient Building: Mainstream green building practices promote sustainable materials, encourage construction and demolition waste recycling, and integrate climate adaptation into building design.

Across all pillars, BUILD24 will integrate Ghanaian identity into the physical landscape, ensuring that the spaces Ghana builds reflect its people, culture, and aspirations. The strategy will be delivered through catalytic initiatives, strategic value chain development, skills upgrading, financing innovation, and systemic policy reforms — aligned with the broader 24H+ transformation agenda.

[61] Worldometer. (2025). *Ghana Population (LIVE)*. Retrieved May 3, 2025, from https://www.worldometers.info/world-population/ghana-population/

[62] UN-Habitat. (2025). *Ghana Housing Profile*. Retrieved from https://unhabitat.org/sites/default/files/2025/02/ghana_housing_profile_final_version.pdf

6.3 Strategic BUILD24 Value Chains

To deliver on its dual focus of value chain development and systemic transformation, BUILD24 will prioritise the development of a set of strategic construction value chains. These value chains are selected based on four criteria:

- Import Exposure – High levels of dependence on imported materials with available domestic substitutes.
- Industrial Potential – Clear backwards and forward linkages to manufacturing, logistics, and skilled jobs.
- Infrastructure Demand – High and sustained demand from national housing, industrial, and infrastructure programmes.
- Strategic Fit – Alignment with Ghana's natural resource endowments, green transition priorities, and regional export potential.

The following value chains will serve as BUILD24's priority intervention areas.

6.3.1 Cement and Concrete

Cement is the backbone of construction, used in everything from housing foundations to highways. Ghana's cement industry is one of the largest manufacturing subsectors, yet it depends on imported clinker for most of its feedstock[63]. The construction sector (infrastructure and real estate) accounts for ~15% of GDP[64], but local cement production is constrained by clinker import costs and energy inefficiencies.

BUILD24 will fundamentally reengineer the cement and concrete value chain by:

- Partnering with firms to produce clinker locally from Ghana's limestone deposits and substitute imported clinker with calcined clay (LC3 technology).
- Promoting efficiency upgrades in cement plants through modern kilns, waste-heat recovery, and the use of alternative fuels such as biomass and gas.
- Scaling up ready-mix and precast concrete production to shift the market away from manual, on-site mixing toward factory-made concrete components like beams, slabs, and blocks.

By the end of 2028, the goal is for the majority of concrete used in urban Ghana to originate from automated batching or precast plants, ensuring consistent quality, faster construction, and major reductions in material waste.

6.3.2 Clay-Based Products

Ghana has abundant clay, laterite, and other soil resources suitable for brick and block making. Yet, the modern construction market underutilises clay bricks, relying mostly on sandcrete blocks, which have issues with strength and insulation.

BUILD24 will revitalize Ghana's clay products sector by:

- Supporting investment in modern brick kilns, hydraulic block presses, and compressed earth block (CEB) technology.
- Piloting the use of stabilised soil blocks and interlocking brick systems in affordable housing, especially in climate-appropriate areas.

[63] Business & Financial Times. (2025, April 14). *Supacem's US$100 m plant to cut clinker import dependency*. Retrieved from https://thebftonline.com/2025/04/14/supacems-us100m-plant-to-cut-clinker-import-dependency/

[64] International Trade Administration. (2023, November 26). *Ghana – Construction and infrastructure industry*. U.S. Department of Commerce. Retrieved from https://www.trade.gov/country-commercial-guides/ghana-construction-and-infrastructure-industry

- Establishing standardisation and certification systems for local block production to eliminate substandard products from the market.

Through architect training, building code reforms, and demonstration projects, BUILD24 will normalise clay brick use in modern Ghanaian construction, reduce dependence on imported cement-based blocks, improve thermal performance and lower construction costs.





6.3.3 Steel & Metal Fabrication

Steel rebar and structural metal components are critical for reinforced concrete structures, high-rise buildings, bridges, and industrial facilities. Currently, Ghana imports most of its rebar and structural steel, mainly from countries like China, Turkey, and South Africa[65]. This represents a major outflow of foreign exchange (over US$500M on iron/steel in 2023) and a vulnerability for the construction industry.

BUILD24 will drive a domestic steel transformation by:

- Developing an integrated iron and steel value chain, starting with local processing of iron ore by leveraging the iron ore deposits at Shieni and Oppon-Mansi to produce billet, and in the interim expanding scrap-based steel recycling and rolling capacity.
- Supporting the establishment of rolling mills and steel service centers to process locally produced and imported billets into rebar and beams locally.
- Promoting fabrication of modular steel frames for warehouses, bridges, and modular housing units.
- Scaling up training programmes for welders, fitters, and quality control technicians through TVET and ASPIRE24.

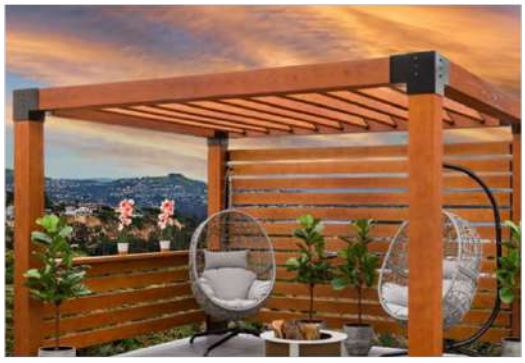
Through this, Ghana can cut construction costs, build industrial resilience, and position itself as a future net exporter of processed steel products in West Africa.

[65] Business & Financial Times. (2025, April 2). *US$600m iron ore project to begin in 2025*. Retrieved from https://thebftonline.com/2025/04/02/us600m-iron-ore-project-to-begin-in-2025/










Tiny House

6.3.4 Timber & Engineered Wood Products

Ghana has a long-established timber industry (sawn wood, plywood), but the country largely imports higher-value engineered wood products like laminated veneer lumber, plywood panels, and cross-laminated timber (CLT). The construction sector presents an opportunity to use sustainable timber for building, which can both reduce reliance on steel/concrete and add value to the forestry sector.

BUILD24 will unlock timber's full potential by:

- Facilitating investment in engineered wood manufacturing plants for structural panels, beams, and hybrid systems.
- Promoting certified sustainable forestry and agroforestry to ensure long-term resource availability.
- Integrating timber-frame and wood-hybrid designs into public projects such as schools, clinics, and low-rise housing, supported by modern design standards.

In the medium term, we aim to supply a significant share of its timber building components locally, creating rural jobs, supporting carbon-friendly construction, and reviving our historic wood-based building traditions.

6.3.5 Finishing Materials (Tiles, Paints, Roofing, Fixtures)

Finishing materials — tiles, paints, sanitary ware, glass, roofing sheets — account for a substantial share of building costs, and are heavily import-dependent. In fact, excluding cement, ceramics and metal roofing sheets account for about one-third of Ghana's building materials market (US$1.3 billion as of 2021)[66] .

BUILD24 will stimulate local finishing industries by:

- Supporting expansion and upgrading of ceramic tile and sanitaryware factories, leveraging Ghana's clay and feldspar deposits.
- Assisting roofing manufacturers to enhance product quality, including rust-resistant and solar-integrated roofing systems.
- Boosting domestic production of paints, sealants, and coatings through partnerships with petrochemical suppliers.
- Standardizing local finishing products to meet international norms and encouraging procurement incentives favoring Ghana-made products.

Our goal is to raise local content in finishing materials from the current ~20% to over 50% by 2030 — saving foreign exchange, creating SME clusters, and enhancing the Ghanaian brand in architecture.

[66] Build Expo Ghana. (2024). *Market Insight*. Retrieved from https://www.buildexpoghana.com/marketinsight

6.3.6 Construction Machinery & Equipment Services

Efficient construction requires reliable access to heavy and light. We mostly rent imported equipment in Ghana, and downtime due to maintenance issues is common.

BUILD24 will strengthen the machinery ecosystem by:

- Supporting local assembly of construction machinery (e.g., excavators, backhoe loaders) through partnerships with global OEMs.
- Establishing regional Equipment Leasing and Rental Centers through PPPs, improving SME access to modern equipment.
- Developing maintenance, servicing, and spare parts distribution networks to reduce downtime and extend machine lifespans.
- Launching certified operator training programmes linked to ASPIRE24 to address the heavy-machine skills gap.

Building domestic machinery capabilities will boost construction productivity and lay the foundation for Ghana to become a construction equipment hub for West Africa.

6.3.7 Architecture, Engineering & Digital Construction Services

The professional services segment – architects, engineers, quantity surveyors, project managers – is crucial for delivering quality infrastructure but often Ghanaian professionals are underutilized in projects, especially in major ones led by foreign firms.

BUILD24 will strengthen professional services by:

- Mandating greater local professional participation in large-scale public and foreign-funded projects.
- Investing in capacity upgrades for Ghanaian firms — especially in Building Information Modeling (BIM), GIS, energy modeling, and project management software.
- Piloting digital construction projects (e.g., BIM-designed schools or clinics) to demonstrate efficiency and cost benefits.
- Supporting the digitization construction processes, including e-permitting systems at municipalities and a centralized database of contractors and materials to enhance sector transparency.

Enhancing Ghana's design and engineering capacity will not only improve project delivery domestically but also enable professional services exports under AfCFTA.



6.3.8 Renewable & Smart Building Systems

Future construction must be energy-efficient, climate-resilient, and technology-enabled.

BUILD24 will promote green construction systems by:

- Integrating solar PV, solar water heating, rainwater harvesting, and greywater recycling systems into public projects.
- Supporting local assembly of solar mounting systems, batteries, and smart metering technologies under MAKE24 initiatives.
- Establishing SME incentives for construction and demolition waste recycling enterprises.
- Mainstreaming sustainability(including water efficiency systems like rainwater harvesting and greywater recycling modules) as a requirement in public infrastructure designs.

Through these interventions, Ghana will reduce construction's environmental footprint, create green economy jobs, and open new markets for smart and sustainable building products.

6.4 Systemic Constraints Transformation Plan

BUILD24 is a practical, ambitious programme of structural transformation. To bring its goals to life, Ghana must remove the persistent constraints that have held back the construction industry: low productivity, informal employment, fragmented regulation, and limited access to modern systems and tools.

The Systemic Constraints Transformation Plan outlines a set of high-impact interventions that respond directly to these challenges. These are catalytic reforms, institutional mechanisms, and demonstration investments that will set the sector on a new trajectory — one that is Ghanaian-led, future-facing, and widely felt.

6.4.1 National Construction Industry Development Authority (CIDA)

One of the most persistent weaknesses of Ghana's construction sector is that **no single authority is responsible for its development**. Regulatory responsibilities are fragmented across ministries, professional bodies, and local governments, with limited coordination or strategic leadership. This has led to weak enforcement, informal practices, and inconsistent standards — and has allowed major infrastructure projects to be dominated by foreign firms, with Ghanaian companies and professionals often sidelined, underpaid, or excluded entirely.

BUILD24 proposes the **establishment of a unified Construction Industry Development Authority (CIDA)** to anchor reform. The process of creating CIDA will begin with a **structured national dialogue with contractors, artisans, engineers, architects, developers, regulators, and industry associations**. The goal is to co-create an institution that reflects the sector's needs and earns its support.

CIDA will be designed to:

- **Classify and license contractors and firms** based on capability and performance, with clear rules for participation in public projects.
- **Enforce the Ghana Building Code** and promote national construction standards.
- **Ensure inclusion of Ghanaian professionals and firms** in major projects through quotas, procurement rules, and active project oversight.
- **Coordinate training and certification** in collaboration with CTVET, ASPIRE24, and the National Apprenticeship Programme.
- **Promote local materials, green construction, and technology adoption**, acting as a strategic driver of innovation and sector modernization.
- **Track and publish real-time data** on construction activity, quality, and compliance nationwide.

As part of this mandate, CIDA will collaborate closely with the Council for Scientific and Industrial Research – Building and Road Research Institute (CSIR-BRRI). CSIR-BRRI will serve as the technical anchor for local materials testing, standard development, and research into sustainable and climate-appropriate construction systems. It will also support MSMEs with technical extension services, facilitate training on alternative materials, and help ensure quality enforcement for bricks, tiles, blocks, pozzolana, and other Ghana-made inputs. Together, CIDA and CSIR-BRRI will form the regulatory and technical backbone of a modern, self-reliant construction sector.

This reform is also about **fairness, access, and pride**. Too many Ghanaian professionals — engineers, architects, quantity surveyors, artisans — are passed over for international consultants or foreign contractors on projects built in their own communities. Too many local firms are excluded from opportunities because the system is opaque, informal, or stacked against them.

With CIDA, Ghana will begin to **level the playing field**, raise performance across the board, and build a truly national construction economy that works for Ghanaian firms, workers, and communities.

6.4.2 Build Ghana Demonstration Projects

The fastest way to change how Ghana builds is to show it — visibly, at scale, and with pride.

BUILD24 will launch a national series of **demonstration housing and infrastructure projects**, designed and built by Ghanaian firms, using Ghanaian materials and expressing Ghanaian identity. At least **eight flagship housing sites** will be developed between 2025 and 2028, each delivering 2,500–5,000 homes for low- and middle-income families.

These homes will feature compressed earth blocks, LC3 cement, modular steel or engineered timber, solar rooftops, and culturally sensitive urban layouts. In parallel, BUILD24 will upgrade community infrastructure: **markets, schools, clinics, and roads**.

Led by **PWD and AESL**, with oversight from CIDA, these projects will also serve as training grounds for artisans and engineers and will set new national benchmarks for quality, cost, and delivery speed. All infrastructure under the 24H+ programme — from GROW24 to CONNECT24 — will adopt this "Build Ghana, By Ghana" model.

6.4.3 Skill and Formalise the Workforce

Ghana's construction sector is the largest informal employer after agriculture — but most workers lack certification, safety training, or access to formal jobs.

BUILD24 will transform this reality through a **Construction Skills Compact**, jointly implemented with CTVET, and the **National Apprenticeship Programme**. Core components:

- Mandatory **apprenticeship quotas** for all BUILD24 demonstration projects.
- Nationwide **certification pathways** for key trades and site management roles.
- **Recognition of prior learning** schemes to formalize experienced informal workers.
- Strong gender inclusion and geographic equity across all training.

Target: **50,000 certified workers annually** by 2027. This is how BUILD24 turns Ghana's demographic pressure into productive opportunity.

6.4.4 Enforce Ghanaian Design and Materials in Public Infrastructure

Ghana's buildings should reflect Ghana's materials, climate, and culture — not foreign templates.

BUILD24 will adopt a **Ghana Building Identity Charter**, developed under CIDA, to guide all public infrastructure delivery. It will:

- Require use of local materials (timber, bricks, terrazzo, clay) where feasible.
- Standardize climate-adapted and cost-efficient building prototypes.
- Promote architecture that reflects regional identity and community function.
- Embed inclusivity, accessibility, and aesthetic quality into public procurement.

This Charter will be adopted by all MDAs and local governments — and will shape the physical legacy of Ghana's development for generations to come.

6.4.5 Digitise Construction Oversight and Approvals

BUILD24 will roll out a **Digital Construction Platform**, led by CIDA, with the following features:

- Unified **e-permitting portal** for planning, fire, environmental, and utility approvals.
- Centralised **contractor registry and project tracking dashboard**.
- **Digital inspection tools** using GIS, drone footage, and remote reporting.
- Integrated **materials and professionals database** for transparency and project matching.

With this, Ghana's construction environment becomes faster, more transparent, and more accountable — attracting investment and raising standards across the board.

6.4.6 Community-Based Brick Roads Initiative

As part of BUILD24's commitment to local jobs, materials, and identity, the programme will introduce a **Community-Based Brick Roads Initiative** within the **GO24 Community Improvement Programme**.

This initiative will:

- Replace small-scale inner-city and community roads (especially in dense settlements and peri-urban areas) with **interlocking brick paving**, using locally made compressed earth or cement bricks.
- **Establish decentralized brick production centres** in participating districts — using local clay or laterite — to supply road construction and other public infrastructure projects.
- Train and employ youth and artisans in **brickmaking, laying, drainage, and site maintenance**.

- Encourage adoption of **low-cost, permeable paving techniques** that reduce dust, heat, and runoff — improving climate resilience.

This approach creates jobs, supports local enterprise, and visibly transforms neglected communities using materials made in those very communities. It also demonstrates how infrastructure delivery can double as industrial policy — where every block laid is also a block of value added locally.

Target: by 2028, BUILD24 aims to complete **at least 500 km of community roads and walkways** using local bricks, across all 16 regions.

6.5 BUILD24 Implementation Plan

This implementation plan outlines the sequencing, institutional roles, key milestones, and resource mobilization strategy for BUILD24. It is designed to ensure focused execution of BUILD24's systemic interventions and eight flagship initiatives, with embedded feedback loops and scalable models.

6.5.1 Strategic Phasing (2025–2030)

Phase	Period	Focus
I	2025	Institutional setup, pilot projects, industry engagement, CIDA consultations
II	2026–2027	Flagship rollouts, skills acceleration, digital systems deployment
III	2028–2030	Full-scale implementation, private sector integration, export readiness

6.5.2 Institutional Roles and Governance

- **CIDA (Construction Industry Development Authority)** – National coordinating body for BUILD24 implementation (to be established through broad stakeholder consultation by end-2025).
- **PWD & AESL** – Lead design and delivery of demonstration projects and standard-setting.
- **GIIF** – Leads for construction finance platform and blended capital instruments.
- **CTVET & National Apprenticeship Programme** – Skills certification, RPL, and training pipelines.
- **MMDAs & GO24 Secretariat** – Local implementation of brick roads, community infrastructure, and procurement.
- **Private Sector (contractors, producers, innovators)** – Partners in supply chains, projects, innovation, and capacity expansion.

6.5.3 Key Milestones and Deliverables

2025

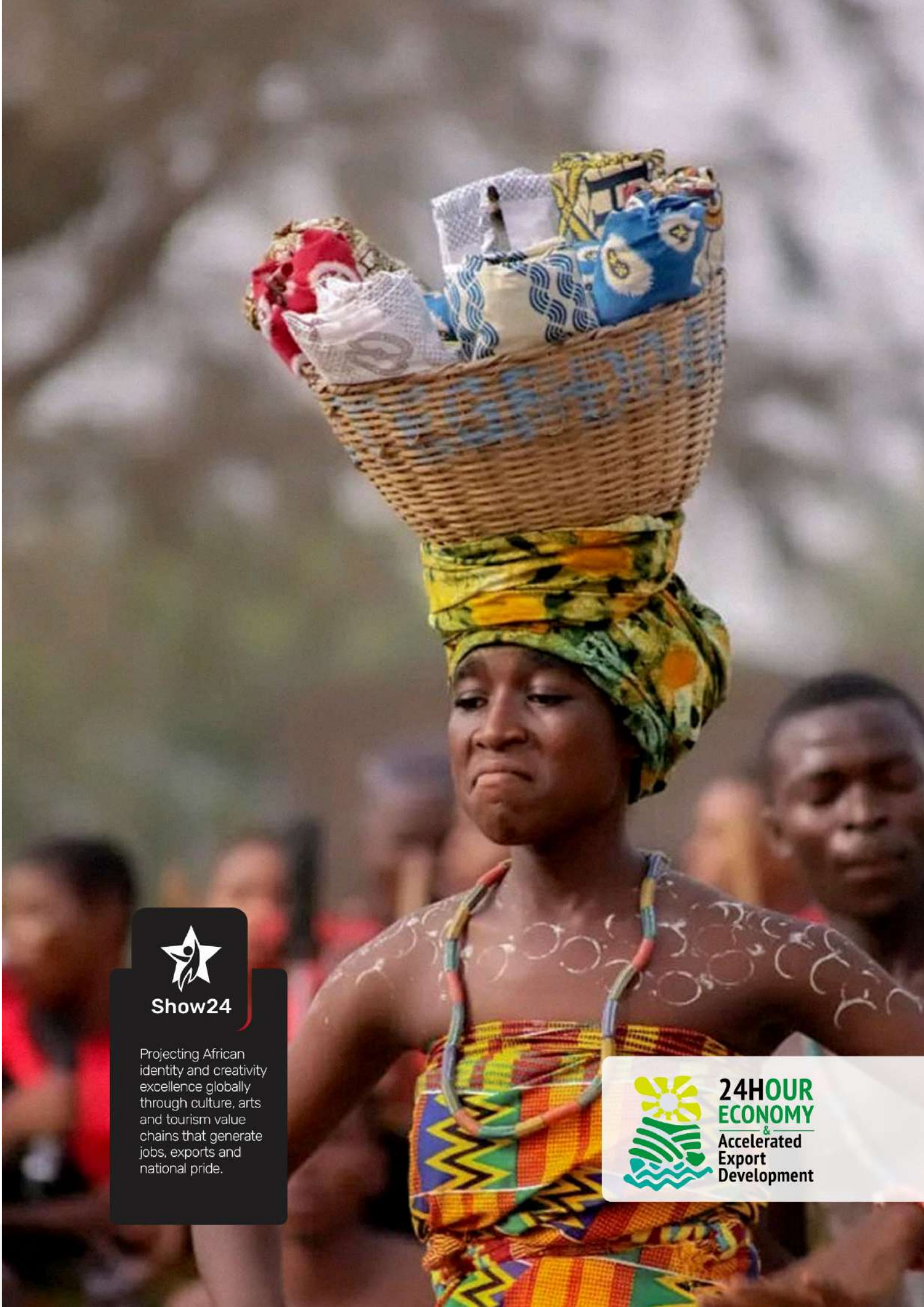
- Stakeholder consultations on CIDA formation
- Launch of 2 Build Ghana Demonstration Sites
- LC3 cement production expansion planning (GreenCem)
- Modular housing and timber pilot project design
- Brick road pilot projects initiated in 3 urban communities
- Skills Compact finalization with ASPIRE24 & TVET bodies

2026–2027

- Enactment and operationalization of CIDA
- 6 more demonstration housing and infrastructure projects launched
- LC3 production plant commissioned in Northern Ghana
- First 5,000 homes completed using BUILD24 model
- Skills certification of 50,000 workers per year
- Online contractor registry and e-permitting portal launched
- Establishment of timber CLT facility and first showcase projects
- 250+ km of community roads paved using interlocking bricks

2028–2030

- 100,000 affordable homes delivered
- Ghana Building Identity Charter adopted across all MDAs
- Full clinker kiln operational and rebar import reduced by 50%
- 10% of public buildings constructed with timber
- BUILD24-backed firms exporting construction services and materials under AfCFTA
- Over 200,000 certified construction workers
- National platform fully digitized and scaled



Show24

Projecting African identity and creativity excellence globally through culture, arts and tourism value chains that generate jobs, exports and national pride.

24HOUR ECONOMY & Accelerated Export Development

7.0 SHOW24 – Culture, Arts, and Tourism Sub-Programme

7.1 Introduction

7.1.1 SHOW24

SHOW24 is the Culture, Arts, and Tourism (CAT) Sub-Programme of the 24H+ Transformation Agenda. Culture is a societal strategy for reproduction – part of our collective memory of how we solved problems as a community. Communities produce artefacts, memes, narratives, rituals, and traditions in layers over time as societies respond to different challenges. These are the source code for art forms which are in turn the highest expressions of a culture. As such, art forms are imbued with social and often commercial value. And importantly, they have the reflex capacity as instruments to shape the cultures from which they emanate. Culture is produced and increasingly deliberately so by conscious creative activity.

Ghana has a rich history. We have many different ethnic cultures with unique features and art forms representing a pre-European contact society rooted in a wider West African milieu that existed in active contact with Northern and Central Africa for thousands of years. This history is increasingly of global interest now that the racist assumptions that civilisation was an import to West Africa are fully discredited. We also have a shared history of 500 years of brutal European economic exploitation and hegemonic assaults on our culture – slave-raiding and classical colonial rule. And we have the concentrated history of Nkrumah and the final defeat of the colonial machine in sub-Saharan Africa and the cultural products that this inspired across Africa, its diaspora, and all the Global South. We also have the history of the Global North's backlash against African liberation where Ghana became for a while the darling boy of the West and its financial regulatory institutions. Ghana is still very much in pursuit of Nkrumah's ideal of a "New African personality". Our story, which is the concentrated story of the Black race has an audience across the continent, the diaspora and the global south. And we have the talent that can raise this storytelling to world class artforms. This means that if we are more purposeful in developing our creative industries and encouraging the many young people who seek to create art, we can monetise our historical and cultural assets through the development of local and international tourism and create decent jobs. More importantly, we can unleash that narrative power to reshape/reengineer our own society and identity to reinforce our national development agenda. And it means that in doing this we can turn CATs into the Show Ghana 24+ of our 24H+ programme.

Unfortunately, as in the physical production sphere, (minerals, agriculture, and manufacturing, etc) our artefacts and artworks have been mined for raw material and appropriated by foreign cultures. They have been hidden away from Africans for centuries in the vaults of western museums leaving important lacunae in our narratives. Our culture has then been coopted to support the false narrative of civilisational superiority (e.g. the genius of the Cubist movement) or distorted and trivialised in popular entertainment like "Coming to America" or "Wakanda" (or Beyoncé's renaissance). These foreign productions of more sleekly produced and powerfully marketed Africa-themed CATs products then crowd our own indigenous creatives out of the market for culture through foreign dominated media mega-networks. Another

example is how the ongoing mini-revival in local cuisines is driven by an armada of imported food-stuffs that deny our own farmers a decent livelihood. At every step we are undermined by self-reinforcing elements of our distorted economy and the negative ideology that this generates.



7.1.2 Structural Challenges

The greatest challenge facing Ghana's culture, arts, and tourism sectors is not just underinvestment—it is the absence of a clear national mission to produce, protect, and project our culture. Culture and the arts, like food or textiles, are systems of production. They emerge from the lived experiences, histories, and knowledge systems of a people, and—when nurtured deliberately—become engines of value creation, identity reinforcement, and soft power. However, Ghana's cultural production system remains largely uncoordinated, undervalued, and vulnerable to external appropriation.

Just as colonial agriculture extracted raw commodities for export without building domestic processing capacity, our cultural expressions—music, dance, symbols, stories, clothing, and festivals—are often captured in raw form, repackaged abroad, and sold back to us with greater profit, polish, and influence. What emerges is a foreign-curated image of Africa, tailored to Western sensibilities, and retailed to Africans as aspirational. Whether in films like Coming to America, fantasies like Wakanda, or celebrity reinterpretations like Beyoncé's "Black Is King," these narratives rarely reflect the actual aspirations, complexity, or cultural agency of Ghanaian people.

This lack of narrative sovereignty undermines national identity, economic opportunity, and self-confidence. Until we build a deliberate national mission to produce and distribute our own cultural output—locally and globally—we will remain locked in a creative dependency cycle that mirrors our broader economic dependencies. This insight underpins every structural challenge outlined below and forms the rationale for the systemic interventions proposed under SHOW24.

These systemic constraints manifest across five critical areas:

1. Absence of a National Cultural Mission
   Ghana lacks a coherent national vision for culture, arts, and tourism as sectors of economic transformation and identity building. Cultural expression is not yet treated as a strategic asset that contributes to GDP, employment, or national branding. There are no defined targets for growing the creative economy, no binding cultural export strategy, and limited institutional clarity on how culture fits within Ghana's broader development agenda. For example, Ghana may not compete with East Africa's wildlife tourism, but we have unmatched cultural capital rooted in Black liberation, Pan-Africanism, and resistance—stories with global resonance that are currently underutilised. This absence of purpose undermines investment, weakens public commitment, and leaves cultural narratives vulnerable to appropriation.

2. Poor Self-Organisation of Creative Communities
   Ghana's creative sector is officially organised into 14 "creative domains," but most are poorly resourced and lack cohesion. There is no unified national platform or apex body with the credibility and capacity to coordinate, advocate, or develop sector strategies.
   This fragmentation has practical consequences. Most creatives operate in silos, limiting opportunities for collaboration, shared infrastructure, or scale. Many lack access to even the modest supports enabled under Act 1048, due to weak association structures and poor information flow.



In 2012, the Ghanaian contemporary artist created a performed photographic work titled "GOLDMAN." It was created in the larger context of the work: "Cos 90 ≠0. From Absurdity into Nihilism and Back. Something is definitely gained", a series of performed photographs for an exhibition titled: "Time, Trade and Travel" (2012).

As a result, Ghana's global market share remains small. The creative sector contributes only 2.5% to GDP[67], while countries like Nigeria and South Africa have built globally recognised film, music, and fashion export ecosystems. With the African creative economy expected to grow to USD 17.8 billion by 2030[68]. Ghana risks being left behind unless it urgently strengthens industry self-organisation, export readiness, and market intelligence.

3. Inadequate Infrastructure

The physical and digital infrastructure needed to support creative production is lacking at every level[69]. Over 78% of community centres do not have the space, equipment, or digital connectivity to support creative work. Only 23% of venues can operate beyond traditional business hours, making it difficult for part-time and emerging creatives to access consistent practice or performance space.

Ghana also lacks international-standard production studios or creative zones capable of attracting global productions. As a result, major projects in music, film, and animation are increasingly routed to countries like Nigeria, Rwanda, and South Africa, where better-equipped ecosystems exist.

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[67] Thompson, K. (2024, November 21). Unleashing Ghana's Creative Arts Potential: Is Global Collaboration the Key? *Modern Ghana*. Retrieved from https://www.modernghana.com/news/1358787/unleashing-ghanas-creative-arts-potential-is.html

[68] Coherent Market Insights. (2024, January 24). Illuminating Opportunities in Africa Creator Economy Market - A Deep Dive into Market Trends and Emerging Dynamics. *EIN Presswire*. Retrieved from https://www.einpresswire.com/article/683461356/illuminating-opportunities-in-africa-creator-economy-market-a-deep-dive-into-market-trends-and-emerging-dynamics

[69] Ministry of Finance. (2023). *Programme Based Budget Estimates for 2023 – Ministry of Tourism, Arts and Culture*. Retrieved from https://www.mofep.gov.gh/sites/default/files/pbb-estimates/2023/2023-PBB-MTAC.pdf

Even more critically, Ghana is unable to leverage its status as the headquarters of the African Continental Free Trade Area (AfCFTA). There is no purpose-built national convention and exhibition centre capable of hosting large-scale cultural, trade, or policy summits. This represents a major missed opportunity: despite having symbolic and diplomatic credibility, Ghana cannot position itself as Africa's convening capital for creative economy events, diasporic cultural dialogue, or heritage trade expos.

4. Chronic Underinvestment and Capital Gaps

Ghana's creative economy suffers from structural underinvestment. In 2022, the Ministry of Tourism, Culture, and Creative Arts received only GHS 115 million (~USD 10.5 million)—less than 0.2% of national expenditure[70]. Meanwhile, commercial banks allocate less than 4% of credit to creative businesses, citing high risk and lack of collateral.

By comparison, South Korea invests over USD 5 billion annually in cultural industries as a national soft power strategy[71]. Nigeria has mobilised over USD 1 billion in private capital for film and music[72]. Ghana has no equivalent concessional finance tools, cultural endowment funds, or targeted risk-sharing mechanisms. As a result, creative enterprises remain informal, under-capitalised, and unable to professionalise or scale.

5. Outdated Rules and Weak IP Enforcement

Ghana's legal and regulatory framework is not adapted to the business models or innovation cycles of the creative economy. Creators face the same tax burdens and registration requirements as conventional businesses, despite highly variable income streams and informal production models.

Permitting for shoots, residencies, and events remains inconsistent and cumbersome. There are no tailored tax incentives—such as VAT waivers for cultural production, artist income exemptions, or rebates for export-ready intellectual property (IP) development.

IP enforcement is also weak. Massive potential revenue is lost to piracy[73], and only 22% of creators report having formal copyright protections. Ghana lacks the copyright courts, digital rights management (DRM) platforms, and licensing systems needed to properly monetise creative work.

Without these enablers, Ghana cannot build a functioning content economy—one where rights are protected, royalties are collected, and local and foreign investors have the confidence to participate.

[70] Ministry of Finance. (2022). *Programme Based Budget Estimates for 2022 – Ministry of Tourism, Arts and Culture*. Retrieved from https://www.mofep.gov.gh/sites/default/files/pbb-estimates/2022/2022-PBB-MTAC.pdf

[71] Martin Roll. (2021). *Korean Wave (Hallyu) - Rise of Korea's Cultural Economy & Pop Culture*. Retrieved from https://martinroll.com/resources/articles/asia/korean-wave-hallyu-the-rise-of-koreas-cultural-economy-pop-culture/

[72] Bloomberg. (2025, April 25). *Asset Managers Eye Nollywood For Blockbuster Returns*. Retrieved from https://www.bloomberg.com/news/articles/2025-04-25/asset-managers-eye-nollywood-for-blockbuster-returns

[73] Modern Ghana. (2024, April 25). *The Economic Imperative of Art and Culture: Propelling Ghana's Creative Industries to New Heights.* Retrieved from https://www.modernghana.com/news/1306025/the-economic-imperative-of-art-and-culture-propel.html





Stage play by Roverman Production

7.2 SHOW24 - Strategic Transformation Plan

7.2.1 Transformative Vision

Show24 envisions a Ghana where our pan-African identity, our stories, and their telling in different art forms become drivers of employment, exports, and national pride. By 2029, we aim to double the creative sector's GDP contribution (from 2.5% to 5%), create over 100,000 new jobs, and position Ghana as a globally recognised hub for African storytelling and cultural production[74].

7.2.2 Strategic Opportunities

SHOW24 is anchored in five high-leverage opportunities:

1. Global Demand for Authentic African Narratives and Identity-Based Content
   The global appetite for African storytelling is growing rapidly, with platforms like Netflix, Amazon, and Spotify expanding their African content portfolios. While comprehensive investment data remains limited, Africa's creator economy is projected to grow at an annual rate of 28.5%—from $3.08 billion in 2023 to $17.84 billion by 2030[75]. Ghana's deep well of cultural traditions, languages, music styles, and visual symbols—anchored in its historic leadership in Pan-Africanism—makes it uniquely positioned to supply this demand. Ghana's diversity offers a rich content base that resonates across Africa and with global diaspora audiences.

2. Strategic Positioning as a Continental Convening and Soft Power Hub
   Ghana hosts the AfCFTA Secretariat, is a founding member of the African Union, and has longstanding diplomatic credibility in Pan-African affairs. However, despite this positioning, Ghana lacks the facilities to act as a cultural and creative convening centre for the continent. The absence of world-class cultural venues and conference infrastructure means the country is routinely bypassed for major creative economy and policy events. This is a missed opportunity, especially as interest in African creativity and policy dialogue intensifies globally. Leveraging this position could transform Ghana into the cultural "capital" of Africa - much like how South Korea positioned Seoul through its Hallyu strategy.

3. Untapped Potential in the Night-Time Economy and Experience-Driven Tourism
   Globally, the night-time economy contributes between 2–6% of GDP in cities with strong after-hours cultural infrastructure. In 2022, the night-time economy contributed 4.1% of the UK's GDP, amounting to £93.7 billion[76]. In Ghana, the dominance of a 9–5 economic structure means large swathes of potential revenue, employment, and urban vibrancy go untapped. With rising interest in experience-based tourism and nightlife among the diaspora and young domestic consumers, Ghana's urban and peri-urban areas are ripe for transformation through 24 hour cultural and leisure activity.

[74] Modern Ghana. (2024). *Unleashing Ghana's Creative Arts Potential: Is Global Collaboration the Key?* Retrieved from https://www.modernghana.com/news/1358787/unleashing-ghanas-creative-arts-potential-is.html
[75] Africa Creator Economy Report - https://tmcon.live/creatorsreport2024/
[76] DWF Group. *Night-time economy and 24-hour cities*. February 2025. https://dwfgroup.com/en/news-and-insights/insights/2025/2/nighttime-economy-and-24-hour-cities

4. Explosive Growth in the Global Digital Content Market
   According to PwC's *Global Entertainment & Media Outlook 2024–2028*, the global entertainment and media industry—which includes digital content sectors such as streaming, gaming, music platforms, and digital art—is projected to grow from US$2.8 trillion in 2023 to $3.4 trillion by 2028, with significant contributions from digital platforms and services[77]. Yet Africa's share remains negligible. Ghana has a young, digitally literate population and growing access to broadband and mobile internet. However, it lacks structured systems to monetise this talent and content globally. If properly channelled, Ghana's youth could become significant suppliers of global content—from animation and gaming to digital fashion and online performances.

5. Youth Creativity and Entrepreneurship as a Scalable Jobs Engine
   With over 60% of the population under 30, Ghana's creative and cultural sectors present a clear opportunity for large-scale employment and self-employment. Young Ghanaians are increasingly turning to music, film, design, and digital media as pathways to income and identity—but operate in a fragmented, under-resourced ecosystem. Properly harnessed, this demographic energy can become a driver of national transformation, as seen in Nigeria's music industry or Kenya's mobile tech and gaming sectors

7.2.3 *Core Strategy*

The core strategy of SHOW24 is firmly grounded in the Dual Focus Strategy of the 24H+ Programme. This means that while SHOW24 functions both as a strategic value chain with high commercial potential and as a systemic enabler of national identity, productivity, culture, and inclusive growth.

This approach recognises that the creative economy is one of Ghana's most underleveraged engines of transformation. It combines targeted value chain development in high-potential creative sectors (such as film, music, fashion, and cultural tourism) with the resolution of systemic constraints—particularly those related to financing, infrastructure, skills, and intellectual property—that inhibit the commercial viability and global competitiveness of Ghana's creative economy.

SHOW24 will deliver impact through five interlinked mechanisms:

1. Content and Talent Development – to unlock the full potential of Ghanaian creators.
2. Infrastructure Activation – to expand the physical base for creativity and storytelling.
3. Commercialisation and Market Access – to scale exports and grow domestic markets.
4. Commercialisation and Enterprise Support - to provide long term affordable financing to value chain players
5. National Identity and Inclusion – to integrate the Ghana story into all spheres of life and position cultural diversity as an economic and social asset.

7.3 Strategic CAT value chains

SHOW24 identifies six interlinked Strategic Value Chains (SVCs) that will serve as the core engines of transformation within Ghana's culture, arts, and tourism economy.

[77] PwC. (2024). *Global Entertainment & Media Outlook 2024–2028*. Retrieved from https://www.pwc.com/gx/en/news-room/press-releases/2024/pwc-global-entertainment-and-media-outlook-2024-28.html

These value chains are deliberately chosen to reflect Ghana's identity, unlock commercial potential, and anchor the wider goals of the 24H+ Programme. Each one combines cultural depth with job creation, exportability, and strong backward linkages to other priority sectors such as agriculture, manufacturing, and education

7.3.1 Museums and Monuments: Telling Our Stories Through Artefacts

Ghana's cultural history is not fully told—neither to its people nor to the world. To address this, SHOW24 will establish a national network of museums and monuments that bring Ghana's history, knowledge systems, and collective memory into the public domain through artefacts and curated experiences. Every district will be supported to develop at least one museum, and all major public institutions—such as COCOBOD, ECG, the Bank of Ghana, and VRA—will be encouraged to establish heritage galleries that narrate their institutional journeys within the broader Ghana Story.

Flagship museums will also be developed to spotlight key sectors and identities, including a Cocoa Museum, a Volta Lake Museum, and a Kokompe Innovation Museum, among others. These institutions will not only preserve national memory—they will stimulate cultural tourism, create jobs, and serve as anchor spaces for storytelling in education, media, and the creative industries.

7.3.2 Nkrumah: A Strategic Value Chain of His Own

Kwame Nkrumah's legacy represents a living, multifaceted value chain—spanning political thought, Pan-African identity, liberation history, and cultural symbolism. SHOW24 will treat Nkrumah not merely as a historical figure, but as a generative force for content, branding, and education. His life and ideas will be curated and disseminated across media formats—films, digital archives, exhibitions, literature, clothing, public installations, and educational materials.

This SVC will link seamlessly with broader 24H+ initiatives. Nkrumah's legacy will be embedded in the national identity frameworks under GO24, inspire leadership modules under ASPIRE24, and feature prominently in the narrative branding of Ghana's exports and diplomacy. His story will serve as a globally resonant symbol of liberation, unity, and African agency.



7.3.3 Culinary Heritage: Cooking as Culture, Health, and Commerce

Food is one of Ghana's most powerful cultural languages—and one of its most under-leveraged creative industries. Through SHOW24, culinary heritage will be transformed into an engine of employment, wellness, and export growth. The programme will focus on retrieving, preserving, and modernising traditional Ghanaian recipes from every region. Special emphasis will be placed on health foods and natural ingredients, creating strong synergies with GROW24 and national nutrition objectives.

Support will be given to small and medium-scale eateries—building on successful models like Azmera—to scale up operations, improve branding, and expand culinary tourism. Ghana's cuisine will also be positioned for global markets through the development of packaged heritage food products, cooking content, diaspora food festivals, and chef training programmes.

7.3.4 Textiles and Fashion: Wearing the Ghana Story

Ghanaian textiles and fashion are visual expressions of identity, heritage, and resistance. They are also part of a globally growing demand for African fashion. SHOW24 will promote the development of a fully integrated fashion value chain—from traditional textiles such as Kente, Fugu, Adinkra, and Batakari, to modern garment design, production, and export.

This SVC will be closely linked to the textile and apparel initiatives under MAKE24, ensuring that Ghanaian fashion designers have access to quality fabrics, production hubs, and export financing. Support will also be given for fashion showcases, merchandising, digital retail platforms, and creative education in fashion design and branding. In doing so, fashion becomes not just a business—but a wearable archive of the Ghana Story.

7.3.5 Re-Engineered Festivals: From Ritual to Marketable Cultural Experiences

Ghana is home to hundreds of traditional festivals—each a repository of history, music, dance, spirituality, and communal identity. However, many of these festivals remain under-packaged and under-promoted. SHOW24 will re-engineer Ghana's festival ecosystem, professionalising festival production and curating them into structured cultural tourism experiences that can attract local, regional, and international audiences.

Festivals will be supported to improve logistics, media coverage, digital accessibility, and merchandising. Regional creative hubs will be equipped to serve as production bases during festival seasons. In parallel, festivals will be tied into school curricula, diaspora outreach, and tourism promotion efforts. The goal is to transform festivals into a powerful convergence point of culture, commerce, and identity.

7.3.6 Popular Music and Dance: Exporting Rhythm and Identity

Music and dance remain Ghana's most immediate and accessible cultural exports. Ghana's music—from Highlife and Gospel to Hiplife and Afrobeat—has long influenced African soundscapes and youth identities. SHOW24 will build the full music and dance value chain, from training and production to rights management, live performance, and global distribution.

Studios, talent incubators, licensing platforms, and performance venues will be upgraded and integrated into the broader creative infrastructure. Ghanaian dance styles—from Adowa to Azonto—will also be documented, digitised, and promoted globally through festivals, digital platforms, and tourism content. The music and dance

SVC offers perhaps the greatest potential for export earnings, youth employment, and global cultural influence.

7.4 Systemic Constraints Transformation Plan

To unlock the full potential of Ghana's creative and cultural economy, SHOW24 must address the deep, structural constraints that currently limit sector growth, commercial viability, and global competitiveness. These constraints—ranging from infrastructure gaps to fragmented talent ecosystems and weak global positioning—require coordinated, multi-level solutions. This section outlines the five strategic transformation levers through which SHOW24 will unlock growth, commercial viability, and global competitiveness.

7.4.1 Content and Talent Development

SHOW24 will establish the National Creators Academy as a flagship institution to train a new generation of Ghanaian creatives in music, film, digital media, fashion, animation, and cultural performance. Training will be industry-aligned and incorporate:

- Modern creative tools including AI, AR/VR, mobile editing, and streaming
- Business and digital monetisation skills
- Cultural literacy grounded in Ghana's storytelling traditions

The programme will be designed intentionally to achieve regional spread and not be concentrated in a few big cities. Programmes will include production labs, industry internships, and creator collectives. Special tracks will support university graduates and informal creators to transition into professional creative careers.

7.4.2 Infrastructure Activation

SHOW24 will build or revitalise over 250 community centres under the broader 24H+ Community Centre Network, transforming them into venues for training, performance, and production. These community centres will be upgraded to support 24/7 operations with digital connectivity, lighting, utilities, and security, essential for activating the night-time economy. Community Centres will be designed to activate the six strategic value chains. Each centre will include:

1. Mini-museums or artefact galleries to showcase the heritage of the locality. For example, Sunyani derives its name from its history as a site for elephant hunting—an activity once central to community survival. The mini museum at the community centre will retell this as a window into the relationship between people, land, and fauna. In Accra, the story of kenkey reveals even deeper cultural layers: the Ga word Otim was the original name, but Kormi—now common—evolved from the colonial-era "corn mill" machines that mechanised maize processing.
2. Cultural production spaces for music, dance, culinary arts, textiles, and festivals—where artists and entrepreneurs can co-create, exhibit, and commercialise their work.



3. Event spaces for hosting festivals, musical showcases, cooking competitions, storytelling nights, and fashion pop-ups that attract both locals and tourists.
4. Training and incubation programmes linked to equip young people with the skills to enter and lead creative industries.

At the national level, a bold flagship intervention is proposed: converting the National Cathedral site into the National Cultural Convention Centre (NCCC), in partnership with the AfCFTA Secretariat. This venue will serve as Africa's premier cultural diplomacy and creative economy forum, hosting international exhibitions, film festivals, trade shows, and summits—filling a critical infrastructure gap without conflicting with national values or faith institutions.

7.4.3 Market Access and Export Expansion

Ghana's cultural calendar includes hundreds of regional and traditional festivals with export potential. SHOW24 will launch a national initiative to professionalise, package, and promote these festivals as year-round tourism products for both local and international tourists. A central platform—the Ghana Cultural Passport—will help travellers, especially from the diaspora, access curated cultural experiences.

To expand Ghana's creative exports, a licensing and export support system will be developed to connect Ghanaian creatives to streaming platforms, global retailers, and regional distributors. Ghanaian embassies will also serve as cultural export channels.

7.4.4 Commercialisation and Enterprise Support

All viable creative businesses will have access to financing through the 24H+ Value Chain Financing Facility, which already provides tailored credit lines and equity options. In addition, creatives will benefit from the 24H+ Technical Assistance Grant Facility—

supporting investment readiness, IP registration, digital branding, and export preparation.

7.4.5 National Identity and Inclusion

SHOW24 will revive and modernise Kwame Nkrumah's African Personality philosophy—reasserting Ghana's cultural identity as a national economic asset.

- The Ghana Story Framework: SHOW24 will embed "The Ghana Story" into public events, education, branding, and exports—ensuring that every major product, policy, or performance reflects Ghana's cultural pride and diversity.
- Inclusive Representation: Cultural initiatives will be designed to reflect the full spectrum of Ghana's heritage, ensuring that every region, ethnicity, and expression is represented and celebrated.

This approach transforms identity into infrastructure—building national cohesion, global visibility, and cultural self-confidence that fuels economic resilience.































7.5 Implementation Plan

SHOW24 will be implemented through a partnership-led, nationally coordinated framework that ensures coherence with the broader 24H+ Programme. Delivery will be anchored in close collaboration with the Ministry of Tourism, Culture, and Creative Arts (MoTCCA), supported by the 24H+ Secretariat and a range of creative, private, public, and diaspora institutions. Implementation will focus not only on establishing infrastructure and systems, but also on activating the cultural and creative economy in every region of Ghana and embedding "The Ghana Story" into national identity, economic life, and global perception.

At the strategic level, MoTCCA will serve as the lead ministry, setting policy direction and overseeing sector-specific implementation. The 24H+ Secretariat will ensure integration with the national transformation agenda, aligning SHOW24 with other sub-programmes such as FUND24, ASPIRE24, and CONNECT24. A Steering Committee, co-chaired by MoTCCA and the 24H+ Secretariat, will provide top-level oversight and policy coordination.

SHOW24 will activate Creative Economy Councils at the regional levels to manage the rollout of community centres, regional festivals, and skills programmes. This ensures that the programme reaches all 16 regions, reflects cultural diversity, and generates local ownership. A digital tracking dashboard will be developed to monitor implementation milestones, performance indicators, and stakeholder participation in real-time.

A core pillar of the implementation strategy is the operationalisation of "The Ghana Story"—a narrative and branding framework that positions Ghana's cultural identity as a central economic and civic asset. The objective is to ensure that every major product, policy, public event, or export reflects and communicates the richness and diversity of Ghanaian culture. This work will be directly aligned with Kwame Nkrumah's vision of the African Personality, which called for a confident, self-defining cultural identity as the foundation of national progress.

To achieve this, SHOW24 will roll out a set of targeted initiatives:

- A National Cultural Branding Policy will be introduced by MoTCCA to embed Ghanaian symbols, languages, textiles, and design aesthetics across official infrastructure, government communication, and public ceremonies.
- In partnership with the Ministry of Education and NaCCA, review curricula to promote Ghanaian storytelling, oral traditions, philosophy, and artistic heritage—particularly at the basic and secondary levels.
- Ghana's embassies and trade missions will be supported to act as cultural and creative export hubs, showcasing curated digital and physical Ghanaian content globally.
- A set of guidelines will ensure that all national creative and tourism content reflects Ghana's ethnic, gender, linguistic, and generational diversity—positioning cultural inclusion as both an economic asset and a foundation for national unity.

The broader implementation of SHOW24 will proceed in three major phases:

1. Phase 1 (2025–2026) will focus on institutional setup and early wins. This includes establishing governance platforms, launching the Ghana Story campaign, upgrading the first 50 community centres, and conducting the feasibility studies for converting the National Cathedral site into the National Cultural Convention Centre (NCCC).

2. **Phase 2 (2026–2027)** will drive national rollout. Key actions include launching the National Creators Academy, rolling out regional cultural programming, establishing five creative districts under the 24H+ Community Centre Network, operationalising the Ghana Cultural Passport platform, and integrating Ghanaian culture into national education systems.
3. **Phase 3 (2028–2030)** will focus on scaling exports, global partnerships, and legacy infrastructure. The NCCC will be commissioned as Africa's premier venue for cultural diplomacy and creative economy summits. Export platforms, diaspora investment schemes, and regional creative exchange initiatives will also be expanded.

Throughout implementation, SHOW24 will work through inclusive public-private partnerships, with a strong emphasis on transparency, innovation, and measurable impact. The programme will remain adaptive—constantly iterating based on feedback, market shifts, and lessons from the field.

7.6 Conclusion

SHOW24 is a bold economic transformation agenda rooted in the power of Ghana's identity. It recognises that our stories, symbols, languages, and creativity are not just heritage—they are strategic economic assets capable of creating jobs, shaping global perception, and building national pride.

Grounded in Kwame Nkrumah's vision of the African Personality, SHOW24 reframes culture as a competitive advantage. It treats the creative economy as a strategic value chain within the 24H+ Dual Focus Strategy, with strong backward linkages to agriculture, textiles, education, tourism, and digital innovation. And it does so by resolving the structural barriers—financing, infrastructure, IP protection, skills, and market access—that have long held the sector back.

With implementation now underway, SHOW24 will deliver jobs and exports, and a renewed sense of who we are as a nation. Through every film produced, fashion exported, story told, or festival scaled, we will tell the world—and ourselves—our Ghana Story.




GOLDEN TREE
KINGSBITE
MILK CHOCOLATE
CHOCOLAT AU LAIT
40% COCOA
100g
GHANA COCOA


NICHE
CHOCOLATE DRINK
Taste of Ghana






















visitGhana




WELCOME TO
AFADJATO



Connect24

Building an integrated, cost efficient, and inclusive supply chain ecosystem to improve competitiveness and maximize value capture within domestic and global markets.

24HOUR ECONOMY & Accelerated Export Development

8.0 CONNECT24 - Supply Chain and Markets Efficiency

8.1 Introduction

8.1.1 CONNECT24 – Enhancing Ghana's Supply Chains and Market Systems

CONNECT24 is the Supply Chain and Markets Sub-Programme under the 24H+ transformation agenda. It responds to one of Ghana's most persistent structural weaknesses: the inefficiency and fragmentation of systems that move, store, process, and market goods across the country.

Despite gains in agricultural production and industrial activity, Ghana's logistics and market systems remain disconnected, overburdened, and costly. Road transport dominates freight movement. Inland water transport remains underutilised. Post-harvest losses are unacceptably high. Port systems are often inefficient. And large segments of the economy continue to operate in unstructured, informal markets with limited access to price transparency, finance, or buyers.

CONNECT24 is a coordinated national framework to transform our logistics and market architecture into a coherent, inclusive, and efficient economic infrastructure. Through strategic investments and institutional reforms, CONNECT24 will close the gap between production and market value, reduce losses and costs, and position Ghana as a functional trade and logistics hub in the AfCFTA era.

The programme delivers this transformation through four integrated pillars:

1. Building an Integrated Transport and Market Infrastructure:

   GIIF establishes a multimodal transport system to reduce reliance on roads and cut logistics costs from 40–50% of product value to 15–20%. Central to this is the Volta Lake Inland Water Transport (IWT) system, which offers a low-cost, high-capacity freight corridor between northern and southern Ghana. When fully developed, this system will connect key production zones to ports via inland terminals at Akosombo, Buipe, Yeji, Kpando Torkor, Dambai, Kete Krachi, Tapa Abotoase, Akwamu-Korankye and Debre ports, reducing transport costs and enabling reliable freight flows.

   In addition to the IWT, CONNECT24 invests in strategically located logistics hubs, aggregation centres, and market infrastructure that physically link farms, and factories to retailers, and export facilities.

2. Reducing Post-harvest Losses and Supply Chain Waste:

   We lose far too much of what we produce. CONNECT24 directly tackles our high post-harvest loss rates—often exceeding 30%—by developing 500,000 metric tons of modern storage and cold chain capacity in 20 strategic zones. This preserves crop and livestock quality, extends shelf life, and ensures that production translates into income, food security, and raw materials for processing.



3. Transforming Port Services and Trade Systems into Growth SHOW24s:

   Our ports are strategic assets, but today they are weighed down by congestion, inefficiencies, and high transaction costs that slow down our trade and weaken our competitiveness. Exporters face long delays; importers pay more than they should. CONNECT24 supports a full reform of our port systems—digitising customs, streamlining clearance processes, and improving inland connectivity. This will help us reduce export and import costs, unlock our potential as a regional trade gateway under AfCFTA, and ensure that our trade systems support—not stifle—growth.

4. Expanding Structured Market Access and Price Transparency

   Many of our farmers and small businesses operate in unstructured, informal markets, characterized by limited information, low bargaining power, and restricted access to formal buyers. We will change this by building digital trade platforms, real-time market intelligence systems, and linking producers directly to processors and buyers. This will help our producers earn fairer prices, make informed decisions, and become stronger participants in domestic and regional value chains.

8.1.2 Structural Challenges in Ghana's Supply Chain and Market Systems

Ghana's supply chain and market systems face a range of structural weaknesses that increase costs, reduce competitiveness, and limit value capture across the economy. These challenges are not isolated—they are systemic, interconnected, and mutually reinforcing. They affect how we move, store, price, and trade goods—and ultimately constrain our transformation ambitions.

1. Excessive Logistics Costs Undermine Competitiveness

   Ghana's logistics system suffers from persistent inefficiencies that raise business costs and weaken trade competitiveness. According to the Logistics Managers Index Report (Q2 2022), Ghana recorded extremely high scores for cost drivers across the logistics chain—transportation (96.6), warehousing (85.1), and inventory (88.8)—on a 100-point scale, highlighting sustained cost pressures on enterprises and supply chains.

   Almost all of the national freight is moved by road, despite road transport being the most expensive, environmentally taxing, and delay-prone mode. Rail transport has declined significantly, and inland water transport (IWT) remains grossly underutilised, even though Lake Volta, covering over 3,275 square miles, represents one of the world's largest man-made lakes and a ready-made, low-maintenance corridor for long-haul cargo.

   Ghana ranked 123rd out of 139 countries in the World Bank's 2023 Logistics Performance Index (LPI), with an overall score of 2.5 out of 5. This lags behind peer economies such as Kenya (2.6), Vietnam (3.3), and South Africa (3.4). The combined effect of underperforming transport systems, limited modal integration, and poor infrastructure reliability drives up the cost of doing business, limits market access for producers, and undermines the competitiveness of Ghanaian exports in regional and global markets.

2. High Post-harvest Losses Erode Farmer Incomes and Food Security

   Ghana experiences significant post-harvest losses that drain value from agricultural production. Nationally, 30–50% of produce is lost[78] after harvest and losses rise to over 54% for perishables such as tomatoes and leafy greens[79].

   These losses are primarily due to poor rural transport infrastructure, lack of cold chain systems, insufficient storage, and inefficient aggregation. Ghana loses close to or over **US$100 million annually** in its rice value chain due to **post-harvest inefficiencies**, particularly during harvesting, drying, and processing stages—resulting in tens of thousands of tonnes of rice lost each year[80].

   These losses have direct implications for rural livelihoods, food system stability, and industrial inputs. In January 2024, food inflation reached 28.7% year-over-year (GSS), reflecting not only macroeconomic pressures but also structural weaknesses in the handling and distribution of food.

[78] Green Climate Fund (2023) – "Re-GAIN: Scaling solutions to food loss in Africa." https://www.greenclimate.fund/document/re-gain-scaling-solutions-food-loss-africa
[79] ResearchGate (2023) – Osei-Asare, Y.B., et al. "Valuing postharvest losses among tomato smallholder farmers: Evidence from Ghana." https://www.researchgate.net/publication/369098134_Valuing_postharvest_losses_among_tomato_smallholder_farmers_evidence_from_Ghana
[80] Africa Postharvest Losses Information System (APHLIS). "Ghana Rice Postharvest Losses." https://www.aphlis.net

3. Inefficient Ports and Trade Processes Weaken Export Competitiveness

   Ghana's domestic markets are dominated by informal trade and characterised by fragmentation, limited competition, and poor price transparency. Most producers—particularly smallholders—do not have access to structured markets, real-time price information, or formal procurement relationships.

   The World Bank's 2023 assessment gives Ghana a score of just 32/100 for market competition. The World Bank's B-Ready Ghana Country Profile (2024) also scores Ghana low on market competition and digital service delivery for trade. These inefficiencies contribute to low producer margins, unstable pricing, and weak market signals across value chains.

4. Fragmented Markets and Poor Price Transparency Limit Value Capture

   Ghana's domestic markets are characterised by fragmentation, information asymmetry, and limited competition. A large proportion of producers operate in informal trade systems, with no access to structured buyers, real-time price information, or formal aggregation channels.

   According to the World Bank's B-Ready Ghana Country Profile (2024), Ghana performs poorly on market competition and the availability of digital services for trade, reflecting the dominance of a few intermediaries and the absence of modern trading infrastructure.

   This structure limits the ability of producers and SMEs to participate in high-value chains, undermines fair pricing, and reduces predictability and efficiency across both agricultural and industrial markets.

These constraints are not isolated—they are systemic and self-reinforcing. They raise the cost of doing business in Ghana, reduce competitiveness in key sectors, and weaken Ghana's ability to benefit from regional and global trade opportunities.

8.2 CONNECT24 Strategic Transformation Plan

8.2.1 Transformative Vision – Ghana's Supply Chains and Market Efficiency Future

The vision of CONNECT24 is to restructure Ghana's fragmented, high-cost logistics and market systems into an integrated, inclusive, and high-performance economic backbone that enables competitive value creation from farms and factories to domestic, regional, and global markets. It aims to close the systemic gaps that disconnect production from consumption, surplus from scale, and opportunity from inclusive economic participation.

At the heart of this transformation is a shift from isolated, informal, and road-dependent systems to a digitally enabled, multimodal, 24/7 operating ecosystem that delivers efficiency, resilience, and competitiveness. CONNECT24 is designed to reduce both logistical and market friction, while amplifying the productivity gains of GROW24 and the industrial momentum of MAKE24.

The transformation will be driven by integrated solutions across infrastructure, technology, market systems, and institutions, with a focus on operational reliability, price transparency, and end-to-end connectivity.

8.2.2 Strategic Opportunities

Ghana presents compelling investment and growth opportunities that directly address structural challenges in its supply chain and market systems. While output in agriculture and industry is rising, much of this value is lost due to logistics failures, post-harvest waste, unstructured market systems, and high trade costs. Producers and processors are increasingly constrained by unreliable supply chains, while consumers face volatile prices and limited product availability.

At the same time, several opportunities exist to unlock systemic efficiency:

1. Volta Lake offers a scalable, underutilised transport corridor that can anchor inland freight movement.
2. Digital trade infrastructure is maturing, creating opportunities to formalise market relationships and bypass informal intermediaries.
3. AfCFTA creates a regional trade space for Ghana to export competitively, if we can lower transaction costs and streamline our trade systems.
4. Emerging urban and industrial growth nodes require structured logistics and distribution systems to ensure stable, affordable supply of raw and processed goods.
5. Tamale Airport's proximity to Europe, North Africa, and the Sahel offers a unique opportunity to develop a regional air cargo hub for high-value, time-sensitive exports (e.g., vegetables, horticulture, pharmaceuticals).

CONNECT24 capitalises on these opportunities through a coordinated national strategy that transforms how we move goods, manage demand and supply, and link producers to buyers.

8.2.3 Core Strategy

The CONNECT24 Sub-Programme is a foundational enabler of the Dual Focus Strategy. While the 24H+ Programme invests in strategic value chains through GROW24, MAKE24, and other vertical interventions, CONNECT24 is designed to resolve the systemic constraints that inhibit efficiency, scale, and competitiveness across those value chains.

It focuses on the logistics, storage, market access, and trade systems that must work if Ghana is to produce at scale, trade efficiently, and retain value domestically. These are not sector-specific gaps; they are structural weaknesses that undermine all sectors—from agriculture to light manufacturing and exports.

CONNECT24 ensures that Ghana is not just producing more—but doing so efficiently, competitively, and at scale. The programme delivers this transformation through five strategic levers, each aligned to a specific structural challenge and built to unlock system-wide value.

No	Strategic Lever	Constraint Fixed	How It Supports Strategic Value Chains
1	Inland water logistics	Road overuse, high freight cost	Enables bulk, low-cost movement of raw materials and goods across production and processing zones
2	Cold chain + storage	Post-harvest loss	Preserves value, ensures reliable industrial supply, reduces food waste and price volatility
3	Market access systems	Informality, opacity	Connects producers to formal markets, expands value capture
4	Port and trade reform	Trade cost, clearance delays	Boosts export competitiveness and reduces import costs for manufacturers and input suppliers
5	Institutional alignment	Fragmentation, weak oversight	Aligns delivery across sectors, ensures coherence and accountability in implementation

8.3 Systemic Constraints Transformation Plan

Ghana's supply chain challenges—high logistics costs, post-harvest losses, inefficient ports, and market fragmentation—require an integrated response. Section 9.2 outlined five strategic levers that CONNECT24 will deploy to resolve these challenges. This section details how these levers will be operationalised through concrete, high-impact initiatives that align with Ghana's institutional landscape and policy priorities.

8.3.1 Volta Lake Inland Freight System

Constraint Resolved: High logistics cost due to road overdependence and weak multimodal capacity.

Initiatives:

- **GIIF-VLT SPV Establishment:** GIIF will set up a Special Purpose Vehicle (SPV) to lead infrastructure development. This SPV will receive Project Development Funding and Viability Gap Funding from the government and raise commercial capital from institutional investors and DFIs.
- **Public-Private Inland Waterway Transport (IWT) Ecosystem:** The inland water transport system will be structured as a Public–Private Operating Company (PPOC) anchored by a revitalised Volta Lake Transport Company (VLTC), co-owned and operated by private investors and public agencies.
    - GIIF-VLT SPV will develop and own core infrastructure while leasing operational functions to licensed third parties.

- Private logistics firms (e.g., Riverfoods, Oti Barging), vessel operators, and equipment suppliers will participate through equity stakes and long-term concessions.
- The vessel fleet will be modernised with flat-deck barges, push tugs, and multipurpose cargo-passenger vessels tailored for Volta Lake navigation.
- A shared terminal management model will be deployed to govern operations across major and secondary ports (Akosombo, Buipe, Mpakadan, Afram Plains, Yapei, Dambai).).

- Terminal Infrastructure:
  - Develop and upgrade ports and terminals at Akosombo, Buipe, Afram Plains, Dambai, and Yapei.
  - Develop a new inland port at Mpakadan to act as the multimodal interface between the Tema–Mpakadan railway line and Volta Lake. This will enable seamless cargo transshipment between Ghana's main seaport and inland freight corridors, reducing pressure on Tema and facilitating dry port operations further north.
- Intermodal Linkages: Construct 1,500km of feeder roads to connect GROW24 and MAKE24 production zones to terminals.



8.3.2 National Storage and Cold Chain Infrastructure

Constraint Resolved: Post-harvest losses of 30–50% due to poor storage and perishability.

Initiatives:

- **Capacity Target:** Deliver 500,000MT of structured storage and cold chain capacity in 20 production and market corridors.
- **Leverage Existing Infrastructure:** Audit and rehabilitate existing public warehouses (under GGC, Buffer Stock, etc.) to optimise use. Identify cold chain gaps along corridors.
- **Cold Chain Hubs:** Build new cold chain terminals in Tamale, Techiman, Ho, Dambai, and Kumasi aligned with GROW24 and MAKE24.
- **Digital Monitoring Systems:** Equip all storage with sensors for humidity, temperature, spoilage, and inventory tracking.
- **Incentives for Private Investment:** Offer concessional finance, import duty exemptions, and partial credit guarantees for logistics and cold chain investors.

8.3.3 Digital and Structured Market Access Systems

Constraint Resolved: Market fragmentation, price opacity, and exclusion from formal trade.

Initiatives:

- **Platform Architecture:** Build a national digital market access platform that integrates GCX, the National Wholesale Produce Market, private e-commerce platforms, and GIRSAL's Agri-Market Information System.
- **Onboarding Strategy:** Target cooperatives, aggregators, and SMEs. Use district-level outreach and extension systems to link 500,000 producers.
- **Smart Contracts & e-Payments:** Introduce tools for traceable contracts, digital payments, credit profiling, and buyer-seller matching.
- **Market Intelligence System:** Deploy live dashboards for price tracking, demand forecasting, and logistics routing to support producers and processors.
- **Standardised Aggregation Points:** Develop physical aggregation centres with grading, sorting, and cold facilities at district level.

8.3.4 Trade and Port System Modernisation

Constraint Resolved: High trade costs (23–24% of product value), port delays, and low throughput.

Initiatives:

- **End-to-End Digital Clearance:** Expand GRA's ICUMS platform to integrate port operators, freight forwarders, and shippers.
- **Dry Ports and Inland Corridors:** Develop dry ports at Tamale, Yapei, and Techiman to decongest Tema and connect northern exporters.
- **24/7 Port Logistics Protocols:** Implement electronic cargo scheduling, night-shift customs, real-time visibility systems, and hinterland haulage synchronisation.
- **Regulatory Reform:**

    - Amend the Customs Act, 2015 (Act 891) to formally recognise dry ports, bonded corridors, and multimodal logistics integration.
    - Update GPHA regulations to enable private terminal operations and dry port PPPs.
    - Enact enabling legislation to allow electronic processing of cargo beyond port jurisdictions.
- **Cost-Reduction Interventions:** Rebase port tariffs and streamline inter-agency procedures to reduce turnaround and clearance costs.
- **Tamale Air Cargo Hub Development:** Upgrade cargo infrastructure at Tamale International Airport, including cold storage, customs inspection zones, and freight handling facilities. Integrate the airport into national multimodal trade corridors to facilitate efficient regional and international export flows.

8.3.5 Institutional Coordination and Oversight

Constraint Resolved: Fragmented policy and delivery architecture

Initiatives:

- **CONNECT24 Inter-Ministerial Platform:** Operationalise a Cabinet-level body chaired by MoTAI and MoT with GIIF, GRA, GPHA, NDPC, and MoF as core members.
- **Delivery Scorecards and Dashboards:** Track implementation milestones, investment mobilisation, clearance times, and logistics performance.
- **Regulatory Framework:**
    - Enact new National Inland Water Transport Authority Act
    - Amend the Customs Act, 2015 (Act 891) to recognise dry ports and bonded corridors
    - Amend the Volta River Development Act, 1961 (Act 46) to remove VRA's exclusive IWT mandate and enable private participation
    - Revise GPHA and maritime laws to allow third-party logistics operations and licensing reform

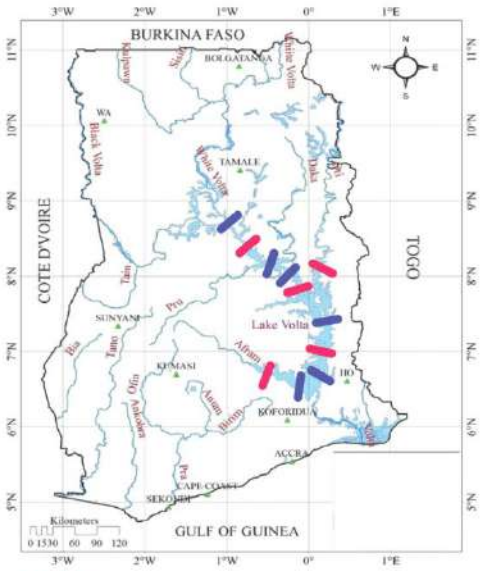
8.4 Implementation Plan (2025–2030)

8.4.1 Activity plan

The CONNECT24 Activity Plan is structured across five coordinated phases to ensure strategic rollout, early wins, and long-term impact.

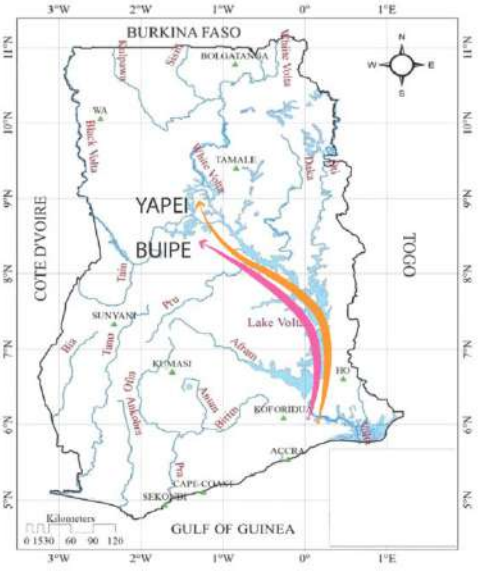
The table outlines the implementation phases, major milestones, indicative timelines, and expected quick wins.

Possibilities with the Volta Lake



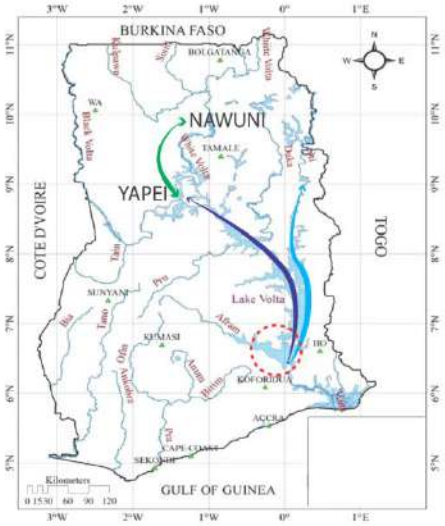
Exsisting X-lake Ferries

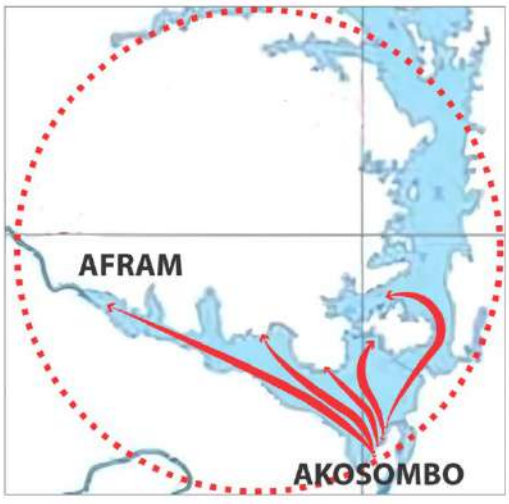
Potential additional X-lake Ferries



VLTC LTD.
Akosombo to BUIPE

ECMMPT
Akosombo to YAPEI
(Containers)





OTI BARGING LTD.
Akosombo to OTI Region

VGM LTD.
Akosombo to YAPEI

RIVER FOODS LTD.
Yapei to NAWUNI

VOLAKTRA LTD.
Akosombo to AFRAM Plains

Credit: Krane International

No	Phase	Milestone	Timeline
1	Institutional Setup and Enabling Framework	Launch CONNECT24 Platform, GIIF SPV, legal reforms	2025
2	Tamale Airport Cargo Hub (Phase 1)	Design and initiate cargo terminal development	2025
3	Digital Trade System Design	Develop platform integrating GCX, NWPM, GIRSAL	2025
4	Infrastructure and Pilots	Construct IWT terminals, refurbish VLTC, start cold chain & dry port pilots	2026
5	Tamale Airport Terminal Build	Construct and commission Phase 1 of air cargo terminal	2026
6	Digital Market Access Pilot	Pilot platform onboarding producers and SMEs	2026
7	National Scale-Up	Expand IWT, cold chain, digital onboarding, dry ports	2027
8	Tamale Export Services	Launch full export operations from Tamale Airport	2027
9	Consolidation	Link GROW24/MAKE24 zones, expand regional trade	2029
10	System Maturity	Achieve KPIs: cost reduction, post-harvest loss, logistics ranking	2030



8.4.2 Implementation Partners

CONNECT24 will be delivered through a coalition of public institutions, private sector actors, and development partners. Key national stakeholders include:

No.	Institution	Role
1	24H+ Secretariat	Lead coordinating agency for CONNECT24; responsible for cross-ministerial alignment, programme delivery oversight, performance monitoring, and reporting to the Presidency.
2	Ghana Infrastructure Investment Fund (GIIF)	Anchor developer and asset integrator of the Volta Lake Inland Water Transport system through the GIIF-VLT SPV; leads financing strategy, PPP structuring, and investor engagement.
3	Ministry of Trade, Agribusiness, and Industry (MoTAI	Policy lead for structured markets, agribusiness linkages, industrial infrastructure, and AfCFTA integration.
4	Ministry of Transport (MoT)	Policy and regulatory oversight for multimodal transport; ensures IWT integration into national transport master planning and licensing frameworks.
5	Ghana Revenue Authority (GRA)	Leads trade facilitation reforms, customs digitalisation, port clearance protocols, and regulatory amendments under Act 891.
6	Ghana Ports and Harbours Authority (GPHA)	Responsible for port infrastructure development, terminal operations licensing, and coordination with inland dry port infrastructure.
7	Volta River Authority (VRA)	Coordinates inland waterway safety, energy provisioning at ports, and asset alignment under revised Act 46.
8	Ghana Shippers Authority (GSA)	Leads cost benchmarking, logistics policy advocacy, and stakeholder convening around tariffs and service performance.
9	National Development Planning Commission (NDPC)	Ensures alignment with national development priorities, results frameworks, and public investment plans.
10	Ministry of Finance (MoF)	Oversees budget allocation, public investment planning, disbursement of VGF, and fiscal policy alignment with PPP frameworks.

No.	Institution	Role
11	Private Logistics Operators and Investors	Develop and operate inland terminals, storage and cold chain infrastructure, digital trade platforms, and third-party logistics services.
12	Commodity Exchanges and Aggregators (e.g. GCX, NWPM)	Operate structured market platforms, manage aggregation centres, and facilitate integration of trade data systems.
13	Municipal Assemblies and Local Governments	Support site-level implementation of storage, aggregation, cooperative mobilisation, and infrastructure siting.
14	Ghana Airports Company Limited (GACL)	Lead development and operations for Tamale cargo terminal and air logistics integration.

8.5 Conclusion

CONNECT24 addresses a critical gap in Ghana's transformation agenda: the ability to move value—quickly, efficiently, and reliably—from where it is created to where it is needed. While production capacity is growing across agriculture, agro-processing, and industry, the systems that connect farms to markets, and factories to ports, have remained outdated, fragmented, and costly.

This sub-programme provides a coordinated response. It brings infrastructure, technology, and institutional reforms together to solve the persistent inefficiencies in our logistics and market systems. From unlocking the inland water transport potential of Volta Lake to upgrading Tamale Airport into a strategic air cargo hub, and from modernising port operations to digitising rural market access, CONNECT24 is designed to make Ghana's supply chains a competitive advantage—not a constraint.

Ultimately, CONNECT24 is about building the invisible infrastructure that powers a functional economy. It ensures that what Ghana produces—whether food, finished goods, or industrial inputs—can reach buyers on time, at the right cost, and under the right conditions. It is a foundation for inclusive growth, food security, industrial scale-up, and regional trade leadership.



24HOUR ECONOMY & Accelerated Export Development

Fund24

Expanding access to affordable, long-term financing for MSMEs through equity investments and concessional on-lending to support value chain growth and scale.

9.0 FUND24 – Mobilising Capital for Inclusive Transformation

9.1 Introduction

9.1.1 FUND24 - Mobilising Capital for Ghana's Transformation

FUND24 is the financial systems transformation sub-programme of the 24H+ Agenda. It aims to resolve one of Ghana's most binding constraints: the lack of long-term, affordable, and well-structured capital to support enterprise growth, infrastructure delivery, and productive investment across the economy.

Despite Ghana's entrepreneurial energy and the rising momentum in sectors such as agriculture, agro-processing, manufacturing, and logistics, structural barriers within the financial system continue to choke growth. Interest rates remain high[81]. Loan tenors are short[82]. Collateral requirements are prohibitive[83]. Productive enterprises—especially women and youth-led SMEs—are routinely excluded from capital. At the same time, critical infrastructure projects suffer from weak capital mobilisation, fragmented coordination, and inadequate de-risking tools. Access to land remains a major impediment to investment, further complicated by Ghana's land tenure system and the high cost of serviced land.

FUND24 responds to these challenges through a three-track financing strategy designed to deliver capital where it is most catalytic:

1. Enterprise Financing
   With DBG and the VCTF as lead partners with Ghana Eximbank providing ancillary support, this track focuses on unlocking long-term, affordable capital for businesses operating within the priority value chains. It will be implemented through a dedicated Value Chain Financing Facility (VCFF)—a blended finance platform designed to channel both concessional and commercial capital to SMEs, cooperatives, anchor farmers, aggregators, processors and manufacturers. The VCFF will address financing needs across the production-to-market continuum and provide specialised products tailored to the investment cycles of strategic sectors.

   DBG will lead the credit window of the VCFF, providing tailored debt instruments aligned with sector-specific investment cycles. VCTF will lead the equity window, mobilising institutional capital—especially from pension funds and other long-term investors—into sector-focused investment vehicles that take equity positions in high-potential enterprises. These equity instruments will help scale promising firms, promote local ownership, and strengthen the capital base of businesses that are often excluded from traditional finance.

[81] World Bank. *Improving Access to Finance for Ghanaian SMEs: Role for a New DFI*. Retrieved from https://documents1.worldbank.org/...
[82] African Development Bank. *Long-Term Finance in Ghana: Policy Challenges and Opportunities*. Retrieved from https://altf.afdb.org/...
[83] World Bank. *Ghana Rising: Accelerating Economic Transformation and Creating Jobs*. Retrieved from https://thedocs.worldbank.org/...

2. Public Infrastructure Financing

With Ghana Infrastructure Investment Fund (GIIF) as lead partner, this track focuses on the delivery of the public infrastructure essential for productive transformation. These include:

a. Agbledu (agroecological parks) that integrate water, energy, and land access for food security and rural industrialisation;
b. Industrial Parks and Agro-Processing Zones to support MAKE24; and
c. A revitalised Inland Water Transport (IWT) system as the logistics backbone for CONNECT24.

Each system will be structured as a Special Purpose Vehicle (SPV) established by GIIF. These SPVs will be capitalised with an initial US$300 million public investment, serving as viability gap funding and equity leverage to attract blended capital from DFIs, private investors, and institutional financiers.

In addition to SPV-led infrastructure delivery, GIIF may also make direct investments—both debt and equity—into anchor firms, SMEs, or cooperatives operating within or adjacent to these transformation zones and in the strategic value chains. These direct investments will be strategically targeted to unlock value chain bottlenecks, catalyse commercial activity, and reinforce the link between infrastructure and enterprise outcomes.

3. Technical Assistance and De-risking Facility

Recognising that many enterprises are not investment-ready, FUND24 includes a dedicated Technical Assistance and De-risking Facility to improve borrower quality, strengthen repayment performance, and expand credit eligibility. This track will:

a. Support the formation and strengthening of cooperatives, trade and industry associations;
b. Deliver tailored capacity building and business development support;
c. Facilitate compliance, record-keeping, and credit readiness;
d. Develop a loan and credit portal to simplify access to finance;
e. And implement market access programmes that link borrowers to structured demand.

Key delivery partners under this track include the Department of Cooperatives, Cooperation Africa, Fairtrade Africa, AGRA, the Big Four consulting firms, and a network of Enterprise Support Organisations (ESOs). These partners will work closely with DBG and participating financial institutions to build a reliable pipeline of bankable, high-impact borrowers across the 24H+ transformation zones.

9.1.2 Structural Challenges in Ghana's Financial Ecosystem

Ghana's financial system is currently not designed to serve the needs of its productive sectors at scale. The current structure is fragmented, risk-averse, and disconnected from the long-term capital needs of agriculture, agro-processing, light manufacturing, and export-oriented enterprises. While there is liquidity in the system—particularly in pension funds, commercial banks, and development finance windows—these funds remain largely inaccessible to enterprises and infrastructure developers due to deep structural inefficiencies. This section analyses constraints – high cost of capital, short loan tenors, collateral-based lending, underdeveloped equity markets, low investment readiness, and limited project preparation/de-risking mechanisms – that make productive capital both scarce and inaccessible.

1. High Cost of Capital

   Ghana has one of Africa's highest costs of capital, reflected in persistently high interest rates. Lending rates have consistently exceeded 25–30% in nominal terms[84]—compared to 13% in Kenya[85] and under 10% in Vietnam[86]—making it difficult for our farmers, processors, and manufacturers to borrow at rates that align with their expected returns. High-income countries or even emerging peers borrow at much lower rates, underscoring Ghana's disadvantage in capital costs. Several structural factors drive Ghana's expensive capital. Chronic double-digit inflation and large fiscal deficits have kept the Bank of Ghana's policy rate elevated (28% as of April 2025). This translates into steep lending rates as banks price in inflation and risk premiums.

   The problem is not just macroeconomic. Our banks operate with wide spreads, often relying on treasury bills and short-term instruments for income. Without deep credit markets or risk-sharing tools, lenders price aggressively to cover potential defaults. The World Bank's 2023 Enterprise Survey confirms what many Ghanaian entrepreneurs already know: more than 80% of Ghanaian SMEs see the cost of credit as a major barrier to growth. As it stands, we are trying to industrialise on capital that is two to three times more expensive than what our competitors pay. That is unsustainable.

2. Short Loan Tenors

   A related structural challenge is the short maturity of loans in Ghana. Even when firms can access loans, the structure of that credit is often mismatched with their investment cycles. In Ghana, most loans are repayable within 12 to 24 months, and only a fraction (under 10%) stretch beyond three years. That's incompatible with the reality of agriculture, logistics, and manufacturing—sectors where break-even points often lie four to six years out. A cassava processor cannot scale on a two-year loan. Nor can a transport firm acquire a new fleet on a 24-month facility.

   This is partly due to how our banks are funded—short-term deposits dominate their balance sheets—but it is also a result of risk aversion and the absence of long-term financing institutions until recently. For instance, local institutional investors (pensions, insurance) are only slowly growing and historically invested

[84] Bank of Ghana. (2023). *Annual Report 2023: Interest Rate Trends*. Retrieved from https://www.bog.gov.gh/economic-data/interest-rates

[85] Reuters. (2024, April 3). *Kenya's central bank holds main lending rate at 13.0%*. Retrieved from https://www.reuters.com/world/africa/kenyas-central-bank-holds-main-lending-rate-130-2024-04-03

[86] Trading Economics. (2025). *Vietnam Interest Rate*. Retrieved from https://tradingeconomics.com/vietnam/interest-rate

mainly in government bonds. The creation of DBG was a crucial step in addressing this gap, but its full impact is yet to be realized. Until we develop the instruments and risk-sharing tools that enable lenders to provide 5–10 year credit at scale, our transformation ambitions will remain constrained by short-term capital constraints.

3. Collateral-Based Lending

Ghana's lending practices are highly collateral-dependent, making credit access difficult for those without substantial assets. Banks overwhelmingly require fixed collateral (such as land or buildings) to secure loans – often at very high collateral-to-loan ratios. Our banking regulations reinforce this: under the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930), a loan is only considered "secured" if backed by collateral worth at least 120% of the loan's value. In practice, many lenders demand even larger coverage. A World Bank note observed that collateral requirements in Ghana routinely exceed 200% of the loan amount (and over 250% for small firms). In other words, an SME seeking a loan might need to pledge assets worth 2–3 times the loan principal. Similarly, the Borrowers and Lenders Act, 2020 (Act 1052) requires all security interests to be registered in a Collateral Registry for enforceability, a positive legal step, but it also formalizes the emphasis on collateral. As a result, over 85% of loans in Ghana are secured by collateral, and typically with very high asset coverage. For small businesses, startups, and cooperatives—who often lack titled land or buildings—this effectively shuts the door on financing. Women-owned businesses and agribusinesses, which often have fewer titled assets, are especially constrained.

This collateral-heavy system has historical roots in credit risk management, but it reflects structural issues: limited information on borrowers (hence banks rely on collateral as insurance), weak contract enforcement in the past, and conservative regulations. We continue to operate under a risk model that privileges asset ownership over cash flow, innovation, or commercial potential. Meanwhile, peer countries have modernised their collateral frameworks, allowing movable assets, inventory, and receivables to be pledged. Ghana has taken some steps—like the establishment of a Collateral Registry and GIRSAL's risk-sharing facility—but the default posture of our banking system remains asset-first. Until we evolve toward a more inclusive, performance-based approach to credit, too many of our businesses will remain locked out.

4. Underdeveloped Equity Markets

Debt alone cannot finance transformation. Yet Ghana's capital markets – particularly equity financing – remain underdeveloped in size and depth. The Ghana Stock Exchange lists just 37 companies[87], and its total market capitalisation hovers at 10–15% of GDP[88]—far below Vietnam's 50% or even Kenya's 20%. Private equity, venture capital, and mezzanine funds exist, but only in niche spaces and often backed by development partners.

[87] **Ghana Stock Exchange.** (2024). *Frequently Asked Questions.* Retrieved from https://gse.com.gh/frequently-asked-questions/

[88] CEIC Data. (2024). *Ghana Market Capitalization: % of GDP*. Retrieved from https://www.ceicdata.com/en/indicator/ghana/market-capitalization--nominal-gdp

Meanwhile, our pension funds—holding over GHS 40 billion in assets—remain largely invested in government securities[89]. Ghana even created the Ghana Alternative Market (GAX) in 2013 to attract SMEs to list with relaxed requirements, yet uptake has been minimal (fewer than 10 firms listed on GAX since inception). The Venture Capital Trust Fund Act of 2004 established a public VC fund, but it has had limited reach.

The result is that growth-stage companies in Ghana have few options for capital that can take risk, share upside, and support scaling. We have seen too few IPOs, too few equity deals, and too little innovation in structured investment vehicles. Even promising firms are forced to rely on bank debt, which, as noted earlier, is expensive and short.

Until the equity market deepens – through improved investor confidence, more listings, and greater investor participation – Ghana's financial ecosystem will remain bank-dominated and less dynamic. This structural gap in equity financing hinders the risk-taking and innovation observed in countries with more robust stock and venture capital markets.

5. Low Investment Readiness of Businesses

A less quantifiable but critical challenge is the low investment readiness of many Ghanaian businesses, especially MSMEs. Weak record-keeping, informal operations, poor governance structures, and lack of credit history make it difficult for banks or investors to deploy capital confidently. This is not a character flaw—it is a structural reality born of exclusion, fragmentation, and lack of support systems.

In Ghana, the SME sector accounts for 90% of businesses and roughly 60% of GDP[90], yet most of these enterprises are informal or semi-formal. Many do not meet the criteria that banks or investors require to evaluate creditworthiness or investor readiness. Furthermore, financial literacy is an issue: entrepreneurs may not be aware of how to maintain credit history or prepare a bankable proposal. Despite several efforts at resolving this challenge, the financing gap remains around $4.8–5 billion for Ghanaian SMEs[91], one of the largest in Africa. Impact investors and development finance institutions often find few "investment-ready" enterprises at scale in Ghana, limiting the flow of equity or mezzanine financing. In effect, Ghanaian SMEs face a double bind: financial institutions perceive them as high-risk due to their informal nature, while the SMEs cannot formalise or grow without financing – a classic structural trap.

This is why the Technical Assistance Facility under FUND24 is so critical—because access to finance is not just a supply problem. It is also a demand readiness challenge.

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[89] ProPartners. (2023). *TMS25: Experts to discuss rising pension assets plus fresh calls for strategic investments*. Retrieved from https://propartners.com.gh/tms25-experts-to-discuss-rising-pension-assets-plus-fresh-calls-for-strategic-investments

[90] Business & Financial Times. (2023, November 24). *Editorial: SME financing gap estimated at US$4.8 billion*. Retrieved from https://thebftonline.com/2023/11/24/editorial-sme-financing-gap-estimated-at-us4-8billion/

[91] Business & Financial Times. (2023, November 24). *Editorial: SME financing gap estimated at US$4.8 billion*. Retrieved from https://thebftonline.com/2023/11/24/editorial-sme-financing-gap-estimated-at-us4-8billion/



6. Limited Project Preparation and De-Risking Mechanisms

A final structural challenge is the shortage of robust project preparation and risk mitigation mechanisms in Ghana's financial ecosystem. This is especially pertinent for large-scale projects (in infrastructure, energy, etc.) and for new ventures that require significant upfront capital. Too many potentially bankable projects—whether in logistics, industrial zones, or renewable energy—fail to get off the ground because we lack sufficient project preparation funding and risk mitigation tools. Without feasibility studies, transaction structuring, permits, or financial models, most investors walk away.

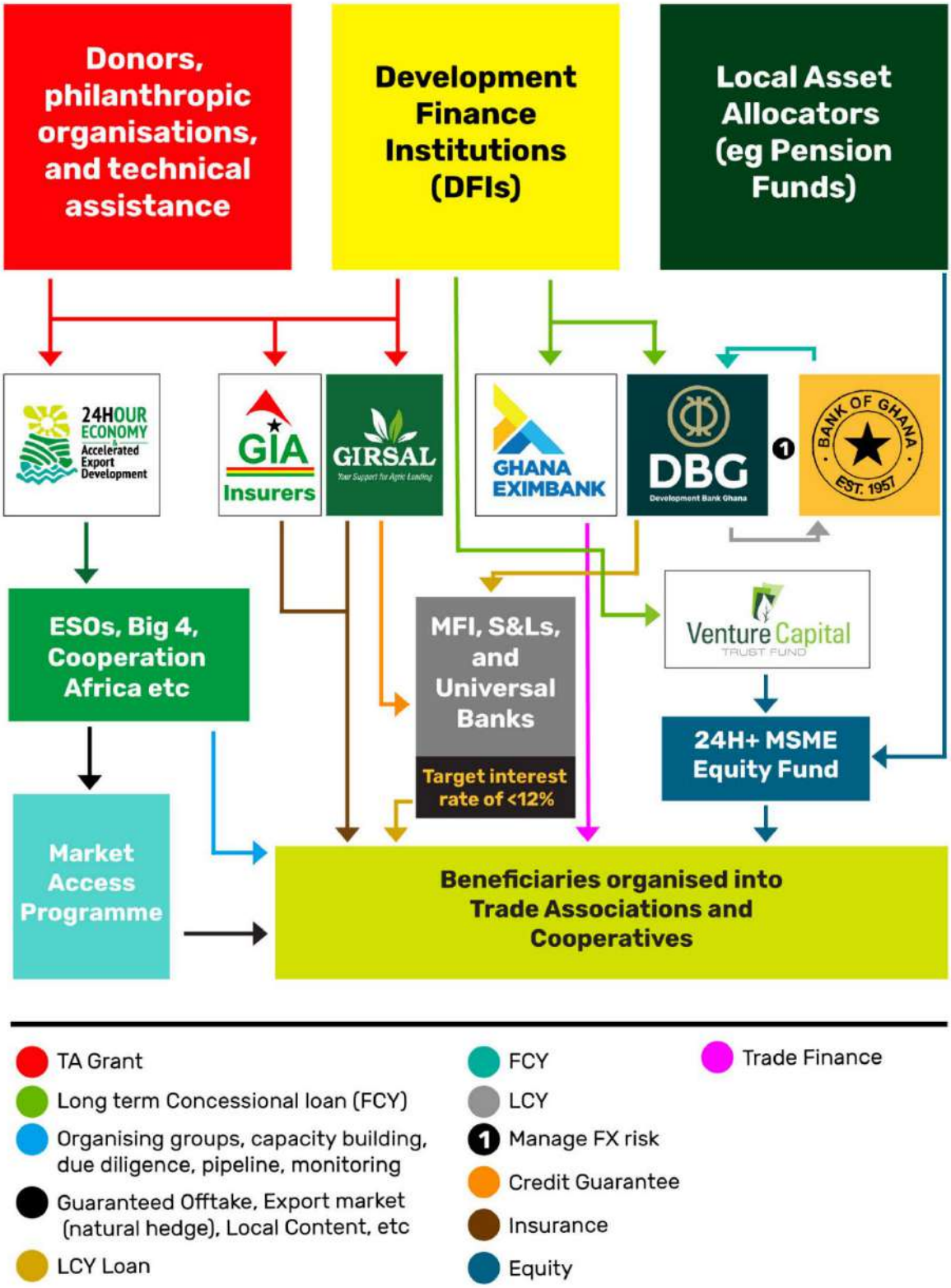
Ghana recognized this gap and passed the Public-Private Partnership Act, 2020 (Act 1039) to formalize PPP processes and risk-sharing, and earlier set up the Ghana Infrastructure Investment Fund (GIIF) in 2014 to finance and prepare infrastructure projects. However, these mechanisms are still maturing. Beyond project preparation, de-risking mechanisms (such as guarantees, insurance, hedging facilities) have been limited in scale. A KPMG review in 2022 highlighted that poorly defined planning and inadequate preparation are key factors hindering PPP investments in Ghana. It also pointed to lengthy procurement processes and investor concerns about macro instability (e.g. currency risk) as further deterrents requiring de-risking.

In essence, Ghana has not been fully capturing available investment funds because of these structural gaps. Notably, in 2021 Ghana received zero out of $3.59 billion in certain global infrastructure investment allocations to Sub-Saharan Africa, "not due to lack of need…but due to structural issues" in developing and presenting projects[92].

This highlights the importance of bolstering project preparation and de-risking to unlock financing. Infrastructure financing depends on credible pipelines. We must build them—with proper packaging, transparency, and mechanisms that make it easier for capital to say yes.

[92] McKinsey & Company. (2018). *Solving Africa's infrastructure paradox*. Retrieved from https://www.mckinsey.com/capabilities/operations/our-insights/solving-africas-infrastructure-paradox

24H+ Value Chain Financing Architecture



9.2 FUND24 Strategic Transformation Plan

9.2.1 Transformative Vision – Building Ghana's Financial Architecture for Inclusive Growth

The vision of FUND24 is to build a resilient, integrated, and inclusive financial architecture that unlocks long-term capital for enterprise growth, infrastructure transformation, and inclusive job creation across Ghana's priority value chains. We recognise that access to affordable, long-term finance is a systemic barrier to Ghana's transformation. FUND24 is our national response to this challenge.

By 2030, FUND24 aims to:

- Mobilise over $4 billion in enterprise and infrastructure capital through blended finance instruments, institutional investment, and development finance.
- Operationalise three infrastructure Special Purpose Vehicles (SPVs) seeded with $300 million in government funding to develop Agbledu, Wumbei Parks, and Inland Water Transport systems.
- Operationalise a dedicated Value Chain Financing Facility (VCFF) to disburse over USD 1 billion in SME finance via banks, NBFIs, and cooperatives with interest rates below 12% and average loan tenors exceeding 5 years.
- Establish an independently managed SME Equity Fund to provide non-debt, growth capital to high-potential enterprises, backed by pension and institutional capital.
- Build a robust pipeline of investment-ready enterprises through a coordinated Technical Assistance Grant mechanism.
- Engage pension funds, development finance institutions (DFIs), impact investors, and the diaspora through bespoke instruments, including climate finance, pooled trust funds, diaspora bonds, equity funds, and peer-to-peer lending platforms.

Our goal is to transition from a high-cost, short-term, and collateral-obsessed financial ecosystem to one that delivers long-term, patient, and inclusive capital, aligned with Ghana's strategic value chains and infrastructure needs.



9.2.2 Strategic Opportunities

FUND24 is built on the following strategic opportunities:

1. Development Bank Ghana (DBG), Venture Capital Trust Fund (VCTF) and Ghana Infrastructure Investment Fund (GIIF) provide credible anchors for enterprise and infrastructure financing.
2. Ghana's pension assets exceeded GHS 42 billion ($3.5 billion) as of 2023. These funds remain underutilised for real sector development. FUND24 provides the vehicles (e.g., SME equity fund, infrastructure SPVs) to match these long-term assets with real-sector returns.
3. Ghana can tap into a growing ecosystem of impact, green, climate, and diaspora finance through instruments like green bonds, SDG-aligned private equity, debt-for-nature swaps, and smart remittance-backed vehicles.
4. A maturing development finance ecosystem, with institutions such as GIRSAL, Ghana EXIM, and DBG, together with emerging technology and regulatory innovations like the Bank of Ghana's Regulatory Sandbox, provide an enabling ecosystem for structured credit, guarantees, risk sharing, and fintech-enabled lending models.
5. Ghana now has a robust ecosystem of Technical Assistance partners—including Fairtrade Africa, Enterprise Support Organisations (ESOs), and the Big 4 accounting firms—that can be mobilised to prepare SMEs, cooperatives, and Trade and industry associations for financing.

9.2.3 Core Strategy – A Three-Track Financing Model for Inclusive Transformation

FUND24 is structured to support the Dual Focus Strategy that anchors the 24H+ Programme: on one side, unlocking value in Ghana's highest-potential value chains, and on the other, addressing the systemic constraints that limit productivity, scale, and competitiveness across the economy.

To enable this dual transformation, FUND24 adopts a three-track strategy that delivers capital, derisks investment, and builds institutional capability at scale.

1. Track 1: Enterprise Financing long-term debt and equity capital to SMEs, cooperatives, processors, and aggregators operating across strategic value chains. Led by DBG and VCTF, this track operates through the Value Chain Financing Facility (VCFF). DBG will channel concessional and commercial debt through banks, NBFIs, and cooperatives, while VCTF will operationalise an independently managed SME Equity Fund to provide growth-stage equity investments—particularly for youth- and women-led enterprises and those in underserved sectors. This equity window is critical for reducing leverage, strengthening balance sheets, and enabling scalable expansion. DBG and VCTF will co-anchor this blended approach to ensure capital matches the growth cycle of each enterprise.

2. Track 2: Public Infrastructure Financing addresses cross-cutting bottlenecks by investing in transformation-enabling infrastructure—such as industrial parks, inland water logistics, and Agbledu land-energy platforms. This track is led by the Ghana Infrastructure Investment Fund (GIIF), which will establish Special Purpose Vehicles (SPVs) to design, finance, and operate these assets off the government's balance sheet.

3. Track 3: Technical Assistance & Investment Readiness supports enterprise formalisation, governance, and market access. It includes a national grant facility and digital loan scoring platform to build a robust pipeline of creditworthy, investment-ready enterprises. The track targets cooperatives, Trade and industry associations, and SMEs with tailored support through partnerships with Enterprise Support Organisations and market platforms.

9.3 Systemic Constraints Transformation Plan

FUND24 addresses the systemic constraints in the finance ecosystem through a coordinated three-track plan that aligns enterprise finance, infrastructure investment, and technical assistance to unlock system-wide transformation.

9.3.1 Track 1: Enterprise Financing – Unlocking Affordable, Long-Term Capital for Strategic Value Chains

Lead Partners: Development Bank Ghana (DBG) and Venture Capital Trust Fund (VCTF)

This track addresses the fundamental structural weaknesses of Ghana's enterprise financing landscape—including high interest rates, short loan tenors, limited product diversity, and the near-total absence of patient capital. It centres on the establishment of a Value Chain Financing Facility (VCFF)—a blended finance platform that delivers long-term debt and equity financing to enterprises operating across the 24H+ strategic value chains.

Key Design Elements:

- **Tailored Financial Instruments:** The VCFF will offer a suite of debt products aligned to the investment cycles of Ghana's productive sectors—including working capital, asset finance, warehouse receipt loans, input financing, invoice discounting, and green/climate-aligned instruments. Loan terms will target 7–12% interest and 5–7-year tenors.
- **Dedicated Equity Finance:** A separate SME equity fund will be established and capitalised by Ghanaian pension funds and institutional investors. This fund will provide equity and mezzanine financing to scalable enterprises that cannot take on debt, with a focus on high-growth firms across agribusiness, processing, logistics, and manufacturing. The equity component will be managed independently of DBG and designed to crowd in private capital.
- **Risk Reduction for Lenders:** Derisking tools—including partial credit guarantees and credit insurance—will support financial institutions to lend to cooperatives, aggregators, and SMEs traditionally considered too risky.
- **Fast, Transparent Access:** A digital loan platform will be deployed to allow enterprises to apply online, receive automated scoring, view eligibility and terms, and receive decisions in minutes. This platform will improve lender efficiency, borrower experience, and reduce turnaround times.
- **Supportive Regulatory Environment:** The Bank of Ghana will provide a sandbox environment for piloting new financial products, offer regulatory forbearance during rollout phases, and support the development of mechanisms to cushion DBG's exposure to foreign currency liabilities.

- **Off-Balance Sheet Capitalisation:** The VCFF will be capitalised by DFIs (e.g., AfDB, BADEA, AFD, KfW) through direct lines of credit to DBG—without burdening the government balance sheet. DBG will on-lend through commercial banks, rural banks, MFIs, and S&Ls. The equity fund will operate independently, capitalised by domestic institutional investors.
- **Enterprise Aggregation and Readiness:** Enterprises will be organised into cooperatives, Trade and industry associations, and industry platforms to improve creditworthiness and reduce transaction costs. Technical assistance will be provided to prepare for financing and strengthen governance.

9.3.2 Track 2: Public Infrastructure Financing – Structuring and Scaling Capital for National Productive Infrastructure

Lead Partner: Ghana Infrastructure Investment Fund (GIIF)

FUND24 will not succeed if enterprise capital flows into a broken system. Ghana's productive sectors remain constrained by infrastructure bottlenecks—poor connectivity, unreliable utilities, and underdeveloped logistics. This track enables transformational infrastructure investments through Special Purpose Vehicles (SPVs) that GIIF will establish and capitalise to design, finance, and operate critical public infrastructure assets. These include:

- Inland Water Transport (IWT) on the Volta Lake, connecting northern and southern Ghana through ports at Mpakadan, Buipe, Akosombo, Dambai, and Afram Plains.
- Agbledu Platforms, integrating land, water, and energy infrastructure in rural production zones.
- Green Industrial Parks, with shared utilities, logistics platforms, and circular resource systems.

The Government of Ghana will seed these SPVs with USD 300 million in Viability Gap Funding and development capital, catalysing further private sector and DFI investment. These SPVs will be structured to operate independently of the public balance sheet to ensure scalability and bankability.

9.3.3 Track 3: Technical Assistance & Investment Readiness Support – Building a Pipeline of Bankable Enterprises

Lead Coordination: 24H+ Secretariat

Finance alone is not enough. Many enterprises across Ghana's strategic value chains struggle to access capital—not because they lack potential, but because they lack the governance, systems, and scale that lenders and investors require. This track addresses that gap by investing in technical assistance, aggregation, and investment readiness to strengthen the quality and viability of Ghana's financing pipeline.

Key Components:

- **Enterprise Aggregation:** Businesses will be organised into cooperatives, Trade and industry associations, industry associations and SME platforms to improve creditworthiness and reduce lender risk.

- **Loan and Governance Support:** Enterprises will receive structured support to prepare investment-grade loan applications, implement sound governance practices, and build financial reporting systems.
- **Digital Loan Portal:** A national platform will profile and score applicants automatically, match them to financial products, and reduce loan processing time from weeks to minutes.
- **Market Access Programme:** Beneficiaries will be supported to secure offtake agreements, participate in procurement schemes, and integrate into structured trading platforms.
- **Technical Assistance Grant Facility:** This will fund pre- and post-loan services such as diagnostics, restructuring, and credit monitoring—delivered through vetted Enterprise Support Organisations and industry platforms.

9.3.4 Donor Intelligence Platform

Establishing a Donor Intelligence Platform (DIP) is the foundational step in institutionalising a smart, data-driven approach to Fund24's capital mobilisation. As a dynamic, tech-enabled system, the DIP will serve as the nerve centre for donor and investor intelligence, consolidating insights across the landscape of development finance institutions, philanthropic foundations, impact investors, green finance platforms, sovereign wealth funds, and commercial financiers. In its initial phase, the platform will facilitate a comprehensive mapping of 50 priority funding institutions whose mandates, financial instruments, and strategic interests are aligned with Fund24's three-track strategy: enterprise financing, infrastructure SPVs, and technical assistance facilities.

The DIP will leverage advanced tools such as AI-assisted data mining, donor CRM integrations, and web scraping across ODA databases, annual reports, institutional strategies, and project funding portals. This intelligence will be supplemented by structured interviews with in-country funder representatives, donor coordination platforms, embassy commercial desks, and liaison officers from multilaterals. Each institution will be profiled according to key parameters: thematic focus areas, geographic scope, average deal size, investment cycles, decision-making timelines, and risk appetite. In addition to capturing institutional data, the platform will evaluate historical engagements in Ghana and Africa more broadly, enabling Fund24 to determine not only strategic alignment but also the feasibility of fast-track engagement.

The key output of this effort will be a live, interactive "Donor Prospectus Dashboard", ranked by alignment and likelihood of engagement, that empowers the Fund24 team to deploy precise, high-conviction funding proposals. This donor prospectus will be accessible to all authorised team members and linked to periodic updates via API feeds or manual refresh cycles, ensuring information currency.

Critically, the Donor Intelligence Platform will also operationalise a "lead assignment" framework to drive ownership and accountability in external engagement. Each mapped funder will be tagged to a designated "Funder Lead" within Fund24 who becomes the point person for all communication, relationship cultivation, proposal coordination, and post-submission follow-up. These leads will develop deep institutional knowledge, tracking board cycles, contact hierarchies, regional strategies, and current investment pipelines, and will design custom engagement plans that identify the most appropriate entry points, whether through technical webinars, ministerial briefings, co-hosted forums, or sideline diplomacy during global summits.

By integrating donor mapping and funder stewardship into a single digital intelligence platform, Fund24 transitions from reactive fundraising to proactive capital mobilisation. This systematised approach will foster institutional memory, enable performance tracking (e.g., proposals submitted, meetings secured, funds committed), and drive a results-oriented engagement culture. In doing so, the Donor Intelligence Platform will not only position Fund24 as a sophisticated, investment-ready entity but will also amplify Ghana's ability to attract and sustain catalytic financing for its 24-Hour Economy Plus (24H+) transformation.

9.4 FUND24 Implementation Framework

The success of FUND24 depends not only on the availability of capital, but on effective coordination, governance, and delivery mechanisms that bring together public institutions, private investors, development partners, and technical assistance providers. This section outlines how the three-track FUND24 strategy will be operationalised through dedicated implementation vehicles, institutional anchors, and coordinated performance oversight.

9.4.1 Institutional Architecture

FUND24 will be implemented under the overall leadership of the **24H+ Secretariat**, which will serve as the central coordinating body across all three tracks. The Secretariat will manage strategic direction, policy alignment, and performance monitoring, working closely with lead partners and implementation agencies.

Track	Lead Partner	Key Responsibilities
Track 1: Enterprise Financing	Development Bank Ghana (DBG)	Design and manage VCFF; channel funds to PFIs; develop loan platform; monitor disbursements and performance
Track 2: Infrastructure Financing	Ghana Infrastructure Investment Fund (GIIF)	Establish and capitalise SPVs; structure PPPs; coordinate with MoF and NDPC on public investment alignment
Track 3: TA & Investment Readiness	24H+ Secretariat (via ESO Delivery Partners)	Deploy Technical Assistance Grants; coordinate TA delivery; manage digital tools and enterprise pipelines

Table 11: FUND24 Institutional Architecture

Additional collaborating institutions include:

- **Ministry of Finance (MoF):** Budget support for GIIF, support and no objection, public investment policy, and fiscal oversight
- **Bank of Ghana (BoG):** Regulatory support (sandbox, FX, forbearance)
- **Pension Fund Trustees and NPRA:** Mobilisation of equity and mezzanine capital
- **Development Finance Institutions (DFIs):** Primary funders for the VCFF and infrastructure pipelines

- **Enterprise Support Organisations (ESOs):** Delivery of TA, loan readiness, and post-investment coaching
- **Fairtrade Africa, Trade and industry associations, Big 4 advisory firms:** Aggregation, governance training, market access support

9.4.2 Risk Mitigation and Policy Enablers

Several policy enablers will be activated to support successful implementation:

- **Regulatory Sandbox (BoG):** Allows piloting of new financing instruments and tech-enabled delivery models without immediate regulatory penalties.
- **FX Hedging Tools (BoG):** Protects DBG from currency risk on DFI borrowings.
- **Regulatory Forbearance (BoG):** Permits flexible treatment of pilot-stage products to improve adoption by PFIs.
- **NPRA Support for Pension Investment:** Enables pension trustees to allocate capital to SME-focused equity funds.
- **National Credit Guarantee Schemes:** Crowd in private sector financing through risk sharing.

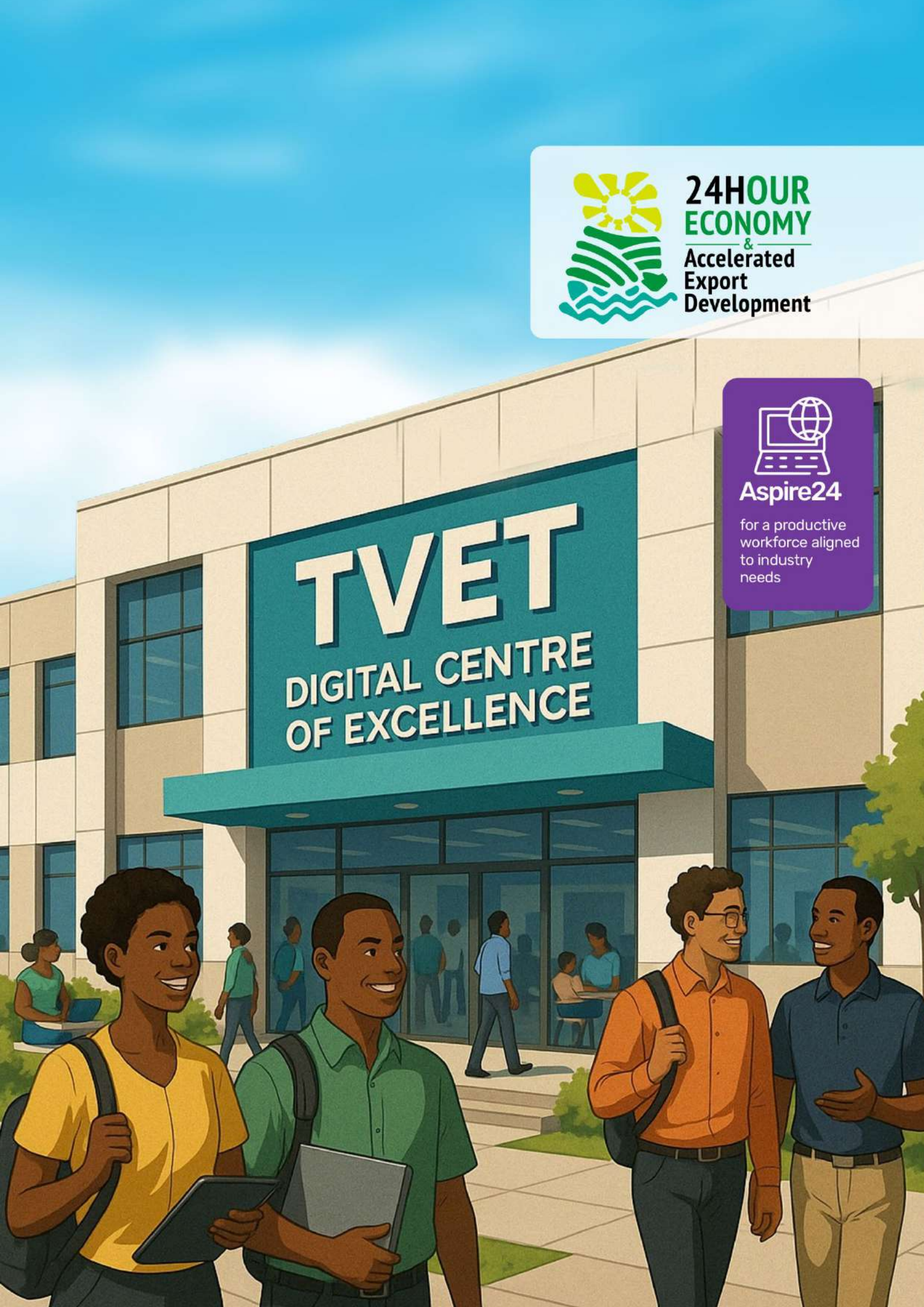
9.5 Conclusion

Without access to affordable, long-term capital—and the infrastructure and institutional support that make capital productive—Ghana cannot realise the full potential of its strategic value chains or transition into a high-growth, inclusive economy.

FUND24 is an innovative, coordinated, and practical financing framework that directly addresses the systemic constraints that have long made enterprise and infrastructure financing in Ghana expensive, fragmented, and risk averse. It will mobilise blended capital through the Value Chain Financing Facility, extend affordable finance to thousands of businesses in agriculture, industry, logistics, and services. Through targeted SPVs, we will unlock investment in infrastructure that matters—from green industrial parks to inland water transport. And through the Technical Assistance track, we will ensure that the enterprises we support are not just eligible, but investable—better governed, market-ready, and positioned for long-term success.

Most critically, FUND24 supports the Dual Focus Strategy of the 24H+ Programme: resolving systemic constraints that cut across sectors, while enabling value chain actors to grow, scale, and compete. It keeps Ghana's fiscal commitments sustainable—by structuring funding off-balance sheet—and builds confidence among domestic and international investors through sound governance and delivery.




24HOUR
ECONOMY
&
Accelerated
Export
Development
Aspire24
for a productive
workforce aligned
to industry
needs
TVET
DIGITAL CENTRE
OF EXCELLENCE

10.0 ASPIRE24 – Human Capital Development

10.1 Introduction

10.1.1 ASPIRE24 – Human Capital Development for a Digital and Industrial Ghana

ASPIRE24 is the Human Capital Development Sub-Programme of the 24H+ Programme. It is Ghana's coordinated national effort to equip all productive citizens—including workers, entrepreneurs, producers, and jobseekers—with the skills, values, and capabilities needed to thrive in a modern, inclusive economy.

ASPIRE24 acknowledges that transformation is not driven by capital or technology alone—it is powered by people. It responds to a fundamental truth: Ghana's economic competitiveness will be defined not only by the sectors we grow, but by the people who power them. Whether in agriculture, logistics, industry, or services, Ghana's economic success depends on our ability to build a digitally fluent, work-ready, and innovation-driven population.

The sub-programme is not limited to education or labour market activation. ASPIRE24 is a whole-of-economy human capital strategy—designed to MAKE24 the gap between economic ambition and human capacity. It aligns directly with the objectives of 24H+, providing the human foundation needed for success across the 24H+ agenda.

ASPIRE24 is structured around six components:

1. Mindset and Work Ethic Transformation
2. Digital Intelligence
3. Multilingual Competence
4. Technical and Vocational Education and Training (TVET) for Key Sectors
5. Workforce Upskilling and Lifelong Learning
6. Enterprise and Business Support Services

Each pillar is designed to address a specific gap in Ghana's current human capital architecture, and to deliver inclusive, scalable, and outcome-driven interventions across formal and informal sectors, rural and urban areas, and among youth, women, and underserved populations.

10.1.2 Structural Challenges in Ghana's Human Capital Ecosystem

Despite progress in expanding access to education and skills programmes, Ghana's human capital development remains constrained by systemic weaknesses that prevent our people from fully participating in or benefiting from economic growth. These challenges are structural, interconnected, and manifest across every sector.

First, there is a persistent skills mismatch between what our education and training systems deliver and what our economy demands. Employers across manufacturing, agriculture, logistics, and ICT regularly cite shortages in job-ready talent. According to the World Bank (2022), over 70% of firms in Ghana report difficulty in hiring skilled workers.



Second, Ghana faces a digital readiness gap. As digital tools become central to productivity and inclusion, too many citizens—especially youth and informal workers—lack even basic digital skills. A 2023 GIZ/MoCD report found that fewer than 20% of Ghanaian youth are digitally proficient, and only 4% are trained in areas such as coding, data use, or digital trade.

Third, workplace culture and productivity orientation remain weak. Ghana's economy continues to suffer from low time discipline, quality inconsistency, and poor value-for-effort across both public and private sectors. These gaps reduce enterprise competitiveness and national output.

Fourth, labour market intermediation and support systems are fragmented. There are few reliable pathways to connect jobseekers or entrepreneurs to skills, financing, or market opportunities. Women and informal workers face particularly steep barriers to participation.

Fifth, TVET and continuous learning systems are poorly aligned to economic strategy. Training often focuses on outdated or oversupplied occupations. Accreditation systems are weak, and employer involvement in curriculum and certification is limited.

As a result, Ghana has a large pool of energetic, entrepreneurial people—many of them young—who remain excluded from high-value work because they are unprepared for the demands of a fast-changing economy.

In this initial phase of 24H+, ASPIRE24 will focus on Component 2: Digital Intelligence. This will involve delivering nationwide, outcome-driven digital skills programmes tailored to the needs of young people, entrepreneurs, producers, and workers—ensuring that they are equipped to participate in and benefit from the digital and industrial transformation that the 24H+ Programme is driving.

To ensure these skills translate into real economic opportunity, ASPIRE24 is being co-designed with industry partners, particularly in the Business Process Outsourcing (BPO), ICT services, and digital commerce sectors. Structures are being established to guarantee job placements, internships, and contract offtake for trained individuals—creating a clear pathway from training to employment or enterprise.



10.2 ASPIRE24 Strategic Transformation Plan

10.2.1 Transformative Vision

With ASPIRE24, we envision a Ghana where every productive citizen—regardless of age, geography, or education—can actively contribute to and benefit from the country's transformation into a digital, green, and integrated industrial economy. The transformative vision is to cultivate a resilient, values-driven, and digitally fluent population that can power Ghana's inclusive growth, boost enterprise competitiveness, and unlock the full economic potential of the economy.

This transformation is not limited to formal wage employment. ASPIRE24 is built to empower the full spectrum of Ghana's human capital: smallholder producers, entrepreneurs, youth, artisans, formal workers, informal traders, public sector employees, and digital freelancers. The aim is to match people's capabilities with the demands of a modern economy—across sectors, value chains, and platforms.

10.2.2 Strategic Opportunities

ASPIRE24 responds to a number of high-leverage opportunities embedded in Ghana's current economic context:

- Rising demand for digital talent across Africa, with global BPO and digital services firms increasingly turning to Francophone and Anglophone West Africa as delivery hubs[93]. Ghana, with its stable environment, time-zone advantage, and young workforce, is well positioned to lead this shift—if we build the right pipeline of digital workers.
- Demographic dividend: Over 60% of Ghana's population is under 35[94]. With the right skilling and placement systems, this can translate into a productivity boom and exportable human capital advantage.
- Industry demand for practical skills: Ghanaian industries—especially in agro-processing, logistics, ICT, and light manufacturing—face serious talent gaps. ASPIRE24 offers a mechanism to close this gap through market-aligned vo

10.3 Systemic Constraints Transformation Plan

ASPIRE24's focus on Digital Intelligence in its initial phase is a deliberate response to the most binding constraints in Ghana's human capital ecosystem. We aim to build a nationwide infrastructure and delivery model that enables every Ghanaian—whether a student, worker, entrepreneur, or graduate—to participate meaningfully in a modern digital economy. This requires resolving structural bottlenecks that limit access, relevance, and outcomes in digital skills development.

The transformation will be delivered through four interlinked pillars:

[93] Yieke, L. (2024, July 15). *Africa's outsourcing boom: young talent fuels industry growth*. African Business. Retrieved from https://african.business/2024/07/trade-investment/africas-outsourcing-boom-young-talent-fuels-industry-growth

[94] Ghana Statistical Service. (2021). *2021 Population and Housing Census General Report: Age and Sex Profile*. Retrieved from https://census2021.statsghana.gov.gh/subreport.php?Ghana-2021-Population-and-Housing-Census-General-Report-Volume-3B=&readreport=MjYzOTE0MjAuMzc2NQ%3D%3D

10.3.1 Digital Centres of Excellence (DCEs)

Constraint Resolved: Inadequate digital training infrastructure and limited community access to quality digital facilities, especially outside major urban centres.

Transformation: ASPIRE24 will roll out a national network of Digital Centres of Excellence (DCEs) embedded within upgraded TVET institutions. These centres will function as both:

- Skills Development Hubs for students, entrepreneurs, informal workers, and university graduates, offering training in market-relevant digital skills.
- Community Digital Infrastructure Nodes with high-speed internet, workspaces, conferencing facilities, and digital resources for freelancers, startups, and nomadic entrepreneurs.

We aim to ultimately establish DCEs across all public TVET institutions, but will begin with six pilot centres based on four key considerations:

1. **Demonstration and Proof of Concept:** A focused rollout allows us to test and refine delivery models, infrastructure standards, and industry linkages before national scale-up.
2. **Strategic and Geographic Equity:** The first six centres are being located to ensure coverage across key 24H+ economic corridors and underserved regions, enabling broad early impact.
3. **Efficient Use of Resources:** Concentrating limited capital ensures each pilot centre is high-quality, fully functional, and capable of generating results, rather than spreading resources too thinly across the country.
4. **Scalability and Replication:** Lessons from the six centres will define standards for digital infrastructure, curricula, governance, and partnerships—enabling an efficient and cost-effective scale-up to the national level.

10.3.2 Market-Aligned, Sector-Specific Content

Constraint Resolved: Skills mismatch and outdated training content that fail to prepare learners for actual economic opportunities.

Transformation: In partnership with CTVET, the TVET Service, and industry, ASPIRE24 will develop modular, demand-driven curricula tailored to the needs of Ghana's emerging sectors—especially those prioritized in the 24H+ programme. Core focus areas will include:

- Software development, digital marketing, data analysis, cloud systems, and applied tech for agriculture, logistics, and manufacturing.
- Curricula designed to be inclusive of TVET learners, graduates, entrepreneurs, and informal actors.

This ensures that the training ecosystem we deliver is aligned with today's economic reality, not yesterday's job market.

10.3.3 Labour Market Integration

Constraint Resolved: Weak linkages between training and actual job or entrepreneurial opportunities.

Transformation: ASPIRE24 will link digital training directly to job creation and enterprise support through:

1. Structured internships and placement pathways with BPOs, digital commerce platforms, logistics firms, and agri-tech startups.
2. Offtake partnerships with employers to guarantee job absorption for graduates.
3. Startup incubation and enterprise enablement to support entrepreneurship as an equally viable outcome alongside formal employment.

We will embed off-take and economic absorption into programme design to ensure that training translates into transformation.

10.3.4 National Delivery and Coordination Platform

Constraint Resolved: Fragmented policy, limited coordination, and weak monitoring systems.

Transformation: ASPIRE24 will be managed through a coordinated national platform led by the 24H+ Secretariat, in partnership with the Ministry of Education, Ghana TVET Service, CTVET, and industry associations. This will include:

1. A multi-stakeholder Steering Committee for policy alignment.
2. Clearly defined roles for technical partners, delivery institutions, and employers.
3. Results dashboards to monitor training, job placement, and digital entrepreneurship outcomes in real time.

Through this transformation plan, ASPIRE24 builds the systems, infrastructure, and economic connections required to make digital intelligence a national competitive advantage.

10.4 Implementation Plan

The implementation of ASPIRE24 will proceed in a phased but integrated manner across the period 2025–2028. The programme is designed to deliver both immediate results and long-term system transformation, with strong alignment to the overall 24H+ vision of productive, inclusive, and innovation-driven growth.

The first priority is to establish the foundational infrastructure and systems to deliver future-focused human capital outcomes. In 2025, six Digital Centres of Excellence (DCEs) will be established within upgraded TVET institutions across major zones of economic activity. These Centres will be developed in close partnership with global and regional technology firms, BPO employers, and Ghanaian training providers. Their purpose is to deliver industry-relevant digital and technical training, serve as innovation and job placement hubs, and anchor a broader revitalisation of Ghana's workforce readiness.

In parallel, ASPIRE24 will co-develop digital intelligence and technical curricula in partnership with private sector employers and the Commission for TVET (CTVET). These will cover high-growth domains such as cloud services, software development, AI/data analysis, cybersecurity, digital fabrication, and green technologies. A national certification and recognition framework will be adopted to ensure stackable credentials and labour market relevance. The first cohort of 1,000 trainees will be enrolled in late 2025 across the six DCEs, with embedded certification, project-based learning, and job-matching services.

From 2026, the programme will scale across all 16 regions, with DCEs replicated nationwide and digital intelligence modules mainstreamed into public TVET institutions. This expansion will be supported by job fairs, employer roundtables, and youth-targeted innovation competitions. ASPIRE24 will also extend its reach beyond formal institutions—partnering with the Non-Formal Education Division (NFED), youth-focused NGOs, and community-based initiatives to serve out-of-school youth and underserved populations.

To complement technical skills, ASPIRE24 will run a national mindset and productivity campaign focused on values, patriotism and the can do spirit. punctuality, collaboration, digital ethics, and entrepreneurship. This campaign—delivered through schools, workplaces, and mass media—will aim to shift Ghana's work culture in line with the values required for a competitive and cohesive economy. Specific attention will be given to equity, with targeted outreach to women, persons with disabilities, and underrepresented regions.

The ASPIRE24 delivery structure is multi-actor. The 24H+ Secretariat will provide strategic oversight, while the Ministry of Education, CTVET, and the TVET Service will coordinate training rollout and curriculum alignment. DCEs will be run by local management teams with oversight boards comprising representatives from government, industry, academia, and civil society. Private sector partners—including Microsoft, MTN, Google, and Ghanaian tech and BPO firms—will lead curriculum design and provide job linkages. Development partners such as GIZ, Mastercard Foundation, and AUDA-NEPAD will support implementation, capacity-building, and monitoring.
Monitoring and adaptation are embedded into the programme. Baseline indicators will be collected before the first cohort, with quarterly tracking of completion, job placement, employer satisfaction, and inclusion. Mid-term evaluations will inform adjustments before full scale-up. Resilience measures include modular content delivery, early industry partnerships, hybrid learning options, and mentorship/stipend support to reduce attrition.

Key success metrics for ASPIRE24 by 2026 include:

Indicator	Target
Digital Centres of Excellence operational	6
TVET institutions integrating digital curricula	50+
Total trainees enrolled	10,000
Certification completion rate	>80%
Job placement rate (within 6 months)	>60%
Female participation	≥40%
Employer satisfaction rate	≥85%

By 2028, ASPIRE24 will be fully institutionalised as Ghana's flagship platform for future workforce development, bridging the gap between education and jobs, and preparing the next generation of Ghanaians for meaningful participation in a digital and industrial economy.



Spotlight:

Tapping Global Retiree Expertise to Power Ghana's 24 Hour Economy

As Ghana advances the bold vision of a 24-Hour Economy that drives productive growth and development, we must think beyond conventional resources and tap into unconventional, high-impact assets — one of the most overlooked being the wealth of global retiree expertise.

Around the world, millions of retired professionals — engineers, doctors, educators, scientists, economists, and development specialists — remain full of energy, knowledge, and a desire to give back. Though no longer formally employed, these individuals possess decades of experience and are uniquely positioned to contribute to national development in meaningful ways. Ghana now has the opportunity to build a bridge between this global silver workforce and an emerging 24H+ programme framework to close skills gaps, mentor local professionals, and drive innovation.

To ensure the sustainability of this initiative, the 24H+ Secretariat envisions working with development partners to help absorb the human hire costs associated with onboarding global retirees. This initiative not only ensures that talents universally are effectively utilised but also echoes the global agenda for inclusive development and open knowledge networks.




24HOUR
ECONOMY
&
Accelerated
Export
Development
24HOUR
ECONOMY
Accelerated Export
Development
Go24
to mainstream the
24H+ Programme and
mobilise Ghanaians
through a coordinated
communication
strategy

11.0 GO24 – Driving Civic Commitment and Public Alignment

11.1 Introduction

11.1.1 GO24 – Civic Engagement and Institutional Mobilisation

GO24 is the civic and institutional engagement sub-programme of the 24H+ Agenda. Its primary aim is to convert national ambition into collective action—ensuring that the 24-Hour Economy is not only designed for Ghanaians, but co-owned and co-delivered by them.

While other sub-programmes tackle financing, infrastructure, human capital, and cultural revitalisation, GO24 focuses on people and public institutions—how they engage, behave, and align with the transformation agenda. It acknowledges that policies alone are not enough. Real transformation demands public support, grassroots participation, and a culture of delivery across every level of governance.

This is the mobilisation engine of 24H+ to ensure that citizens, communities, and government machinery are fully activated as partners in building a 24-hour, inclusive, and productive economy.

11.1.2 Structural Constraints to Civic Engagement and Programme Integration

Despite Ghana's rich democratic culture and high levels of social organisation, structural constraints continue to limit broad-based civic participation, coordinated programme delivery, and national cohesion in the context of transformative public policy like 24H+. These constraints are deeply embedded, often mutually reinforcing, and span institutional, behavioural, and infrastructural domains.

1. Fragmentation Across Government and Civic Actors
   Despite multiple decentralisation reforms, coordination across public institutions remains weak. The 2021 World Bank Public Expenditure Review found that overlapping mandates and unclear roles among MDAs (Ministries, Departments, and Agencies) result in policy incoherence and duplication of effort. Local governments, while constitutionally empowered, are often financially and administratively dependent on central government, weakening vertical integration. Meanwhile, civil society, chieftaincy, and religious institutions operate parallel to—but rarely in synergy with—state structures. As a result, national initiatives like 24H+ face a delivery landscape marked by fragmentation and poor alignment across actors and levels of governance.

2. Limited Trust and Visibility of Government Programmes
   Ghanaians express high levels of political awareness, but low levels of trust in public institutions. According to Afrobarometer (2022, Round 9), only 25% of citizens trusted local government officials "somewhat" or "a lot," and just 32% trusted the President—down from 52% in 2017. Confidence in Parliament and political parties is even lower. This trust deficit is compounded by inconsistent communication, delayed implementation, and politicisation of national programmes. Visibility is also a challenge: a 2023 CDD-Ghana survey found that 58% of Ghanaians feel "poorly informed" about major public initiatives. These gaps in trust and awareness undermine citizen engagement and reduce the legitimacy of long-term transformation efforts. It breeds cynicism and dampens civic momentum, particularly for newer, ambitious reforms such as the 24H+ Programme.

3. Underutilised Community Infrastructure and Social Capital
   Ghana has an extensive network of faith institutions, chieftaincy structures, youth clubs, and civic organisations that command trust and mobilisation power at the grassroots. Over 90% of Ghanaians belong to a religious institution[95], and traditional leaders retain high trust, particularly in rural areas. However, these institutions are largely underleveraged in national planning and delivery. Less than 15% of district assemblies regularly consult traditional authorities on development projects[96].Similarly, youth and professional groups are active but disconnected from national strategy execution. Faith-based organisations deliver social services in every community, yet have little visibility or input in government programme design. This disconnect squanders one of Ghana's greatest assets—its community-based social infrastructure.

4. Gaps in Public Sector Responsiveness and Culture
   Public institutions face structural barriers to delivering responsive, citizen-centred services. Ghana ranked 104th out of 141 countries in the 2023 Global Competitiveness Index for "Efficiency of Public Institutions." The 2021 Afrobarometer survey showed that 72% of Ghanaians believe that public officials "do not care what people think." While initiatives like the Public Services Commission's reform agenda are ongoing, progress is uneven and lacks strong alignment with broader transformation initiatives like 24H+. Many public servants face systemic limitations: outdated work processes, limited performance incentives, weak inter-agency collaboration, and poor feedback loops. This contributes to a governance culture that often appears transactional rather than participatory.

5. Weak Civic Participation Pathways, Especially for Youth and Informal Workers
   While Ghana's civic space is relatively open, participation is often restricted to urban elites or formal institutions. Ghana's population is one of the youngest in

[95] Ghana Statistical Service. (2021). *2021 Population and Housing Census: General Report – Religion*. Accra: GSS. Retrieved from https://www.statsghana.gov.gh/gssmain/fileUpload/pressrelease/2021%20PHC%20General%20Report%203C_revised%20print_281121a.pdf?

[96] NDPC (2022). *2022 Annual Progress Report*. https://ndpc.gov.gh/media/2022_National_APR.pdf

the world—74% under age 35—yet youth remain marginalised from governance. Less than 4% of public boards include members under 35[97]. Citizen engagement platforms—such as town hall meetings, local development planning, or participatory budgeting—are inconsistently applied and rarely institutionalised.

6. Disconnect Between National Identity and Everyday Governance
   Ghanaians express deep pride in their national identity, but this sentiment is rarely reflected in daily governance or public communication. Outside of major holidays or sports events, everyday state-citizen interaction often lacks a unifying narrative or identity frame. Urban design, public architecture, and communications do little to project "The Ghana Story" or reinforce shared national values. This disconnect weakens emotional connection to national initiatives. In a 2022 survey by Future of Ghana, only 28% of youth felt that "national programmes reflect who we are as a people." As a result, patriotism coexists with detachment from government—a paradox that weakens policy ownership and national cohesion.

11.2 GO24 Strategic Transformation Plan

11.2.1 Transformative Vision

GO24 envisions a Ghana where citizens, communities, and public institutions are fully mobilised around shared national ambitions—actively engaged in building an inclusive, competitive, and continuously productive economy.

This is a vision of Ghana where public policy is not remote or imposed, but co-created by a society that sees itself in its national development agenda. It is about moving beyond fragmented service delivery and passive citizenship, towards a cohesive national movement anchored in trust, identity, and shared purpose.

The goal is to empower citizens to shape, implement, and take ownership of national transformation. When citizens see themselves as protagonists of change, when communities become platforms of delivery, and when the public service operates with responsiveness and pride, transformation becomes unstoppable.

To deliver this vision, GO24 focuses on mobilising three interconnected groups:

- The Citizenry – through deeper trust-building, open communication, and participatory platforms;
- Communities – by activating local leaders, associations, and social networks as anchors of programme delivery;
- The Government Machinery – by strengthening culture, systems, and performance to align public service with the demands of a 24-hour, inclusive economy.

GO24 is how we turn a national programme into a national movement.

As an immediate step toward building this movement, integrating with the work of SHOW24, GO24 will amplify the "Made in Ghana" message as a unifying civic and economic platform. This goes beyond a marketing campaign – it treats Ghana's local

[97] TheBoardroom Africa. (2024). *Ghana Board Diversity Index Report 2024 – 5th Edition*. Retrieved from https://theboardroomafrica.com/wp-content/uploads/2024/10/Ghana-Board-Diversity-Index-Report-2024-5th-Edition.pdf

products and brands as part of the nation's social infrastructure, binding citizens together through shared pride and opportunity. This Made-in-Ghana focus integrates with MAKE24 promoting the Ghana Mall. In practice, this means integrating Made-in-Ghana ideals into everyday life, so that choosing a Ghanaian product becomes synonymous with patriotism and progress. Improving the quality of Ghanaian products can tap into latent patriotism to shift consumer behaviour. Ghana spent $2.6 billion in 2021 importing just 14 basic items (from rice to even brooms and wigs)[98] – a costly reliance that robust local brands could recapture for the domestic economy. By transforming "Made in Ghana" into a national mission, GO24 will align economic objectives (job creation, self-reliance, export promotion) with cultural identity. This approach directly addresses the current disconnect between national identity and daily governance; outside of holidays or sports, many citizens feel a lack of a unifying narrative in everyday life. Embedding pride in Ghanaian products into daily routines will make development tangible and personal for every citizen, especially the youth who currently feel national programmes don't reflect who they are (only *28%* did, per a 2022 survey). In short, treating "Made in Ghana" as civic infrastructure turns local economic participation into an act of civic duty – forging a collective identity where every Ghanaian is a stakeholder in the country's progress.

11.2.2 Strategic Opportunities

GO24 leverages several high-leverage opportunities embedded in Ghana's democratic and socio-cultural fabric:

1. Ghana's High Civic Awareness and Political Engagement Ghanaian citizens are politically engaged and follow national developments closely. Over 70% report regularly discussing political issues[99]. This awareness is a powerful foundation upon which to build participatory governance models that translate civic dialogue into tangible contributions to national development.
2. Trusted Social Institutions and Local Networks Traditional leaders, faith-based organisations, and grassroots associations remain among the most trusted institutions in Ghana. For example, over 75% of Ghanaians trust religious leaders, compared to less than 35% who trust politicians[100]. These trusted actors can serve as vehicles for programme delivery, behaviour change, and national mobilisation—if systematically engaged.
3. Strong Youth and Diaspora Interest in National Development The youth population is large, digitally connected, and eager to contribute to change. Diaspora communities are increasingly engaged through initiatives like the Year of Return and Beyond the Return. GO24 can provide structured pathways for these groups to co-create and support transformative projects at the local and national levels.

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4. **Widespread National Pride and Cultural Confidence** Events like Panafest, Ghana@60, and national sporting milestones show that Ghanaians rally around symbols of national pride. The "Ghana Story" framework, rooted in Nkrumah's African Personality philosophy, offers a powerful narrative platform to align national ambition with cultural identity and values. Embedding this narrative across governance and service delivery can deepen programme ownership.
5. **Ongoing Public Sector Reform Momentum** Several reform efforts—such as the Public Sector Reform Strategy (2018–2023), Open Government Partnership commitments, and digitisation efforts by GRA and Births and Deaths Registry—demonstrate appetite for innovation in governance. GO24 can align with and accelerate these reforms to improve transparency, responsiveness, and service culture across the public sector.

11.2.3 Core Strategy

GO24 will execute its mandate through a three-tiered civic engagement strategy, aligned with the Dual Focus Strategy of the 24H+ Programme. While other sub-programmes focus on transforming production, markets, and finance, GO24 delivers the civic infrastructure—trust, mobilisation, and alignment—needed to make those efforts effective, participatory, and enduring.

The strategy mobilises action across **three strategic fronts**:

1. **Engaging the Citizenry** – deepening public trust, transparency, and participatory governance by ensuring that citizens are informed, consulted, and empowered to contribute to national transformation.
2. **Activating Communities** – leveraging Ghana's local institutions, cultural networks, and place-based assets to foster grassroots ownership and locally adapted implementation of the 24H+ vision.
3. **Energising the Government Machinery** – reorienting public sector performance and culture to deliver with urgency, responsiveness, and alignment to 24H+ priorities, especially in support of a more inclusive and continuously productive economy.

This three-track strategy provides the **civic scaffolding** for 24H+—ensuring that transformation is not only technically sound but also socially owned and nationally energised.



11.3 Systemic Constraints Transformation Plan

To deliver on its vision of inclusive national mobilisation, *GO24* must directly address the structural, institutional, and behavioural barriers that currently limit civic participation, community ownership, and public sector responsiveness. This transformation plan outlines the systemic initiatives to be deployed across three interlinked engagement tracks: the Citizenry, Communities, and the Government Machinery.

11.3.1 Engaging the Citizenry: Public Trust, Transparency, and Participation

To rebuild trust and create meaningful civic participation, *GO24* will activate a national framework for Public Stakeholder Dialogues, including:

- Town Hall Meetings: Held nationwide in markets, schools, community centres, and workplaces to communicate programme progress, gather feedback, and co-develop localised interventions.
- Webinars and Radio Forums: Used to reach dispersed populations—including the diaspora and digitally connected youth—ensuring broad-based engagement in policy discourse.
- Community Mobilisation and Development Forums (CMDFs): Established at the district level as participatory platforms for local feedback, citizen involvement, and joint problem-solving.
- Real-Time Citizen Engagement Platform: An interactive portal hosted on the 24H+ Secretariat's website will include:
    - Transformation Tracker: A public-facing dashboard that communicates programme milestones, sectoral KPIs, and district-level performance updates.
    - Feedback Loop: A two-way interface where citizens can ask questions, report delivery issues, and submit suggestions directly to MDAs and MMDAs.

This system strengthens accountability while reinforcing the idea that citizens are not spectators but co-creators in national transformation.

11.3.2 Activating Communities: The 24H+ Community Improvement and Revitalisation (CIR) Programme

Mobilising Ghana's communities is essential to making the 24H+ Programme a truly national transformation. Communities are where citizens live, work, and organise—and it is through local leadership, social networks, and shared spaces that national ambition becomes practical action.

To achieve this, GO24 will deploy the 24H+ Community Improvement and Revitalisation (CIR) Programme as a catalytic platform for community mobilisation. The CIR Programme is a participatory development model that engages citizens directly in shaping their local environments, enhancing civic pride, and improving the conditions under which 24-hour productivity can thrive.

The programme will be piloted in Accra and Kumasi Central Business Districts (CBDs) and expanded nationally after evaluation. It will include:

- Community Clean-ups and Beautification Campaigns - Facilitating neighbourhood-led efforts to restore dignity and cleanliness to public spaces through painting, greening, and sanitation activities.

- **Creation of Communal Green Zones** -Introducing accessible public parks and relaxation areas to improve quality of life and support mental and social wellbeing.
- **Local Waste Management Initiatives** -Supporting community-based waste collection, sorting, and recycling systems, especially in high-density zones.
- **Citizen-Led Urban Regeneration** - Enabling residents to co-design improvements to walkways, lighting, signage, and informal trading spaces in partnership with local authorities.

Each project will be co-created with local associations, faith groups, youth leaders, and municipal assemblies, ensuring strong local ownership and alignment with community priorities. Results will be tracked through inclusive monitoring frameworks, and pilot successes will inform the national roll-out.

By using the CIR Programme as a mobilisation vehicle—not just a service delivery tool—**GO24** will create vibrant, engaged communities that see themselves not just as beneficiaries, but as drivers of Ghana's transformation.

11.3.3 Energising Government Machinery: Performance Culture and Strategic Alignment

A key lesson from past reforms is that national transformation efforts succeed only when the machinery of government is aligned, agile, and accountable. Fragmented service delivery, institutional silos, and limited cross-sectoral coordination have long undermined the impact of public programmes—even when well-funded.

GO24 addresses this by operationalising a new framework for institutional alignment under the 24H+ Programme, starting with a common strategic tool known as the Master Terms of Reference (MTR).

The MTR sets out the core goals, pillars, and delivery expectations of the 24H+ Programme. It serves as a foundational guide for Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) to align their operations with the national transformation agenda.

To embed this alignment:

- **Each MDA and MMDA will adapt the Master Terms of Reference into their own institutional Terms of Reference.** These documents will outline how each institution contributes to the 24H+ goals, what outcomes they commit to, and how they will track results.
- **Strategic Integration Workshops** will be held across all MDAs and MMDAs. These will:
    - Introduce officials to the 24H+ vision, goals, and delivery mechanisms;
    - Identify entry points for alignment between institutional mandates and the programme's pillars;
    - Refine sectoral and district-level workplans to reflect 24H+ priorities;
    - Initiate reporting mechanisms that support transparency, shared learning, and performance tracking.

- The workshops will also include **orientation and training modules** on key elements of the 24H+ transformation ethos—such as service excellence, productivity culture, data-driven delivery, and proactive citizen engagement.
- Finally, **cross-institutional coordination platforms** will be strengthened through inter-ministerial working groups, regional review forums, and problem-solving task forces—ensuring that policy coherence and delivery accountability remain at the centre of public sector performance.

Through this approach, **GO24** will support the transition from fragmented bureaucracy to a unified, mission-driven government—fully engaged in delivering the outcomes that Ghanaians expect from a 24-hour economy.

11.4 GO24 Implementation Plan

GO24 will be delivered through a **four-phase national engagement strategy** spanning from 2025 to 2028. Each phase builds on the previous, moving from awareness and alignment to mobilisation, consolidation, and long-term institutionalisation. The implementation plan ensures that citizens, communities, and public institutions are fully engaged as co-drivers of the 24H+ transformation.

1. **Phase 1: Awareness and Institutional Alignment (2025)**

   Goal: Build nationwide awareness, ensure institutional clarity, and prepare key actors for delivery.

   Key Actions:

   - Launch the **GO24 national communication campaign** across local languages and formats.
   - Organise **Public Stakeholder Dialogues** (town halls, school engagements, webinars) across all 16 regions.
   - Roll out the **24H+ Results Tracker Portal** to provide real-time transparency on programme milestones.
   - Conduct **Strategic Integration Workshops** for all MDAs and MMDAs:
     - Review and adapt the 24H+ Master Terms of Reference;
     - Align institutional workplans;
     - Provide orientation and delivery culture training.
   - Map and onboard community and civic partners for mobilisation.

2. **Phase 2: Community Activation and Pilots (2026)**

   Goal: Mobilise local leadership, pilot revitalisation interventions, and strengthen grassroots participation.

   Key Actions:

   - Launch **Community Mobilisation and Development Forums** nationwide:
     - Facilitate local planning and co-creation of 24H+ initiatives;
     - Gather structured community feedback.

- Pilot the **Community Improvement and Revitalisation (CIR) Programme** in Accra and Kumasi CBDs:
    - Sanitation drives, green space creation, community-led beautification;
    - Local waste management partnerships with MMDAs.
- Enable **youth-led citizen journalism**, local transformation scorecards, and cultural storytelling platforms.
- Establish a baseline for civic engagement metrics and update the national Results Tracker accordingly.

3. **Phase 3: National Scale-Up and Embedded Participation (2027)**

   Goal: Scale up tested initiatives, embed civic feedback systems, and deepen participatory governance.

   Key Actions:

   - Expand the **CIR Programme** to additional urban centres across all regions.
   - Institutionalise **quarterly community dialogues** led by RCCs and MMDAs.
   - Localise the **"What Is Your Ghana Story?"** campaign:
       - Integrate cultural identity into urban planning, education, public service campaigns, and national events.
   - Activate the **Community Activation Fund** to support place-based civic and economic initiatives.
   - Launch collaborative dashboards linking MMDAs, communities, and central government for programme delivery and performance reporting.

4. **Phase 4: Institutionalisation and National Culture Shift (2028)**

   Goal: Establish GO24 as a sustained civic infrastructure for national transformation.

   Key Actions:

   - Integrate civic engagement mechanisms into the operational frameworks of MDAs and MMDAs.
   - Finalise the Ghana Story Framework as a tool for national identity, diplomacy, and soft power projection.
   - Embed 24H+ participation principles into civil service induction, school curricula, and municipal planning.
   - Host the inaugural Ghana Civic Innovation and National Storytelling Summit, showcasing impact, creativity, and governance innovations.



"The 24-Hour Economy is more than just a policy; it's a catalyst for industrialisation, export promotion, and job creation. It's about building an economy that works for everyone, every hour of the day."

- President John Dramani Mahama

PART THREE

ANNEXES

1.0 National Outcome Indicators for the 24H+ Programme

No	Outcome	Indicator	Indicator Definition	Data Source
1	Economic Growth & Self-Sufficiency	Real GDP growth rate (YoY)	Measure of overall economic expansion	GSS National Account
2	Economic Growth & Self-Sufficiency	Overall Inflation (YoY)	Measures overall changes in prices across the economy over time	GSS Price Statistics
3	Economic Growth & Self-Sufficiency	Gross Import Dependency Ratio (%)	The proportion of total domestic consumption met by imports	GSS National Account & GSS Trade Statistics
4	Food Security & Nutrition	Inflation rate (local food)	Measures changes in local food prices over time	GSS Price Statistics
5	Food Security & Nutrition	Inflation rate (imported food)	Measures changes in imported food prices over time	GSS Price Statistics
6	Food Security & Nutrition	Proportion of the population experiencing food insecurity	Measure of food insecurity (lack of access to sufficient, safe, and nutritious food)	AHIES/QLFS/CFSVA
7	Workforce & Social Development	Unemployment rate	The percentage of the labour force that is unemployed	AHIES/QLFS
8	Workforce & Social Development	Youth unemployment rate (%)	Measure of active youth workforce who are unemployed	AHIES/QLFS
9	Workforce & Social Development	Disability unemployment rate	Measure of persons living with disability who are unemployed	AHIES/QLFS
10	Workforce & Social Development	Number of jobs created by sector	Count of new jobs created disaggregated by sector of employment	AHIES/QLFS
11	Workforce & Social Development	Absorption rate	Proportion of the working-age population that is employed	AHIES/QLFS
12	Workforce & Social Development	Vulnerable employment Rate	Share of employed persons in insecure, informal, or non-wage employment, including family work and self-employment without employees.	AHIES/QLFS
13	Workforce & Social Development	Multi Dimensional Poverty rate	A measure of poverty that captures multiple deprivations in health, education, and living standards.	AHIES/QLFS
14	Agricultural, Industrial & Export Development	Share of Agriculture contribution to GDP (%)	Percentage of national GDP generated by agricultural activities, measured with and without traditional commodities (cocoa and timber) to track diversification	GSS National Account
15	Agricultural, Industrial & Export Development	Share of Manufacturing contribution to GDP (%)	Percentage of national GDP generated by manufacturing activities	GSS National Account

16	Agricultural, Industrial & Export Development	Relative export intensity index (vs Global, Africa and West Africa)	Export to GDP ratio of Ghana over total Export to GDP ratio (global, africa, West africa) - competitiveness	GSS Trade Statistics
17	Agricultural, Industrial & Export Development	Export-market penetration index (Global, Africa, West Africa)	Percentage of export destinations from total number of countries (Global, Africa, West Africa) - diversification	GSS Trade Statistics
18	Agricultural, Industrial & Export Development	Share of Value-Added Exports in Total Exports (%)	Measure of value-added exports as a share of total exports	GSS Trade Statistics
19	Agricultural, Industrial & Export Development	Growth in non-traditional exports	Year-over-year percentage increase in exports outside traditional commodities (gold, petroleum, cocoa, timber), indicating export diversification	GSS Trade Statistics
20	Production Efficiency & Innovation	Labour productivity	Measure of total output (GDP or per sector) over total number employed	GSS National Account & Survey (AHIES/QLFS)
21	Production Efficiency & Innovation	Total Factor Productivity (TFP) growth rate (%)	Contribution of technological progress and efficiency gains to economic growth, calculated as the ratio of total output growth to total input (labour & capital) growth.	GSS National Account & Survey (AHIES/QLFS)
22	Production Efficiency & Innovation	Skills Mismatch Index	Measure of the gap between workforce skills and industry needs	GSS National Account & Survey (AHIES/QLFS)
23	Production Efficiency & Innovation	Gross fixed capital formation	Percentage of GDP invested in physical assets such as infrastructure, machinery, and research & development, indicating long-term productive capacity.	GSS National Accounts

2.0 Jobs Estimates for GROW24

2.1 Formula

Total Jobs=A×(Lf+Lp+Ls), where

A = Total area cultivated or operated (in hectares)
Lf = Direct farm-level jobs per hectare
Lp = Jobs from processing and agro-industrial activities
Ls = Jobs in logistics, services, input supply, and extension

2.2 Assumptions

Cluster Type	Lf (Direct)	Lp (Processing)	Ls (Services)	Notes
General Crops	0.20 jobs/ha	0.07 jobs/ha	0.05 jobs/ha	Based on mixed crop systems (grains, vegetables, roots)
Oil Palm Belt	0.15	0.12	0.08	High processing labour due to palm oil mills and by-product chains
Poultry Belt	0.1	0.15	0.1	Lower farm land use but high labour in feed, hatcheries, and abattoirs
Fish Farming Zones	0.18	0.1	0.07	Medium-to-high on-farm intensity plus strong processing chain

The labour coefficients used were derived and adapted from a combination of the following data sources and regional studies:

1. *ILO Ghana Case Study on Irrigated Rice (2020)*
   a. *Irrigated and mechanised paddy farms generated 0.15–0.20 direct jobs per hectare, with higher seasonal peaks.*
   b. *Indicates*
   c. *lower-bound estimates for irrigated cereal systems.*
2. *MOFA Irrigation Scheme Observations*
   a. *Tono, Vea, Kpong, and Bontanga report ~0.15–0.20 direct jobs/ha for rice and maize cultivation under irrigation.*
3. *Ghana Oil Palm Strategy (2020)*
   a. *Assumes 1 job per 4 hectares (0.25 jobs/ha), with processing accounting for over 60% of labour in oil palm value chains.*
4. *World Bank Agrifood Value Chain Studies*
   a. *WB research (e.g., Sierra Leone oil palm schemes) shows that when processing is included, total employment can reach ~0.35–0.40 jobs/ha in smallholder-linked models.*
   b. *Value-added stages (drying, milling, packaging) typically add 0.10–0.20 jobs/ha across crops.*

5. *Poultry and aquaculture labour coefficients are presented as pragmatic estimates, aligned with system design components such as hatcheries, feed production, processing, and pond infrastructure, but they are not tied to land use in the strict sense.*
6. *Root and tuber crops (cassava, yam) are known to be more labour-intensive due to manual planting, harvesting, and processing operations. However, comprehensive national labour intensity data are currently lacking.*
7. *Labour coefficients are sensitive to mechanisation levels. As Eden Volta scales, it is expected that:*
    a. *Lf (farm-level labour) may decline due to more efficient operations.*
    b. *Lp and Ls (processing and services jobs) will increase, driven by structured aggregation, agro-processing, and logistics integration across clusters.*

These coefficients serve as a planning baseline and will be continuously refined through M&E feedback and updated field data.

2.3 Job Estimates

No	Cluster	Hectares	Direct Jobs	Indirect Jobs	Total Jobs
1	Pwalugu	100,000	20,000	12,000	32,000
2	Nasia–Bontanga	150,000	30,000	18,000	48,000
3	Kpandai	80,000	16,000	9,600	25,600
4	Central Gonja	250,000	50,000	30,000	80,000
5	West Gonja	100,000	20,000	12,000	32,000
6	Yeji-Pru	220,000	44,000	26,400	70,400
7	Sene	150,000	30,000	18,000	48,000
8	Dambai	150,000	30,000	18,000	48,000
9	Kete-Krachi	100,000	20,000	12,000	32,000
10	Afram Plains	250,000	50,000	30,000	80,000
11	Adawso-Akuse	100,000	20,000	12,000	32,000
12	Volta Lakeshore	90,000	18,000	10,800	28,800
13	Oil Palm Belt	250,000	37,500	50,000	87,500
14	Poultry Belt	200,000	20,000	50,000	70,000
15	Fish Farming Zone	100,000	18,000	17,000	35,000
	Total Jobs by 2028	**2,290,000**	**423,500**	**325,800**	**749,300**

This does not include the clusters planned for development post-2028

3.0 Acknowledgements

3.1 Presidency

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3.	Chief of Staff's Secretariat
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81	Kristina VérFoley	Salzburg Global
82	Kwabena Asante-Poku Jnr	British International Investment
83	Kwabena Ofosu-Appiah	Magnate Intelligent Monitoring Systems (MIMS)
84	Kwame Andah	Kreative Waves
85	Kwame Barfour-Osei	Chosen Artists
86	Kwame Sitso Asaase	Business Development Consultant
87	Kweku Mortey	Legal Practitioner
88	Kwesi Etu-Bonde	Technical Advisor to the Minister of Food & Agriculture
89	Kwesi Korboe	Ghana Incentive-Based Risk-Sharing System for Agricultural Lending (GIRSAL)
90	Kyle Kelhofer	International Finance Corporation (IFC)
91	Lawrence Ahiah	Fisheries Commission
92	Leslie Kasumba	She Speaks Africa
93	Lloyd Le Page	Global Agribusiness Leader
94	Majorie Abdin	Federation of Associations of Ghanaian Exporters (FAGE)
95	Marcel Agbedzinu	Legal Practitioner
96	Mariam Kaleem Agyeman-Buahin	The Akuna Group
97	Martin Amenaki	Poultry Farmer
98	Martin Egblewogbe	PA GYA Literary Festival
99	Martin Hiles	Volta Lake Transport Company Ltd (VLTC) - Former CEO
100	Martin Nartey	New Age Agric Solutions Ltd
101	Mary Amoah	Kwame Nkrumah of Science & Technology - KNUST
102	Matthew Armah	Millennium Development Authority (MiDA)
103	Michael Barnor	Cocoa Research Institute of Ghana
104	Moses Baiden	Digital Technology
105	Nana Dwemoh Benneh	Infrastructure Finance, Ghana Infrastructure Investment Fund (GIIF)
106	Nana Ewusi	KNUST e-HAPPY
107	Nana Kojo Safo	Kantanka Group
108	Nana Somuah Kankam	KNP Africa
109	Nicole Amarteifio	Film Director
110	Nii Moi Thompson	National Development Planning Commission (NDPC)
111	Nureeden Mohammed	Northshore Apparel
112	Odile Tevie	Nubuke Foundation
113	Ofeibea Sakyi-Addo	Embassy of France in Ghana
114	Opeibea Omaboe	Furnart Ghana Ltd
115	Patience Tetteh	Independent Consultant

116	Paul Siameh	Ministry of Food & Agriculture (MoFA)
117	Peter Boamah Otokunor	Director of Presidential Initiatives in Agriculture & Agribusiness at the Presidency
118	Peter Mwinlaari	Ghana Statistical Services
119	Reggie Rockstone	Rapper
120	Richard Dablah	Environmental Specialist
121	Richmond Kwame-Frimpong	Industrial Parks & Special Economic Zones
122	Robin Riskin	Curating Artist
123	Rocky Dawuni	Musician
124	Roland Quaye	New Age Agric Solutions Ltd
125	Ryan Keilloh	Concentrix
126	Sam Annobil	African Hospitality Services Ltd
127	Sam Botchway	DevOps Africa Limited
128	Samuel Kobina Annim	Ghana Statistical Services
129	Sefa Gohoho Boatin	Untamed Empire
130	Selassie Atadika	Midunu
131	Selassie Tetevie	Ramdesign
132	Seyram Kekessie	Insights Africa
133	Shadrach Sarpei Kwadey	Bankyekrom Ltd
134	Sheba Safo-Adu	Development Bank of Ghana (DBG)
135	Sheila Azuntaba	Consolidated Bank of Ghana (CBG)
136	Simon Madjie	Ghana Investment Promotion Centre (GIPC)
137	Simone Appiah-Korang	Chinese Market Expert
138	Thecia Wicket	Industrial Parks & Special Economic Zones
139	Theophilus Dzimega	Lawyer
140	Tim Armstrong	Tony Blair Institute
141	Victor Bannerman	eServices Africa Ltd
142	Wilfred Brentum	Western North Regional Minister
143	William Baah-Boateng	University of Ghana
144	William Darlie	Department of Co-operatives
145	William Kotey	New Age Agric Solutions Ltd
146	Wisdom Abodakpi	Cyclefarms Ghana Ltd
147	Yakubu Lantam Abdul-Jabar	Coldsis Ghana Ltd
148	Yao Gomado	Akan Constituency (MP)
149	Zilla Limann	Rockstone's Office

3.6 Institutions That Contributed Directly Or Indirectly To The 24H+ Programme

1	24-Hour Taskforce Team, Ghana Revenue Authority (GRA)
2	Abossey Okai Spare Parts Dealers Association
3	Accede Ghana Ltd
4	Advisor, UAE Royal Family
5	AfCFTA, National Coordinating Office
6	Africa Briefing Magazine, London
7	Africa Centre for Economic Transformation (ACET)
8	Africa Development Bank (AfDB)
9	African Business Communication
10	African Continental Free Trade Area (AfCFTA)
11	African Council for Graduates
12	African Export-Import Bank (Afreximbank)
13	Agri-Impact Group
14	AKF Group GH JV with IPMKAL
15	Akosombo Industrial Company Limited (ATL)
16	Alliance for a Green Revolution in Africa (AGRA)
17	American Tower Corporation
18	Association of Ghana Industries (AGI)
19	Association of Ghana Industries, Agribusiness
20	Association of Natural Rubber Actors of Ghana (ANGRAG)
21	Atlantic LifeSciences
22	Atlantic Lithium Ltd
23	Attentive Science LLC
24	Australia High Commission
25	Axis Pensions
26	B5 Plus Group
27	Bank of Ghana (BoG)
28	Blue Skies Global
29	Bright International Industrial Park
30	British High Commission
31	Bulk Oil Distribution Association
32	Bulk Oil Storage & Transportation Limited (BOST)
33	Business Outsourcing Services Association, Ghana (BOSAG)
34	Cashew Industry Association Of Ghana (CIAG)
35	Centre for Peace and Reconciliation
36	Chamber of Agribusiness Ghana
37	Chamber of Economic Zones
38	Chamber of Petroleum Consumers Ghana (COPEC)
39	Chartered Institute of Supply Chain Management
40	COA Research & Manufacturing Limited Company
41	Coconut Federation of Ghana

42	Coffee Federation of Ghana
43	Coldsis Ghana Ltd
44	Consolidated Bank of Ghana (CBG)
45	Constant Capital Ghana Ltd
46	Consulate of Austria in Ghana
47	Cosmetic Manufacturers, Traders & Professionals
48	Deloitte Ghana
49	Department of Cooperatives
50	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
51	Devcap Impact Fund
52	Development Bank of Ghana (DBG)
53	Director of Presidential Initiatives in Agriculture and Agribusiness
54	E. Darkey & Associated Ltd
55	Embassy of Denmark in Ghana
56	Embassy of Hungary in Ghana
57	Embassy of Japan in Ghana
58	Embassy of Switzerland in Ghana
59	Energy Commission Ghana
60	ePack Flexible Packaging
61	Everpower Holdings
62	Everpower International Holdings Ltd
63	Exim Bank
64	Federated Commodities PLC
65	Federation of Associations of Ghanaian Exporters (FAGE)
66	Fincap Securities
67	Foreign, Commonwealth & Development Office (FCDO)
68	GB Foods Ghana
69	GCE Hire Fleet Ltd
70	General Agricultural Workers' Union (GAWU)
71	Ghana Agricultural Insurance Pool (GAIP)
72	Ghana Chamber of Bulk Distributors (CBOD)
73	Ghana Chamber of Young Entreprenuers (GCYE)
74	Ghana Commercial Mango Growers (COMANGO)
75	Ghana Electrometer Ltd
76	Ghana Export Promotion Authority (GEPA)
77	Ghana Incentive-Based Risk-Sharing System for Agricultural Lending (GIRSAL)
78	Ghana Infrastructure Investment Fund (GIIF)
79	Ghana Insurers Association
80	Ghana International Chamber of Commerce (GHICC)
81	Ghana Investment Promotion Centre (GIPC)
82	Ghana National Cocoa Farmers Association
83	Ghana Ports & Harbors Authority (GPHA)
84	Ghana Root Crop & Tubers Exporters Union (GROCTEU)
85	Ghana Rubber Estates Ltd (GREL)
86	Ghana Textiles Printing Company Ltd

87	Ghana Union of Traders Association (GUTA)
88	Global Shea Alliance
89	Golden Exotics Ltd
90	Gomoa Development Organisation
91	Governance Africa Foundation
92	Government Energy Group
93	Group of UN Organisations
94	Haitech Group
95	Hari Agro Industries Ghana Ltd
96	High Commission of Malta in Ghana
97	HJA Africa
98	IMANI Centre for Policy & Education - Imani Africa
99	Indian Exim
100	Inland Canoe Fishermen Council
101	Institute for Good Governance
102	Institute of Social Research & Development (ISRAD) - Ghana
103	International Advisory Group (IAG)
104	International Business and Economic Development
105	Intervalle SV
106	ITARE
107	JA&Z Limited
108	Japan International Cooperation Agency (JICA)
109	Javon Effect Ltd
110	Jekora Ventures Ltd
111	Jobs for Economic Transformation (JET)
112	JSI Research and Training Institute, Inc. (Ghana)
113	Kantanka Group
114	Katamadara Concept
115	KDHI Agriculture
116	Kestacoal Ltd
117	Keyholdings Goods & Services Ltd
118	KfW Development Bank
119	KRC Japan
120	L&E Innovative Business Solutions, LLP
121	L'aine HR
122	Leti Arts
123	Lifetime Honey
124	Long Distance Drivers Association
125	Luaoo Shandong China
126	Madison Alumina
127	Magnate Intelligent Monitoring Systems (MIMS)
128	Malta High Commission in Ghana
129	Mastercard Foundation
130	Matteo Fund
131	McDan Group

132	Millennium Development Authority (MiDA)
133	Mind Snacks
134	Ministry of Fisheries & Aquaculture Development
135	Ministry of National Security
136	Ministry of Trade, Agribusiness & Industry
137	National Cattle Association
138	National Inland Canoe Fishermen Council
139	NDC Cadres Front
140	Nedbank Financial Services Group
141	New Gulf Fishing Company Ltd
142	NewAge Agric Solutions Ltd
143	Northshore Apparel
144	Oakwood Green Africa
145	Oil Palm Development Association of Ghana
146	Pan-African Investment Network
147	PBC Ltd, Shea Division
148	Peasant Farmers Association of Ghana (PFAG)
149	Penresa-Forbes Africa
150	Phoenix Insurance
151	Plendify
152	Poultry Farmers Association of Ghana
153	Project Management Office, Greater Accra Regional Coordinating Council
154	ProZero Ghana Ltd
155	Purple Wave Incorporated
156	Regimanuel Agropark & Industrial Park
157	Republic of Singapore Embassy in Ghana
158	Republic of Singapore Embassy in Ghana
159	Royal Knight Consult
160	Runbal Consulting Ltd
161	Sleek Garments
162	Softcare Ltd
163	Softtribe Web
164	Special Envoy to the Alliance of Sahel States (AES)
165	Sulu Investment Ltd
166	SunAlgae Farms Limited
167	Synergy Ghana
168	TechHalo
169	Technical and Vocational Education & Training (TVET)
170	TEIN, University of Health & Allied Sciences (UHAS)
171	The Concerned Seafarers Association
172	The Council for Scientific & Industrial Research (CSIR)
173	The Little Cow Consulting Ltd
174	The United Nations
175	Tiburtech
176	Time Trust Holdings

177	Tony Blair Institute for Global Change
178	Topia Technology Consult Ltd
179	Transilient Technologies Ltd
180	Trans-Sahara Industries Ltd
181	Tree Crop Development Authority
182	UK High Commission / Trade
183	UK-Ghana Chamber of Commerce
184	Union of Informal Workers Associations (UNIWA)
185	United Nations Development Programme
186	United Nations Global Compact Network Ghana
187	United Nations Industrial Development Organisation (UNIDO)
188	Universal Merchant Bank (UMB)
189	Valco Daiichi
190	Vegetable Exporters Association
191	Vegetable Oil Association
192	Vester Oil Mills Limited
193	Volta Aluminium Company Limited (VALCO)
194	Volta Lake Transport Company (VLTC)
195	Volta River Authority (VRA)
196	Volta Star Textiles Limited
197	West Africa Centre for Crop Improvement (WACCI)
198	Westrafo Ghana Ltd
199	Winstep Company Ltd
200	WonderspacED

3.7 24H+ Team and Inhouse Consultants

1	Abdul-Nasser Alidu
2	Arnold Ofoli
3	Arnold Parker
4	Augustus Goosie Tanoh
5	Benjamin Titus Tsorhe
6	Charles Nornoo
7	Daniel Coffie Agboyibor
8	Daniel Forster Kokoroko
9	Daniel Sosi
10	Devine Seyram Afako
11	Ebenezer Annan
12	Emmanuel Coffie
13	Emmanuella Mawuena Ahlijah
14	Foster Boye
15	Francis Ayamgha
16	George Stephen Akrofi Frimpong
17	Grace Adusei Mensah
18	Grace Aikins
19	Harriet Mate-Kole

20	Ishmael Nii Dodoo
21	Joe Onyame
22	Kofi Appiah Pinkrah
23	Kofi Sackey
24	Kwame Mfodwo
25	Kyeretwie Opoku
26	Lawson Kekeli Addae
27	Lily Martha Nunoo
28	Linda Kafui Abbah-Foli
29	Louis Quarcoo
30	Manuella Efua Sekyi
31	Marvin Tetteh Nortey
32	Mohammed Amin Gomda
33	Nicholas Issaka Gbana
34	Ohenewaa Sakyi-Bekoe
35	Patricia Afrakoma Ameyaw
36	Peter Amurikukor Atutiwuni
37	Roland Avuzugu
38	Samlara Baah Koduah
39	Shayawdeen Abubakar Mohammed
40	Sheriff Ibrahim-Dey
41	Stephen Boakye Frimpong
42	Stephen Eshun
43	Stephen Kwabena-Twum Dwamena
44	Winfred Osei Owusu

4.0 Publicly owned irrigation schemes in Ghana

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
1	Greater Accra	Ashaiman	Ashaiman	Gravity	155	80	Rice, Maize, Vegetables	Functional	●Rehabilitation of spillway and dam embankment under GoG funding on-going. ●Dam safety improved in 2021
2		Kpong	Shai Osudoku	Gravity	4,500	2,786	Rice, Banana	Functional	●Rehabilitation and modernization on-going since 2019. ● Farming activities on-going.
3		Weija	Ga South	Pump & Sprinkler	1500	200	Vegetables, (tomato, pepper)	Functional	●Farming activities on-going. ●Assessment and budget estimates to convert open canal into conduit flow done by GIDA in January, 2022.
4		Dawhenya	Ningo Prampram	Pump & Gravity	4500	200	Rice, Vegetables Flowers	Functional	●Rehab under KOICA funding about to start in 2022 ●Estimated 40% encroached
5		Ada	Ada East	Pump	103	103	Tomatoes, pepper	Functional	●Irrigation Infrastructure is not complete, therefore total area cannot be irrigated.

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
									●Farmers reeling under high electricity tariff
6		Angorsikope	Ada East	Pump & Gravity	120	110	Tomatoes pepper	Functional	●Newly constructed under GCAP/World Bank funding in 2019-2021
7		Michel Camp	Ashaiman	Gravity	130	130	Tomatoes, pepper	Functional	●Newly constructed and handed over to the Michel Camp Military. Funded under GCAP/World Bank funding in 209-2021
8		Dawa	Ningo-Prampram	Gravity	50	10	Vegetable	Partially functional	●Redevelopment of farm area required after a breach around 2021. ●Dam wall needs upstream protection to strengthen it.
	Sub-Total-Greater Accra Region				**11,058**	**3,619**			
9	**Volta**	Weta	Ketu North	Gravity	960	880	Rice, Okro, Maize	Functional	Out of 880ha 105ha has not been cropped due to drainage problems
10		Aveyime	North Tongu	Pump & Gravity	150	60	Rice	Functional	Pilot hybrid energy (solar + grid) installed by China Geo/WUA
11		Kpando-Torkor	Kpando	Pump & Gravity	119	40	Chilli Pepper, Maize	Non-functional	GCAP and World Bank funded studies and costing by NOOSAE Eng. in 2018 which proposed the use of floating pumps for scheme
12		Dodoekope	South Tongu	Pump & Gravity	130	68	Vegetables (pepper, tomato)	Functional	Outstanding works required to complete scheme. Irrigation is therefore in a limited area. Farmers reeling under high electricity tariff
13		Volo	North Tongu	Pump & Gravity	100	70	Maize	Functional	Leased to private investor
14		Tordzinu	South Tongu	Pump	4	4	Vegetable	Functional	Leased to private investor
15		Afaode	North Tongu	Pump & Gravity	80	65	Vegetable	Non-functional	Leakage in canal and high energy tariff
16		Tokpo	North Tongu	Pump & Gravity	119	90	Vegetable	Non-functional	Scheme never been used
17		Torgorme	North Tongu	Gravity	4,000	1,800	Babycorn, Rice and vegetables	Functional	Private investors & smallholders selected to cultivate 1,800ha. VEGPRO has moved out and no farming activity on their land currently.
18		Koloe-Dayi	Hohoe	Pump	30	30	Vegetable Rice	Partially Functional	Outstanding works yet to be completed
19		Atidzive-Ayiteykope	Akatsi	Gravity	30	20	Vegetable	Functional	Newly constructed

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
20		Agorveme	North Tongu	Pump & Gravity	109	72	Maize	Functional	Outstanding works required to complete scheme hence no irrigation
21		Kpoglu	Ketu South	Gravity	100	65	Rice	Functional	Newly constructed
22		Korlor	South Dayi	Pump	138	138	Maize	Partially functional	Outstanding works required to complete scheme and as such no irrigation
23		Keyime	Avetime-Ziope	Gravity	50	27	Vegetable/ maize	Functional	Seepage along the toe of the dam wall observed during dam assessment in 2020/2021. Canal requires rehab.
24		Ohawu Dam	Ketu North	Gravity	30	5	Rice/sugar cane	Partially functional	Spillway collapsed, canal and laterals to be rehab. Expand irrigable area
	Sub-Total-Volta Region				**6,149**	**3,434**			
25	**Eastern**	Amate	Kwahu East	Pump & Gravity	202	101	Vegetables	Non-functional	Accessibility issues and lack of working infrastructure
26		Dedeso	Kwahu East	Pump & Gravity	100	20	Vegetables	Non-Functional	
27		Kornorkle	Yilo Krobo	Gravity	45	30	vegetables	Functional	New scheme completed in 2016 under GoG. funding
28		Gyadem	Birim South	Pump & gravity	52	0	Vegetables	Non-functional	Stumping and land development are not done Other Outstanding works required to complete scheme so no irrigation
	Sub-Total- Eastern Region				**399**	**151**			
29	**Central**	Okyereko	Gomoa East	Pump/ Gravity	111	81	Okra, Rice	Functional	Submerging of pump station. Pump station should be relocated uphill, provision of solar energy, encroachment
30		Mankessim	Mfantsiman West	Pump	260	17	Watermelon	Functional	●Irrigable area requires expansion
31		Mprumem	Gomoa West	Gravity	250/75	75	Vegetables	Functional - newly constructed	
32		Ekotsi	Ekumfi	Pump Groundwater	207/30	30	Vegetables	Partially functioning	●Submerging of pump house. ●Protective dyke needed; complete irrigation system needed to be upgraded
33		Baafikrom	Mfantsiman East	Pump	4	4	Vegetables	Functional	●High electricity tariff, collecting drain to be constructed to intercept run-off water
	Sub-Total- Central Region				**375**	**207**			
34	**Ashanti**	Anum Valley (Nobekaw)	Ejisu Juaben	Pump & Gravity	140	58	Rice	Functional	●Scheme was desecrated by galamsyers but now there is no gold so GIDA intends to reconstruct the scheme.

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
35		Akumadan	Offinso North	Pump & Sprinkler	625	100	Tomato	Functional	
36		Asuoso	Offinso North	Pump	10	10	Rice, Vegetables	Functional	
37		Sata	Mampong	Gravity	56	34	Vegetables	Non-functional	●Canal broken down, weir broken
38		Adiembra	Atwima Mponua	Pump & Gravity	65	65	Vegetables	Non-functional	
	Sub-Total- Ashanti Region				**896**	**267**			
39	**Bono East**	Kokoroko	Techiman North	Pump & Sprinkler	66	66	Vegetables	Non-functional	●Conveyance pipe to lift washed away. The entire irrigation system must be revamped, encroachment of irrigable area
40		Tanoso	Techiman South	Pump & Sprinkler	115	64	Vegetables	Non-functional	●Broken weir, broken down pumps,
41		Asuoso	Nkoranza North	Pump	12	12	Vegetables	Non-functional	
42		Kaniago	Techiman South	Hydrant	66	66	Vegetables	Non-functional	●50% of scheme land lost. ●However, the hydrant system can be converted to sumps for spray tube irrigation.
43		New Longoro	Kintampo North	Gravity	224	190	Rice	Non-functional	●Weir is cracked and the canals are broken down.
44		Asantekwaa	Kintampo North	Gravity	143	143	Maize	Non-functional	●Incompleted scheme
45		Abuontem	Nkoranza North	Gravity	10	10		Non-functional	●Damp embankment eroded, canals broken
	Sub-Total- Bono East Region				**636**	**551**			
46	**Ahafo**	Nobekaw		Pump	60	60		Non-functional	●Affected by mining. ●Flood pruned irrigable area
	Sub-Total- Ahafo Region				**60**	**60**			
47	**Western North**	Moseaso	Wassa Amenfi	Pump & Gravity	60	48	Vegetable	Non-functional	●Very low interest by users
48		Aponapon	Sefwi Wiawso	Pump & pipe distribution	70	50	Vegetable	Non-functional	●Very low interest by users
	Sub-Total- Western North Region				**130**	**98**			
49	**Bono**	Subinja	Wenchi	Pump & Sprinkler	121	60	Vegetable, cowpea, maize	Non-functional	●High electricity tariff, pumps malfunctioning ●Recommend solar
50		Degedege	Tain	Gravity	20	10	Vegetables	Non-functional	●Canals rising so water cannot flow, dam embankment eroded, leakage along conduit

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
51		Akurobi	Wenchi	Pump	55	55	Vegetables	Non-functional	●Encroached by estate developers
	Sub-Total- Bono Region				**196**	**125**			
52	**Savannah**	Buipe	Central Gonja	Pump & Gravity	194	110	Rice, vegetables	Non-functional	●Outstanding works required to complete scheme, so no irrigation
53		Yapei	Central Gonja	Pump & Gravity	194	194	Vegetables		●Outstanding works required to complete scheme, so no irrigation
54		Wambong	Central Gonja	Gravity	6	6	Rice, Vegetables	Non-functional	●Outstanding works required to complete scheme, so no irrigation
55		Sunyeri	Sawla Tuna	Gravity					●Contract awarded ●Construction ongoing
	Sub-Total- Savannah Regions				**394**	**310**			
56	**Northern**	Bontanga	Kumbungu	Gravity	570	570	Rice, Vegetables	Functional	●Studied by NOOSAE Eng. under GCAP/World Bank funding in 2021. ●On-going rehab by SAPIP
57		Libga	Savelugu/Nanton	Gravity	25	20	Rice, Leafy Vegetables (sabdrafa)	Functional	
58		Golinga	Tolon	Gravity	100	100	Rice, Okro, sabdrafa	Functional	●Studied by NOOSAE Eng. under GCAP/World Bank funding in 2021. ●On-going rehab by SAPIP
59		Dipali	Savelugu	Pump & Gravity	171	148	Maize	Non-functional	●Outstanding works required to complete scheme, so no irrigation
60		Sogo	Savelugu	Pump & Gravity	151	125	Maize	Non-functional	●Outstanding works required to complete scheme, so no irrigation
61		Dinga	Savelugu	Pump & Gravity	115	90	Maize	Non-functional	●Outstanding works required to complete scheme, so no irrigation
62		Karimenga	West Mamprusi	Pump scheme	6	6	Vegetables		●Diesel pump broken down since 2012
63		Wambong	Central Gonja	Gravity	4	4	Rice	Non-functional	●Outstanding works required to complete scheme, so no irrigation
64		Sabari	Zabzugu	Water conservation	220	200	Rice	Functional	
65		Mongneigu	Zabzugu	Water conservation	90	80	Rice	Functional	

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
66		Demon	Zabzugu	Water conservation	70	60	Rice	Functional	
67		Tasundo	Zabzugu	Gravity system	10	0			●Contract awarded. Works ongoing
68		Sakpe	Mion	Gravity	20	12	Vegetables	Functional	
69		Zakpalsi	Mion	Gravity	35	20	Vegetables	Functional	
70		Janga	West Mamprusi	Gravity	700	500			
71		Kpalbutabu	Tatale	Gravity	25				●Contract awarded. Works ongoing
	Sub-Total –Northern Region				**2,312**	**1,935**			
72	**Upper East**	Tono	Kasena Nankana	Gravity	3,860	2,490	Rice, Tomato, Onion	Functional	●Rehabilitated just recently by GCAP/World Bank
72		Vea	Bongo	Gravity	1,197	852	Rice, Tomato	Functional	●Partially functional and need total rehabilitation. ●Contract awarded.
73		Goog	Bawku West	Gravity	100	186	Onion	Functional	
74		Baare	Talensi	Gravity	16	12	Vegetables, Guinea Corn, Rice	Functional	
75		Tiegu-Yarugu	Zebilla	Gravity	190	200	Vegetables	Functional	
76		Zebilla	Bawku West	Gravity	15	12	Vegetables	Functional	●Dam silted
77		Tilli	Bawku West	Gravity	20	15	Vegetables	Functional	●GSOP rehab in 2017
78		Binaba	Bawku West	Gravity	39	28	Vegetables	Functional	●GSOP rehab in 2017
79		Pusu-Namongo	Talensi	Gravity	24	20	Vegetables	Non-Functional	●No canals & land development. ●Seepage at the foot of dam
80		Soe-Yindongo	Talensi	Gravity	16	12	Vegetables	Functional	
81		Dua	Bongo	Gravity	12	10	Vegetables	Functional	
82		Alba		Gravity	20	15	Vegetables	Functional	
83		Adaboya	Bongo	Gravity	12	10	Vegetables	Functional	
84		Kori	Bulsa North	Gravity	50	30	Vegetables	Partially functioning	●Supply pipeline broken, siphon required
85		Zuedem	Bulsa North	Gravity	50	30	Vegetables	Functional	●Completed in 2016
86		Wiesi	Bulsa South	Water Conservation	70	63	Vegetables	Functional	
87		Gbedembelsi Valley I	Bulsa South	Water conservation	500	250	Vegetables	Functional	

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
88		Gbedembelsi Valley II	Bulsa South	Water conservation	300	250	Vegetables	Functional	
89		Uwasi	Bulsa South	Gravity	40	25	Vegetables	Functional	
90		Dulugu	Bolga East	Gravity	10	5	Vegetables	Functional	●Spillway broken, no canals/conveyance system
91		Gbeogo	Talensi	Gravity	12	8	Vegetables	Functioning	●To be worked on by GPSNP
92		Songo	Bawku West	Gravity	16	12	Vegetables	Functioning	●Worked on by GSOP
93		Tempane	Timpane	Gravity	13	10	Vegetables	Functioning	
94		Wriyanga	Timpane	Gravity	14	12	Vegetables	Functional	●Dam silted
95		Basyonde	Timpane	Gravity	17	15	Vegetables	Functional	●Spillway broken
96		Duadinyediga	Timpane	Gravity	25				●Contract awarded. Works ongoing
97		Gbeanterago	Garu	Gravity	18	8	Vegetables	Functional	●Worked on by Flooded Dams
98		Tamne	Garu	Gravity	930	0			●Headsworks completed. ●Irrigable area under construction.
99		Kara-teshie	Timpane	Gravity	8	5	Vegetables	Functioning	●Worked on by GSOP in 2016
100		Nakom	Kasena-Nankana West	Gravity	9	7	Vegetables	Functional	●Being rehab by GPSNP
101		Vunania	Kasena-Nankana	gravity	25				●Headsworks completed. Irrigable area under construction
102		Kuka	Bawku Municipal	Gravity	19	10	Vegetables	Functional	
103		Kpalwega	Bawku Municipal	Gravity	33	26	Vegetables	Functioning	●Worked on by UNDP 2021
104		Gorigo	Bongo	Gravity	15	12	Vegetables	Non-functional	●Worked in 2017
105		Balungu	Bongo	Gravity	10	9	Vegetables	Functional	●Worked on by GSOP 2014
106		Gbedema	Bulsa South	Gravity	7	5	Vegetables	Functioning	●Worked on by GSOP 2014
107		Longsa	Nabdam	Gravity	16	9	Vegetables	Functioning	Worked on by GSOP 2013
108		Siniensi-Kasa	Bulsa North	Gravity	10	6	Vegetables	Non-Functional	Dam breached, irrigable area washed away, studies done by GIDA Regional Office. Reconstruction should be constructed
109		Bew Central	Kasena-Nanka Municipal	Gravity	14	6	Vegetables	Functioning	●Rehabilitated in 2009 under flooded dams
110		Navio Kazugu	Kasena-Nanka West	Gravity	18	12		Non-Functional	●Irrigable area not constructed

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
111		Kandiga Bembisi	Kasena-Nanka West	Gravity	18	15	Vegetables	Functioning	●Worked on by GSOP in 2015
112		Sakom	Bawku West	Gravity	13	10	Vegetables	Functioning	●Worked on Flooded dams 2009
		Karemenga	Bawku West	Gravity	700	500	Vegetables		
113		Boya Kpasiko	Bawku West	Gravity	13	10	Vegetables	Functioning	●Worked on by GSOP in 2009
	Sub-Total –Upper East Region				**8,514**	**5,222**			
114	**Upper West**	Singbakpong	Wa Central	Gravity	116	52	Vegetables	Functional	●Partially functional, Siltation of reservoir, broken canals
115		Belebor	Wa Central	Gravity	120	120	Vegetables	Functional	●Partially functional, broken canals
116		Tizza 1	Jirapa	Gravity	83	76	Rice, Vegetables	Functional	●Partially functional, Siltation of reservoir, broken canals
117		Jawia	Sissala West	Gravity	40	30	Vegetables	Functional	●Broken canals
118		Yeliyiri	Wa West	Gravity	15	11	Tomato, Pepper	Functional	●Not fenced, valve leakage, spillway channel eroded
119		Baleofiili	Wa West	Gravity	14	10	Okro, Maize	Functional	●Broken canals
120		Gbache	Wa West	Gravity	30	20	Okro, Maize	Functional	●No land development, no canal system
121		Pingengben	Wa West	Gravity	8	6	Okro, Maize	Functional	●Broken spillway beam, need to expand irrigable area
122		Siru	Wa West	Gravity	200	0	Pepper, Maize	Functional	●Irrigable area not developed, no conveyance system
123		Sankana	Wa West	Gravity	60	60	Tomato, Pepper, Cowpea	Functional	●Broken canals, malfunctioning drainage, eroded spillway channel

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
124		Busa	Wa Municipality	Gravity	15	10	Vegetables	Functional	●Broken canals
125		Tanina	Wa Municipality	Gravity	6	2	Vegetables	Functional. Low scale	●Irrigable area not developed, no conveyance system
126		Funsi	Wa Municipality	Gravity	20	10	Vegetables	Functional. Low scale	●Breached dam, Irrigable area not developed, no conveyance system
127		Buffiama	Wa East	Gravity	15	0	Vegetables	Functional. Low scale	Breached dam, Irrigable area not developed, no conveyance system
128		Ducie	Wa East	Gravity	3	3	Vegetables	Functional. Low scale	Irrigable area not developed, no conveyance system
129		Ladayiri	Wa West	Gravity	10	10	Vegetables	Functional. Low scale	Dam leaking, silted and broken canals
130		Baleofilli	Wa West	Gravity	15	10	Vegetables	Functional. Low scale	Breached dam, Irrigable area not developed
131		Tousal/Jeyiri	Wa West	Gravity	10	0			●Contract awarded. ●Construction ongoing
132		Gilang	Wa West	Gravity	10	0			●Contract awarded. ●Construction ongoing
133		Doung	Nadowli/Kaleo	Gravity	10	0	Vegetables	Non-Functional	●Breached in 2020
134		Goli	Nadowli/Kaleo	Gravity	0	0	Vegetables	Functional. Low scale	●Breached dam, broken down canals
135		Nadowli	Nadowli/Kaleo	Gravity	8	0	Vegetables	Functional. Low scale	●Breached dam, no irrigable area developed, no canals
136		Kaleo	Nadowli/Kaleo	Gravity	8	0	Vegetables	Functional. Low scale	●No irrigable area developed, no canals
137		Takpo	Nadowli/Kaleo	Gravity	10	0	Vegetables	Functional. Low scale	●Breached dam, no irrigable area developed, no canals
138		Fian	Nadowli/Kaleo	Gravity	15	8	Vegetables	Functional. Low scale	●No irrigable area developed, no canals
139		Daffiama-Dakyie	Daffiama/Bussie/Issa	Gravity	20	13	Vegetables	Functional. Low scale	●Breached dam in 2020, no canals
140		Karni	Lambussie	Gravity	15	10	Vegetables	Functional	●Canals broken
141		Pina 1	Lambussie	Gravity	35	10	Vegetables	breached	●Breached dam, no land development
142		Han	Jirapa	Gravity	12	8	Vegetables	Functional	●No irrigable area developed, no canals
143		Piiyiri	Jirapa	Gravity	50	15	Vegetables	Functional	●Canals breached, lateral pipes malfunctioning
144		Jirapa	Jirapa	Gravity	5	5	Vegetables	Functional. Low scale	●Silted, no irrigable area developed, no canals
145		Chaare	Jirapa	Gravity	5	5	Vegetables	Non-functional	●Silted, no land development
146		Nambeg	Jirapa	Gravity	20	0	Vegetables	Functional	●No irrigable area developed, no canals

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
147		Duori	Jirapa	Gravity	8	2	Vegetables	Non-functional	●Silted, no land development
148		Tizza 2	Jirapa	Gravity	30	10	Vegetables	Functional	●No irrigable area developed, no canals
149		Babile	Lawra	Gravity	15	3	Vegetables	Breached	●Breached dam, broken canals
150		Eremon Soriguon	Lawra	Gravity	15	8	Vegetables	Non-functional	●No irrigable area developed, no canals
151		Eremon	Lawra	Gravity	20	0	Vegetables	Functional	●No irrigable area developed, no canals
152		Ko	Nandom	Gravity	10	0	Vegetables	Functional	●No irrigable area developed, no canals
153		Kokoligu	Nandom	Gravity	15	10	Vegetables	Functional	●No irrigable area developed, no canals
154		Wellembelle	Sissala East	Gravity	15	12.5	Vegetables	Functional	●Broken canals, drain issues
155		Bawiesibelle	Sissala East	Gravity	15	0	Vegetables	Functional	●No land development
156		Kong	Sissala East	Gravity	10	10	Vegetables	Functional	●No canals
157		Sakai	Sissala East	Gravity	8	0	Vegetables	Functional	●Broken canals
158		Sorbelle	Sissala East	Gravity	10	5	Vegetables	Functional	●Broken canals
159		Tumu	Sissala East	Gravity	8	0	Vegetables	Functional	●Silted dam, no canals, no land development
160		Nabulo	Sissala East	Gravity	15	0	Vegetables	Functional	●Dam silted/breached
161		Batsisan-Banor	Sissala East	Gravity	15	0	Vegetables	Functional	●Redevelopment of irrigable area, rehabilitate dam
162		Pulima	Sissala East	Gravity	15	10	Vegetables	Functional	●Eroded spillways, tank system malfunctioning
163		Kulfuor	Sissala East	Gravity	20	0	Vegetables	Functional	●Breached dam
164		Kupulima	Sissala East	Gravity	15	10	Vegetables	Functional	●Broken canals, no land development
165		Bullu	Sissala West	Gravity	100	70	Vegetables	Functional	●Leaking and broken-down valves
166		Boti	Sissala West	Gravity	50	30	Vegetables	Functional	●Broken canal
167		Zini	Sissala West	Gravity	15	10	Vegetables	Functional	●Broken canal
168		Nimoro	Sissala West	Gravity	20	15	Vegetables	Functional	●Breached dam, no canal system, no land development
169		Jeffisi	Sissala West	Gravity	20	20	Vegetables	Functional	●Tanks broken
170		Tiwii	Sissala West	Gravity	50	40	Vegetables	Functional	●Tanks broken
171		Silbele	Sissala West	Gravity	100	0	Vegetables	Functional	●No land development, no canals

No	Regions	Scheme	Municipal/ District	Type of Scheme	Potential Area (ha)	Current Irrigated Area (ha)	Major Crops	Status	Comments/Remarks
172		Nyimati	Sissala West	Gravity	15	10	Vegetables	Functional	●No land development, no canals
173		Suke	Lambusie	Gravity	50	0	Vegetable	Functional	●No land development, no canals
174		Charia	Wa Municipal	Gravity	30	30		No land dev't, no canals	●No land development, no canals
175		Dorimon	Wa West	Gravity	20	0	Vegetable	Functional	
176		Diesi	Wa West	Gravity	10	0	Vegetable	Functional	●No land development, no canals
177		Nakor	Wa West	Gravity	10	0	Vegetables	No-Functional	●No land development, no canals
178		Nakorie	Wa West	Gravity	50	0	Vegetables	Functional	●No land development, no canals, siltation
179		Naballa	Lambusie	Gravity	10	0	Vegetable	Functional	●No land development, no canals, top dam embankment,
180		Kpare	Lambusie	Gravity	20	0	Vegetables	Functional	●No land development, no canals
181		Poyetanga	Wa West	Gravity	5	2	Vegetables	Functional	●No land development
182		Konzokala	Jirapa	Gravity	50	0	Vegetables	Functional	●Dam needs to be topped
183		Kataa	Wa East	Gravity	15	0	Vegetables	Functional	●No land development, no canals
184		Degri	Jirapa	Gravity	17	0	Vegetables	Functional	●No land development, no canals
185		Tokun	Nandom	Gravity	50	0	Vegetables	Functional	●No land development, no canals
186		Puffiam	Nandom	Gravity	25	0	Vegetables	Functional	●No land development, no canals
187		Brutu	Nandom	Gravity	40	0	Vegetables	Functional	●No land development, no canals
188		Sentu	Nandom	Gravity	30	0	Vegetables	Functional	●No land development, no canals
189		Ko-Tuopare	Nandom	Gravity	10	0			●No irrigable area developed ●No conveyance
	Sub-Total –Upper West Region				**2074**	**811.5**			
		Grand Total			**33,193.00**	**16,790.50**			

5.0 List of Major Poultry Farms in Ghana

No	FARMS	DISTRICTS	REGIONS	PROD QTY (Birds)
1	Ginaaaco Farms	Dormaa Central	Bono	6,600,000
2	Asutare Farms	Shai Osudoku	Greater Accra	1,300,000
3	Akate Farms	Asokore Mampong	Ashanti	3,200,000
4	Darko Farms	Atwima Nwabiagya North	Ashanti	3,000,000
5	Aglow Farms	Gomoa East	Central	3,900,000
6	amtak farms	Amansie Central	Ashanti	250,000
7	A2 Farms	Bekwai Mun.	Ashanti	214,096
8	Wireko Asubonten Farm	Bekwai Municipal	Ashanti	180,000
9	Awudu Issa Farms	Diaso - Upper Denkyira West	Central	171,000
10	Odubeck farms	Sekyere Kumawu	Ashanti	170,000
11	Farm Fresh Food Limited	Lower Hemang Denkyira	Central	150,000
12	Rockland farms	Sekyere south	Ashanti	120,000
13	Judahson Farms Ltd	Gomoa Central	Central	100,000
14	AM Unity Farms	Dormaa Central	Bono	100,000
15	PK Agricultural Dev. Co. Consult	Juaben Mun.	Ashanti	80,000
16	Lamdi Farms	Wa Municipal	Upper West	55,000
17	Kamp farms	Berekum West District	Bono	40,000
18	Dougi Royal farms	Dormaa Central	Bono	40,000
19	Fredna Ghana ltd	Ayensuano District	Eastern	30,000
20	Poultry Paradise	Gyaman South District	Bono	28,000
21	Kans farm	Ga East	Greater Accra	25,000
22	Windwoods Co. Ltd	Offinso Municipal	Ashanti	25,000
23	Forsteve Poultry Complex	STMA	Western	22,000
24	EL GIGA FARMS	Ho- West	Volta	22,000
25	Tinatett Farms	Ga East Municipal	Greater Accra	20,000
26	Forthans farms	Akuapem North	Eastern	20,000
27	Osei Farms	ADA EAST	Greater Accra	20,000
28	T D Royal	Prestea Huni Valley	Western	17,000
29	Apple Egg company limited	Dormaa East	Bono	17,000
30	Sireboe farms	Juaben Municipal	Ashanti	16,000
31	Ashbet farms	Kintampo South District	Bono East	16,000
32	Maglindo Sunnyside Farm	KEEA	Central	16,000
33	Mfum farms & Feed Mill ltd	Atwima Nwabiagya South District	Ashanti	15,500
34	OA	Prestea Huni Valley Municipal	Western	15,000
35	Chris &Co Animal Care Limited	Dormaa Central	Bono	14,000
36	TOTAL			20,008,596

6.0 List of Active GIDA Rice Growing Schemes

No	Scheme	District	Region	Potential Area (Ha)	Developed Area (Ha)
1	Weta	Ketu North	Volta	960	880
2	Aveyime	North Tongu	Volta	150	58
3	Dawhenya	Ningo Prampram	Greater-Accra	4,500	200
4	Ashaiman	Ashaiman Municipal	Greater-Accra	155	80
5	KIS	Shai Osudoku	Greater-Accra	4,500	2,786
6	KLBIS/Torgorme	North Tongu	Greater-Accra	4,000	1,800
7	Okyereko	Gomoa East	Central	111	81
8	Anum Valley	Ejisu Juaben	Ashanti	140	58
9	Golinga	Tolon	Northern	100	100
10	Bontanga	Kumbungu	Northern	570	570
11	Libga	Savelugu-Nanton	Northern	25	20
12	Tono	Kasena-Nankana	Upper East	3,860	2,490
13	Vea	Bongo	Upper East	1,197	852
	TOTAL			20,268	9,975

7.0 Strategic Agriculture Value Chains

The 24H+ agriculture transformation initiative prioritizes agricultural value chains within seven major food groupings based on their potential to drive sector transformation, reduce Ghana's food import bill, stabilise food inflation, and enhance food security and economic resilience.

7.1 Cereals & Grains

1. Maize Value Chain: From Feed Importer to Regional Supplier

Ghana's maize sector is positioned to transform from inconsistent production to a stable supply source for both domestic food security and the rapidly growing livestock feed industry. With proven yield improvements from modern agricultural practices and maize's critical role as a staple for both human consumption and animal feed, the sector is primed for immediate gains in productivity. Increased output can drive value addition through processing and contribute to market stabilization by ensuring a steady supply and reducing price volatility.

Primary Geographic Zones of Focus:

1. Northern and Savannah Regions: drought-resistant varieties
2. Ashanti Region: Yellow maize for feed industry
3. Bono and Ahafo Regions: High-yield white maize for food security
4. Volta Basin: Irrigated production for year-round supply

Market Opportunity

- Maize production in Ghana is expected to continue to increase, with projections reaching 3.3 million metric tons by 2026. The Ghana grain market is estimated to reach USD 4.40 billion by 2030, indicating significant growth potential.
- Maize is a staple food in Ghana, with a high per capita consumption and the growing poultry industry in Ghana also relies heavily on yellow maize as a key feed ingredient.
- There are opportunities for investment throughout the maize value chain, including production, processing, storage, and marketing.
- The GCX provides a platform for maize trading, connecting buyers and sellers and facilitating access to a wider market.
- Investors need to plan for storage and logistics to avoid post-harvest losses.
- The extent of farmer participation in the market depends on factors like market information, marketable surplus, and socioeconomic conditions.
- The availability of quality hybrid maize seed is crucial for increasing yields and improving the profitability of maize cultivation.

Key Initiatives to be undertaken

- Farm Expansion & Mechanization
    - Expand maize farming by 62,500 hectares annually for over four years.
    - Provide farmers access to mechanized equipment, including planters, GROW24ers, and dryers through the FSCs to improve efficiency.
- Seed Quality & Yield Improvement
    - Support PPRSD to ensure that seeds are certified and ready at distribution points before the cropping season starts.
    - Support key stakeholders representing international seed brands to produce seeds locally with the support of CSIR and the universities.
    - Introduce high-yield hybrid maize varieties suited for different ecological zones.
    - Promote yellow maize production to reduce reliance on imported feed grains.
- Post-harvest Management & Storage
    - Optimise, rehabilitate and where necessary build modern warehouses and silos to reduce post-harvest losses from 30% to below 10%. A

minimum of 20 new 5,000MT capacity warehouses are planned to be built.

- Facilitate farmer access to improved drying techniques and other post-harvest handing techniques to prevent or minimise spoilage.

- Market Linkages & Industrial Use
  - Facilitate the issuance of direct contracts between maize farmers and feed mills.
  - Promote maize-based industrial products, including starch, ethanol, and maize flour.

Expected Impact

- Maize production increased to 5 million MT annually, ensuring stable food and feed supply.
- Poultry, livestock and fish feed costs reduced by 30%, boosting local meat production.
- Over 500,000 jobs created in maize farming, processing, storage, and transportation.

2. Rice Value Chain: From Import Dependence to Self-Sufficiency

Ghana's rice sector has the potential to transition from high import reliance to national self-sufficiency through coordinated investments in production, processing, and market development. With $600 million in annual rice imports that could be locally produced, successful farming models achieving yields of over 6 MT/ha, and strong domestic demand, the sector presents significant opportunities for enhancing local production, creating jobs, and retaining economic value within the country.

Primary Geographic Zones of Focus

1. Volta Basin, including Oti: Major irrigation schemes and lowland valley systems
2. Northern Region: Major irrigation schemes and Lowland valley systems
3. Upper East: Rehabilitated irrigation schemes
4. Greater Accra & Central: Peri-urban rice production
5. Ashanti: Rain-fed lowland valley systems

Market Opportunity

- Rice is a staple food in Ghana, and consumption is rising due to population growth, urbanization, and changing consumer preferences.

- Consumers are increasingly seeking high-quality, fragrant, and long-grain white rice, creating a market for locally produced rice that can meet these standards.
- Ghana heavily relies on rice imports, making it vulnerable to international price fluctuations and foreign exchange imbalances. Increasing local production can help reduce this dependency.
- Ghana has the potential to significantly increase rice production, particularly in the Interior Savannah zone, which covers a large area of the northern half of the country.
- The vast area of inland valleys and swamps in Ghana offers significant potential for expanding rice cultivation.
- Focus on improving post-harvest handling and storage practices can help reduce losses and improve the quality of locally produced rice.
- Parboiled rice from the north of Ghana can find a market in neighbouring countries like Burkina Faso and Nigeria, where parboiled rice is preferred.
- Strengthening the rice value chain, from production to processing and marketing, can create more opportunities for local actors and improve the competitiveness of Ghanaian rice.
- Initiatives like the "Eat Ghana Rice" campaign can help increase awareness and demand for locally produced rice.
- Focusing on supporting smallholder farmers through access to credit, technology, and training can help increase productivity and improve the quality of rice.
- Investing in infrastructure, such as storage facilities, processing plants, and transportation networks, can help reduce post-harvest losses and improve the efficiency of the rice value chain.

Key Initiatives to be undertaken

- Expansion of Irrigated Rice Farming
    - Add 50,000 hectares to production annually to give a total of 200,000 ha additional area in 4 years. This will consist of 120,000 hectares under irrigation in inland valleys and 80,000 hectares as upland rain-fed farms.
    - Optimize existing developed lands for increased Production.
    - Improve land development efforts to enhance water management to overcome dry spells in the north, in particular.
- Mechanization & Productivity Enhancement
    - Support PPRSD to ensure that rice seeds are certified and ready at distribution points before the cropping season starts.

- Introduce high-yield, drought-resistant seed varieties to boost productivity.
- Provide farmers with access to tractors, planters, and GROW24ers through the FSCs to increase efficiency and attain economics of scale.

- Processing & Post-harvest Management
  - Support private rice mills to maximize their installed milling capacities and use of freely available drying paddocks to incentivize regular use of the mills by farmers.
  - Upgrade drying and storage facilities to minimize post-harvest losses.
- Market Development & Branding for Ghanaian Rice
  - Promote domestic rice consumption through branding, certification, and consumer awareness campaigns.
  - Establish packaging centers to enhance the quality of locally produced rice.

Expected Impact

- Local rice production increased to 2.4 million tonnes, achieving full self-sufficiency and eliminating rice imports.
- Ghana saves approximately $600 million annually by reducing rice imports.
- Over 200,000 new jobs created across the farming, processing, mechanization, and logistics nodes of the rice value chain.
-

3. Millet Value Chain: Climate-Resilient Nutrition Security

Ghana's millet sector represents a strategic opportunity to enhance food security in climate-vulnerable regions while developing high-value, nutrition-focused products for growing urban markets. With inherent drought resistance, nutritional density, and cultural significance in northern Ghana, millet offers a pathway to climate adaptation, dietary diversification, and economic opportunity for smallholder farmers. It is normally used as a rotational crop on rice farms. Despite its importance, yields remain low, averaging 1.2 metric tonnes per hectare, compared to a potential yield of 3.0 metric tonnes per hectare. The lack of mechanization, poor seed quality, and limited value addition further restricts its potential.

Primary Geographic Zones of Focus

1. Upper East Region: Primary production zone
2. Northern Region: Expansion area with irrigation support
3. Upper West: Traditional variety preservation and organic production
4. Greater Accra: Processing hub for value-added products

Market Opportunity

- Ghanaian consumption of millet is expected to reach 146,000 metric tons by 2026, up from 139,000 metric tons in 2021.
- Millet production in Ghana is also projected to increase, reaching 197,000 metric tons by 2026, up from 189,100 metric tons in 2021.
- Millets are a good source of fibre, iron, and other nutrients, making them a healthy alternative to refined grains.
- Millets are gluten-free and have a low glycaemic index, making them suitable for individuals with celiac disease, gluten intolerance, or diabetes.
- Millets are drought-resistant and tolerant to crop diseases and pests, allowing them to survive in adverse climatic conditions.
- Expanding millet production can offer promising livelihood opportunities for small-scale farmers in the North, since there is a market for millet flour in Ghana, with opportunities for both domestic consumption and export.

Key Initiatives to be undertaken

- Enhancing Productivity & Climate Resilience
    - Support PPRSD to ensure that seeds are certified and ready at distribution points before the cropping season starts.
    - Introduce drought-resistant and high-yield millet varieties.
    - Support mechanization, including tractors and threshers to improve efficiency.
- Post-harvest Handling & Processing
    - Reduce post-harvest losses through adoption of modern storage and drying techniques.
    - Support willing private sector operators to develop millet-based fortified foods, porridge, and flour for urban markets.
- Market Expansion & Value Chain Development
    - Promote millet-based weaning foods and cereal products for both local and export markets.
    - Strengthen farmer cooperatives for better market access and price stabilization.

Expected Impact

- Millet yields increased by 100% within 4 years, improving food security in drought-prone areas.
- Post-harvest losses reduced by 50%, ensuring a stable supply for local consumption and agro-processing.
- Over 100,000 jobs created in millet farming, processing, and distribution.

7.2 Vegetables

1. Tomato Value Chain: Year-Round Production for Processing and Fresh Markets

Ghana's tomato sector presents a critical opportunity to transform from seasonal shortages and import dependence to consistent year-round production serving both fresh markets and processing industries. With annual imports of 780,000 MT primarily from Burkina Faso, proven success with greenhouse production achieving 8-10 times higher yields, and strong market demand, the sector offers immediate potential for import substitution, value addition, and climate-resilient production.

Geographic Zones of Focus

i. Upper East Region: Rehabilitation of processing facilities

ii. Greater Accra: Greenhouse clusters for urban markets

iii. Central Region: Irrigation schemes with fresh market focus

iv. Ashanti Region: Integrated production and processing hubs

v. All regions: A Greenhouse for each SHS as part of their Institutional farm infrastructure.

Market Opportunity

- The market demand for tomatoes in Ghana annually is approximately 800,000 metric tonnes, while Ghana produces tomato fruits between 300,000 to 400,000 metric tonnes annually. This creates a significant gap between demand and supply, presenting opportunities for increased local production and processing.
- The potential for higher yields exists, with average yields currently at 8.3 metric tons per hectare, while the potential is 20 metric tons per hectare. Utilizing better quality seeds, adapted to local seasons and climates, can significantly improve yields.
- Significant post-harvest losses (20-60%) occur due to inadequate storage and transportation, creating a need for improved infrastructure and storage solutions.
- Developing irrigation systems can help overcome the challenges of seasonal rainfall and ensure consistent production.
- Effective pest and disease control measures are crucial to protect crops and maintain yields.
- Investing in tomato processing plants can help address post-harvest losses and create value-added products, such as tomato paste and sauces.
- Developing a market for dried tomatoes could also be a viable option, as it extends the shelf life of the product and creates a new market segment.
- Ghana can leverage its location to become a regional hub for tomato processing and trade, supplying neighbouring countries.

- Smallholder farmers often struggle to connect with buyers, leading to low prices and income instability.
- Tomato prices fluctuate considerably throughout the year, reflecting spatial-temporal variation in production, influenced by weather patterns, access to irrigation, and supply from Burkina Faso.

Key Initiatives to be undertaken

- Boosting production to reduce imports
    a. Ensure that more fleshy varieties of tomatoes with less water content (i.e., Tropi, Piton, Roma VF, among others) are promoted throughout the country
    b. Expand tomato farming by 45,135 hectares annually, increasing output by 496,487 tonnes in 4 years, using abandoned and new greenhouses, among others.
    c. Promote integrated pest management to reduce disease impact.
    d. Facilitate acquisition and the requisite training on Greenhouses for committed farmers, desirous of meeting export requirements.
    e. Provide drip irrigation systems for dry-season farming.
    f. Encourage climate-smart agriculture practices to improve yield resilience.
- Processing and Market Development
    a. Facilitate the establishment of two tomato processing factories at Anloga and Akumadan to reduce post-harvest losses and provide Ghanaians with wholesome tomato paste brands.
    b. Strengthen cooperatives to improve price negotiation power for farmers.
    c. Support the Women in Agricultural Development (WIAD) Unit of MoFA to train more women and youth on basic tomatoes processing procedures such as

Expected Impact

- Tomato production increased by 50%, reducing imports.
- Over 451,352 farming jobs created, including in processing and logistics.
- Market access improved, stabilizing prices and reducing post-harvest losses.

2. Onion Value Chain: Storage Infrastructure for Year-Round Local Supply

Ghana's onion sector represents a significant opportunity to reduce imports through improved production systems, enhanced varieties, and strategic storage infrastructure. With domestic production meeting only 60.55% of demand, imports primarily from Burkina Faso and Niger, and well-established market channels, the

sector offers potential for import substitution, seasonal price stabilization, and smallholder income enhancement.

Geographic Zones of Focus

i. Upper East Region: Main production expansion zone
ii. Northern Region: Storage hub development
iii. Bono Region: Irrigation-based production
iv. Greater Accra: Processing and value addition centre

Market Opportunity:

a. Production of 198,000 MT meeting only 60.55% of domestic demand
b. Import substitution potential worth approximately $45 million annually
c. Seasonal price fluctuations offering storage arbitrage opportunities
d. Growing demand for processed products (dried, powdered)

Key Initiatives to be Undertaken:

a. Production Enhancement Programme
    i. Introduction of high-yield, storage-friendly varieties
    ii. Implementation of drip irrigation for water efficiency
    iii. Improved agronomic practices for quality and yield
    iv. Integrated pest and disease management systems
    v. Encourage climate-smart agriculture practices to improve yield resilience.
b. Storage & Market Development
    i. Construction of low-cost, solar-powered storage facilities
    ii. Training in proper curing and handling techniques
    iii. Development of cooperative storage and marketing systems
    iv. Market information systems for optimal sales timing

3. Pepper (Chili) Value Chain: Export-Oriented Growth with Processing

Ghana's chili pepper sector presents a vibrant opportunity for both domestic market enhancement and export development through modernized production, value addition, and quality certification. With strong domestic and international demand, established export channels, and varied climate zones allowing diverse varieties, the sector offers potential for high-value exports, processing development, and smallholder income improvement.

Geographic Zones of Focus

1. Volta Region: Bird's eye chili for export
2. Northern Region: Dried pepper production
3. Ashanti Region: Fresh market varieties
4. Greater Accra: Processing and export logistics hub

Market Opportunity:

a. Current production of 130,000 MT with imports of 25,000 MT annually
b. Growing export market for fresh and dried specialty chilies
c. Processing opportunities for chili powder, paste, and sauces
d. Premium pricing for organically certified products

Investment Case:

a. Expansion potential of 26,703 hectares creating 267,035 jobs
b. Value addition increasing returns by 40-100% above fresh market
c. 25-30% IRR for export-oriented operations with certification
d. Quick-return crop with multiple GROW24s per season

Key Initiatives to be Undertaken:

a. Diversified Production Programme
    i. Development of variety-specific production zones
    ii. Implementation of drip irrigation and fertigation under pivots, where applicable
    iii. Training in organic certification protocols
    iv. Establishment of seedling nurseries for quality planting material
b. Processing & Export Development
    i. Construction of solar drying facilities for export quality
    ii. Development of processing for powders, pastes, and specialty products
    iii. Implementation of traceability and food safety systems
    iv. Market linkages with European specialty distributors

4. Okra Value Chain: Fresh and Processed for Domestic and Export Markets

Ghana's okra sector represents an underexploited opportunity for smallholder income generation, women's economic empowerment, and export development

through quality enhancement, post-harvest handling, and processing innovations. With minimal capital requirements, quick production cycles, and established export channels, the sector offers immediate potential for livelihood improvement, diversification, and foreign exchange generation.

Geographic Zones of Focus

1. Volta Region: Export production clusters
2. Greater Accra: Peri-urban production for fresh markets
3. Ashanti Region: Processing development
4. Northern Region: Dry season production with irrigation

Market Opportunity:

a. Strong domestic demand across all regions of Ghana
b. Established export channels to EU ethnic markets
c. Processing potential for dried, frozen, and preserved products
d. Quick production cycle offering multiple GROW24s annually

Key Initiatives to be Undertaken:

a. Production Modernization Programme
    i. Introduction of export-oriented varieties
    ii. Implementation of trellising systems for quality
    iii. Training in organic and GAP certification
    iv. Development of seedling nurseries for quality planting material
    v. Encourage climate-smart agriculture practices to improve yield resilience.
b. Post-harvest & Market Development
    i. Establishment of collection and cooling centres
    ii. Development of processing for drying and freezing
    iii. Implementation of export packaging systems
    iv. Training in quality grading and handling protocols

7.3 Oilseeds

1. Soybean Value Chain: Strengthening Feed and Edible Oil Security

Ghana's soybean sector represents a high-impact opportunity to reduce dependency on imported animal feed and vegetable oils, both of which are major contributors to food inflation and foreign exchange strain. With rapidly growing demand from the livestock and aquaculture industries, alongside rising interest in

plant-based protein and edible oils, soybean stands at the intersection of feed security, nutritional improvement, and agro-industrial development.

The sector's transformation potential is underpinned by strong production suitability in the northern savannah belt, critical demand linkages with domestic poultry and fish industries, and strategic opportunities to substitute imports of crude and refined vegetable oils. GROW24 aims to unlock this potential through a targeted set of production and processing interventions, building an integrated value chain that spans seed systems, mechanization, contract farming, and oil crushing infrastructure.

Geographic Zones of Focus

- Northern Region: Primary production zone
- Upper West: Expansion area with mechanization support
- Savannah Region: Integrated production and processing
- Bono Region: Southern expansion zone

Market Opportunity:

a. Current production of 240,000 MT against rapidly growing demand
b. Critical input for poultry and aquaculture feed industries
c. Plant-based protein demand growing for human consumption
d. Oil extraction creating secondary value stream

Key Initiatives to be Undertaken:

a. Production Enhancement Programme
    i. Introduction of high-yielding, disease-resistant varieties
    ii. Development of mechanization systems for all production stages
    iii. Establishment of community seed systems
    iv. Implementation of rhizobium inoculation for yield improvement
b. Processing & Market Integration
    i. Development of crushing facilities in production zones
    ii. Implementation of contract farming with feed millers
    iii. Quality standardization for consistent protein content
    iv. Integration with livestock producers for market stability

Expected Impact

Soybean production increased to 350,000 metric tonnes, ensuring self-sufficiency in animal feed production.

Poultry and aquaculture feed costs reduced by 20%, improving profitability in these sectors.

Over 135,000 jobs created, including 100,000 in farming, 25,000 in processing, and 10,000 in logistics.

2. Groundnut Value Chain: Nutrition and Industrial Applications

Ghana's groundnut sector presents a significant opportunity for multi-faceted value addition through oil extraction, protein cake production, and confectionery product development. With established production systems, cultural acceptance, multiple revenue streams, and strong domestic demand, the sector offers potential for value capture, women's economic empowerment, and industrial application development.

Geographic Zones of Focus

- Northern Region: Primary production zone with largest acreage
- Upper East: High-quality varieties for export markets
- Savannah Region: Commercial processing development
- Ashanti Region: Confectionery product processing hub
- Greater Accra: Value-added product marketing centre

Market Opportunity:

a. Current production of 590,000 MT with domestic processing potential
b. Oil extraction for edible and industrial applications, renowned best oil for deep frying.
c. High-protein cake for animal feed after oil extraction
d. Paste and confectionery product markets growing rapidly
e. Organic and specialty export potential for certified production

Key Initiatives to be Undertaken:

a. Production Enhancement Programme
    i. Introduction of high-oil content varieties for processing
    ii. Implementation of aflatoxin prevention protocols
    iii. Mechanization of GROW24ing and shelling operations
    iv. Training in conservation agriculture techniques
    v. Development of certified seed systems for quality planting material
b. Processing & Value Addition Development
    i. Establishment of 5 modern drying, storage, and aflatoxin control facilities

ii. Development of 5 oil extraction plants in major production zones
iii. Support for groundnut paste processing for domestic markets
iv. Implementation of packaging and branding for premium products
v. Target of $100 million in annual export revenue from processed products

Expected Impact

Groundnut production doubled to 1.2 million metric tonnes.
Post-harvest losses reduced from 20% to below 5%.
Over 135,000 jobs created, including in farming, processing, and logistics.

3. Oil Palm Value Chain: Import Substitution and Industrial Development

Ghana's oil palm sector represents a transformative opportunity to reduce the country's vegetable oil import dependency while developing a sustainable industry with multiple value streams from food to industrial applications. With ideal growing conditions in the forest belt, projected CPO shortfall of 127,000 tonnes by 2024, and palm oil imports exceeding 450,000 tonnes annually, the sector offers significant potential for import substitution, rural job creation, and industrial development.

Geographic Zones of Focus

Table 12: Geographical Zones of Focus for Oil Palm

Impact regions	Key Activities
• Western Region • Eastern Region • Central Region • Ashanti Region • Bono • Ahafo	• Primary rehabilitation and expansion zone with 45,000 hectares • Outgrower scheme development supporting 35,000 smallholders • Processing hub development with 5 modern extraction facilities • Value-added product manufacturing employing 20,000 workers • Emerging production zone with 10,000 hectares of new plantings • Specialty product manufacturing and logistics hub

Market Opportunity:

a. Current CPO shortfall increasing to 127,000 tonnes by 2024
b. Annual palm oil imports exceeding 450,000 tonnes worth over $450 million
c. Multiple revenue streams from diverse products (oil, kernel, biomass)
d. Industrial applications for soaps, cosmetics, and biofuels
e. Opportunity to develop RSPO-certified sustainable production systems
f. Growing regional and global demand for certified sustainable palm products

Investment Case:

a. Import substitution potential worth $100+ million annually
b. Creation of 141,000 direct jobs across the value chain
c. 15-20% IRR for integrated plantation and processing operations
d. Long-term revenue from perennial crop (25+ year productive life)
e. Potential for premium pricing through sustainability certification
f. Integrated value chain supporting smallholders, processors, and manufacturers

Key Initiatives to be Undertaken:

a. Plantation Rehabilitation & Expansion
    i. Rehabilitation of existing plantations with improved management practices
    ii. Introduction of high-yielding hybrid varieties yielding 18-20 MT/ha
    iii. Development of smallholder outgrower schemes with secure land rights
    iv. Implementation of sustainable certification protocols (RSPO)
    v. Training in best management practices for pest and disease control
    vi. Introduction of cover crops for soil protection and fertility management
b. Processing Modernization Programme
    ix. Optimization of existing mills to increase extraction rates from 11% to 18%
    ii. Establishment of new processing facilities in Western and Central Regions
    iii. Development of value-added product manufacturing including specialty oils

iv. Biomass utilization for energy generation and organic fertilizer production

v. Implementation of effluent management systems for environmental protection

vi. Development of palm kernel oil extraction and refining capacity

vii. GROW24 will facilitate a gradual acquisition of 15% shares of agro-processing facilities by the main raw material suppliers to each facility. This way raw material availability to the facility is always assured. For new agro-industries, this 15/85 shareholding structure will be strictly enforced.

Expected Impact

Palm oil production increased to reduce imports by 50%, saving Ghana over $100 million annually.
Over 141,000 direct jobs created in farming, processing, and distribution.
Ghana's competitiveness as a leading palm oil producer in West Africa enhanced.

7.4 Roots & Tubers

1. Cassava Value Chain: Industrial Starch and Food Security

Ghana's cassava sector stands at a pivotal moment, positioned to transform from a predominantly subsistence crop to an industrial input producing starch, flour, and ethanol while ensuring national food security. With production exceeding 18 million MT, imports of 929,000 MT of cassava-based products, proven industrial applications, and adaptability to climate change, the sector offers significant potential for value addition, rural income generation, and industrial development.

Geographic Zones of Focus

- Bono Region: Industrial starch production hub with 50,000 MT capacity
- Eastern Region: Processing centre development for food products
- Volta Region: Export-oriented production with port access
- Central Region: Food product development centre for urban markets
- Ashanti Region: Ethanol production facility with outgrower support
- Northern Region: Drought-resistant varieties for climate adaptation

Market Opportunity:

a. Current production of 18+ million MT with only 10% processed

b. Import substitution potential worth $200 million annually for starch and derivatives

c. Industrial applications for starch (textile, paper, pharmaceuticals)
d. Growing market for HQCF (High Quality Cassava Flour) for bakery products
e. Ethanol production potential for biofuel and industrial use
f. Export opportunities for processed cassava products to regional markets
g. Growing urban demand for convenient cassava-based food products

Key Initiatives to be Undertaken:

a. Production Enhancement Programme
    i. Introduction of high-starch varieties (35%+) for industrial applications
    ii. Mechanization of planting and GROW24ing operations to reduce labour costs
    iii. Development of integrated pest and disease management systems
    iv. Implementation of sustainable intensification practices to increase yields
    v. Establishment of rapid multiplication systems for clean planting material
    vi. Training in soil fertility management for sustainable production
b. Industrial Processing Development
    i. Establishment of 2 starch processing facilities with 150,000 MT annual capacity
    ii. Development of 2 HQCF production for bakery industry substituting wheat flour
    iii. Implementation of a bioethanol production from cassava with 45 million liter capacity
    iv. Creation of ready-to-eat cassava product lines for urban consumers
    v. Introduction of mobile processing units for remote production areas
    vi. Development of cassava-based animal feed as alternative to maize

Expected Impact

Cassava production increased to 8 million metric tonnes, achieving self-sufficiency.
Ghana's cassava-based imports reduced by 100%, saving over $200 million annually.
Over 300,000 jobs created in cassava farming, processing, and value chain services.

2. Yam Value Chain: Export Excellence and Value Addition

Ghana's yam sector presents a unique opportunity to build on the country's position as the world's third-largest producer by enhancing export quality, reducing post-harvest losses, and developing value-added products. With established export channels, strong domestic consumption, and growing international demand, the sector offers potential for foreign exchange generation, rural livelihood enhancement, and value addition through processing.

Geographic Zones of Focus

- Bono Region: Primary production and export hub handling 40% of exports
- Northern Region: Expansion zone with irrigation support
- Eastern Region: Processing development centre for flour and chips
- Greater Accra: Export logistics and processing hub
- Volta Region: Specialty variety development for niche markets
- Ashanti Region: Value addition and domestic market development

Market Opportunity:

a. Production exceeding 7 million MT as world's third-largest producer
b. Established export markets in Europe, US, and diaspora communities
c. 30% post-harvest losses representing $300 million in recoverable value
d. Processing opportunities for flour, frozen yam, and convenience products
e. Growing global market for gluten-free flour alternatives
f. Premium pricing for quality certified export products
g. Strong cultural value and domestic consumption base

Investment Case:

a. Expansion potential of 150,000 hectares creating 250,000 direct/indirect jobs
b. Post-harvest loss reduction worth $300+ million annually
c. Export premium of 30-50% for quality certified products
d. 15-20% IRR for export-oriented operations
e. Processing investments yielding 22-25% returns with product diversification
f. Quick production cycle providing returns within 8-10 months

Key Initiatives to be Undertaken:

a. Production Enhancement Programme
    i. Introduction of improved varieties with export characteristics
    ii. Mechanization of land preparation and GROW24ing to reduce labour costs
    iii. Implementation of vine multiplication systems for quality planting material
    iv. Training in Global GAP certification for export markets
    v. Development of integrated pest and disease management protocols
    vi. Implementation of fertility management for sustainable production
b. Post-harvest & Export Development
    i. Construction of modern storage facilities with 200,000 MT capacity
    ii. Development of curing and handling protocols to extend shelf life
    iii. Implementation of processing for flour and frozen products
    iv. Market linkages with diaspora importers in UK, US and EU markets
    v. Development of quality standards and certification systems
    vi. Creation of "Ghana Gold" export brand for premium positioning
c. Enabling Environment Requirements
    i. Export facilitation and documentation streamlining
    ii. Cold chain infrastructure at ports and airports
    iii. Research support for variety improvement
    iv. Quality standards enforcement and certification

Expected Impact

Yam production increased by 40%, ensuring sufficient supply for domestic and export markets.

Post-harvest losses reduced from 30% to below 10% through better storage, processing and handling.
Over 250,000 jobs generated across the farming, processing, and marketing segments.

3. Sweet Potatoes Value Chain: Nutrition Security and Processing

Ghana's sweet potato sector offers a strategic opportunity for nutrition enhancement, climate resilience, and value-added processing through orange-fleshed varieties rich in vitamin A and rapid production cycles. With growing awareness of nutritional benefits, processing potential for flour and snack products, and smallholder-friendly production systems, the sector provides

immediate opportunities for dietary diversification, women's economic empowerment, and value addition.

Geographic Zones of Focus

- Northern Region: Primary production zone with 800 hectares
- Upper East: Nutrition-focused production with school feeding integration
- Volta Region: Processing development centre with 2 major facilities
- Greater Accra: Premium market development and product innovation
- Eastern Region: Seed system development and vine multiplication
- Central Region: Fresh market production for urban centres

Market Opportunity:

a. Current production exceeding 1 million tonnes with significant growth potential
b. Nutritional premium for orange-fleshed varieties addressing vitamin A deficiency
c. Processing potential for baby food, flour, snack products, and animal feed
d. Short production cycle (3-4 months) enabling 2-3 GROW24s annually
e. Climate resilience compared to other staple crops
f. Growing market for gluten-free and nutritionally-enhanced products
g. Integration potential with school feeding and nutrition programmes

Investment Case:

a. Expansion potential of 1,650 hectares creating 33,000 direct/indirect jobs
b. Processing increasing value by 2-3x over fresh market
c. Low initial capital requirements suitable for women and youth entrepreneurs
a. 15-20% IRR for processing operations with diverse product lines
b. Nutrition impact reducing healthcare costs related to vitamin A deficiency
c. Climate adaptation benefits in drought-prone regions

Key Initiatives to be Undertaken:

a. Production Enhancement Programme
    i. Introduction of orange-fleshed varieties with 30%+ beta-carotene content
    ii. Development of vine multiplication and distribution systems
    iii. Training in production techniques for yields of 25+ MT/ha
    iv. Implementation of appropriate-scale mechanization for efficiency
    v. Integration with existing farming systems as rotation crop
    vi. Training in organic production methods for premium markets
b. Processing & Market Development
    i. Establishment of 2 processing units for flour production
    ii. Development of baby food and snack product lines for domestic markets
    iii. Implementation of solar drying technologies for chip production
    iv. Integration with school feeding and nutrition programmes
    v. Development of sweet potato-based animal feed as alternative to maize
    vi. Creation of branded product lines highlighting nutritional benefits
c. Enabling Environment Requirements
    i. Supportive policy for biofortified crops
    ii. Research partnerships for variety development
    iii. Nutritional awareness campaigns
    iv. School feeding programme integration

Expected Impact

Sweet potato production increased by 50%, improving food security and income generation.
Post-harvest losses reduced by 70%, improving supply chain efficiency.
Over 300,000 jobs created, including processing and export-related employment

7.5 Animal Protein

1. Poultry Development Programme - Nkukɔ Nkitinkiti

Ghana imports over 400,000 metric tonnes of poultry products annually, valued at approximately $400 million (USAID, 2022). Local poultry production meets only 20% of domestic demand, making the country highly dependent on imports. Challenges such as high feed costs, limited processing facilities, and inadequate financing contribute to higher production costs for local poultry.

Key Challenges

- High feed costs driven by expensive maize and soybean inputs
- Limited access to day-old chicks and quality veterinary services
- Inadequate processing and cold chain infrastructure
- Competition from subsidized imports undermining local production
- Limited financing for equipment and operations

GROW24 Interventions

1. Expansion of Local Hatcheries & Breeding Programmes
    - Increase availability of quality day-old chicks for small and large-scale farmers
    - : Distribute 12 million birds over two years (8 million regular fowls and 4 million broiler Guinea fowls)
        - 2025: 5 million birds
        - 2026: 7 million birds
    - Special emphasis on boosting local egg production through battery cage system
    - Provide start-up kits including cages, feed, vaccines, and training
2. Processing & Feed Infrastructure Development
    - Support 20 private existing hatcheries and establish 10 new hatcheries
    - Set up 16 decentralized regional poultry processing centres
    - Ensure poultry feed supply by producing 90,000 tonnes annually from GROW24 factories, using yellow maize and soybean from GROW24-supported farmers:
        - 63,000 tonnes of yellow maize (3.25 million bags)
        - 22,500 tonnes of soybeans (1.12 million bags)
    - Support existing feed manufacturers to optimize capacities
    - Support 2,000 individual poultry farmers to own and operate their own feed mills
3. Policy & Market Protection
    - Enforce the 60/40 quota for local vs. imported poultry
    - Establish regionally decentralized poultry slaughtering and processing facilities

Expected Impact

- Local poultry production increased by 50% within four years
- Poultry imports reduced by 30%, saving over $120 million annually
- Over 300,000 direct and indirect jobs created in the poultry value chain

2. Aquaculture Expansion Programme

Fish provides over 60% of Ghana's animal protein intake. Domestic demand is mostly met by imports (over 53% according to MoFA, 2021). Ghana's annual fish demand is approximately 1.3 million metric tonnes, but only 116,000 metric tonnes are produced locally through aquaculture. Challenges such as high feed costs, limited access to quality fingerlings, and disease outbreaks have constrained growth in the sector.

Key Challenges

- High cost of quality fish feed
- Limited access to fingerlings and broodstock
- Inadequate technical knowledge among fish farmers
- Poor market linkages and cold chain infrastructure
- Limited processing capacity for value-added products

Geographic Zones of Focus

- Volta Basin: Cage culture expansion and intensification
- Eastern Region: Processing hub development and feed production
- Ashanti Region: Urban market access and value-added processing
- Greater Accra: Premium market development and cold chain infrastructure
- Central Region: Marine aquaculture development

GROW24 Interventions

1. Direct Digital Support
    - Support the Fisheries and Aquaculture Ministry to digitalize essential functions in managing premix distribution and monitoring vessel movements
    - Implement traceability systems for sustainable fisheries management
2. Doubling Aquaculture Production
    - Increase farmed fish production from 116,107 tonnes in 2023 to 238,655 tonnes by 2028 (a 106% increase)
    - Introduce improved breeding technologies and disease management practices
    - Develop climate-resilient aquaculture systems for year-round production

3. Expansion of Fish Feed Production
    - Support existing feed manufacturers to optimize their capacities
    - Support individual fish farmers to own and operate their own feed mills
    - Promote locally sourced ingredients to reduce feed costs
4. Infrastructure & Market Access
    - Provide financing options for aquaculture entrepreneurs
    - Support fish farmers with cold storage and processing facilities
    - : Facilitate the conversion and/or establishment of 24/7 Fish Markets in every regional capital
    - Support value addition for fish products before marketing

Expected Impact

- Farmed fish production increased by 106%, reducing imports
- Market share of farmed fish raised from 14% to 25% by 2028
- Over 300,000 direct and indirect jobs created in aquaculture value chains
- Fish is available in all regional capitals 24/7.

- Shelf-life of fish enhanced with locally processed fish products available at affordable prices.
- Enhanced premix distribution efficiency and reduced leakage

7.6 Medicinal Plants & Spices Value Chain

Ghana is endowed with a rich biodiversity of medicinal plants and spices that have been used for centuries in traditional medicine. The country has over 2,000 plant species with medicinal properties, of which approximately 300 are commonly used in traditional healthcare (MoFA, 2021). This sector offers opportunities for cultivation, processing, marketing, and research while providing healthcare alternatives and export potential.

Key Challenges

- Limited access to finance for producers and processors
- Lack of standardization in quality and production methods
- Insufficient and inadequate infrastructure for processing and storage
- Absence of a comprehensive regulatory framework
- Limited research and development on medicinal properties and applications

Geographic Zones of Focus

- Eastern Region: Centre for cultivation of forest zone medicinal plants
- Ashanti Region: Processing hub and research centre development
- Northern, North East, Savannah, Upper West and Upper East Regions: Drought-resistant medicinal plants and spices

- Volta Region: Cultivation of spices and aromatic plants
- Central Region: Integration with ecotourism and cultural heritage
- Greater Accra: Market development and product innovation

GROW24 Interventions

1. Expansion of Medicinal Plant Cultivation
    - Develop 50,000 hectares for medicinal plant farming
    - Promote organic certification for premium markets
    - Establish standardized cultivation protocols for consistent quality
2. Processing & Market Linkages
    - Establish herbal processing centres for value addition
    - Strengthen linkages with pharmaceutical and cosmetic industries
    - Facilitate the upgrade of storage and processing infrastructure
    - : Develop export-ready certification systems for medicinal plants and spices
3. Research & Regulatory Development
    - Partner with the Mampong Centre for Plant Medicine Research to identify priority species
    - Support research on efficacy, safety, and applications of medicinal plants
    - Develop and enforce a clear regulatory framework for the sector
    - Create a registry of medicinal plants with proven therapeutic properties
4. Focus Species Development
    - Prioritize high-value plants including garlic, ginger, cloves, turmeric, moringa, nutmeg, and hibiscus
    - Develop specialized production zones for different species based on agroecologicalsuitability
    - Create seed and propagation material banks for priority species

Expected Impact

- Medicinal plant exports increased by 60%, enhancing foreign exchange earnings
- Over 200,000 jobs created in wild GROW24ing, farming, processing, and herbal medicine production
- Dependence on imported medicinal ingredients reduced, boosting local industry
- Indigenous knowledge and genetic resources related to medicinal plants preserved.
- Ghana developed as a hub for herbal medicine in West Africa

7.7 Sugar Value Chain

Ghana spends about USD 250 million importing about 500,000 MT of sugar every year and this demand is growing at 6% annually, increasing import bill and potentially losing hundreds of thousands of both skilled and semi-skilled local jobs. Unfortunately, Ghana currently cultivates only 6,391 hectares of sugarcane, that yielded 156,630MT in 2023. Ghana has potential to grow sugarcane and therefore development of sugar industry is agro climatically possible. Between 1966 and 1981, there were two sugar mills supported by sugarcane plantations in Asutsuare and Komenda. Subsequently, with a $35 million grant from the Indian government, a sugar plant with the capacity of 1,250 Tonnes Crushing per Day (TCD) was built in Komenda. At full capacity, the factory can produce about 25,000 tonnes of sugar annually, which is around 1/20th the size of Ghana's current consumption.

Key Challenges

- High Import Costs: Ghana imports a significant amount of sugar annually, incurring substantial costs.
- Shrinking Domestic Production: After the collapse of sugar factories, domestic sugarcane production declined, leading to increased reliance on imports.
- Complex Sector: The sugar sector is complex, requiring coordination of activities along the entire value chain.
- Climate Change Impacts: Climate change, with droughts and high temperatures, can negatively impact sugarcane yields and production.
- Inefficient practices: Poor water management, inefficient irrigation, and improper fertilizer use can reduce yields.

Geographical Zones:

- Central
- Eastern
- Volta:

GROW24 Interventions

- *Support rehabilitation of existing plantations to enhance productivity.*
    - *Expand cultivation of sugarcane and introduce sugar beets*
    - To be able to satisfy the domestic demand, cultivated area must be expanded by 250,000 hectares, over the next 5 years.
    - Although sugarcane is a ratoon crop that is amenable to multiple GROW24s from a single planting, its gestation period is relatively longer,14-15 months. GROW24 will introduce sugar beets that has a gestation period of 7-8 months, as a complementary crop to feed the factory at Komenda in the short term. It can be cultivated to give more than one crop in a year using early GROW24 varieties.
    - Trials done in Anloga by a farmer – Dr. Sena Ahiabor, yielded favourable results, confirming that it can be successfully cultivated in Ghana. It

should be noted that, wholesale promotion of the cultivation of sugar beets in Ghana will be posited on the outcome of further trials to be done at Komenda and other nearby communities and generally throughout all regions of Ghana. These trials must be rigorously and efficiently instituted in all geographic regions of Ghana to ascertain its feasibility and confirm what was done by Sena Ahiabor. This calls for a concerted approach, involving CSIR and MoFA, to spearhead sugar beet trials in Ghana, using the right agronomists and protocols.

- With the support of CSIR and the universities develop sugarcane and sugar beets nurseries where a large quantity of seed would be made available to farmers.
- In the short-term, seeds would be imported from other countries and developed through micro propagation techniques.
- GROW24 will facilitate long term financing at reasonable cost for the sugarcane and beet farmers in the Central region and other parts of Ghana.

- The Need for a Comprehensive Sugar Policy: To attract new investments in sugar production, Ghana needs a revised well-structured policy framework that includes:
  - Fiscal Incentives & Tariff Protection: Establishing tax exemptions, import duty waivers on machinery, and tariff protection for domestic sugar producers to compete with imported sugar.
  - Backward Integration & Infrastructure Development: Implementing backward integration policies where investors in sugar refineries are required to develop sugarcane plantations to ensure self-sufficiency. Provide access roads, stable power, and irrigation support.
  - Sugar Levy & Research Funding: Introducing a sugar development levy to fund research and development, providing essential infrastructure, and promoting sustainable sugarcane cultivation.
  - Capacity Building & Workforce Development: Investing in training programmes to develop skilled labour for the sugar industry, thereby creating thousands of direct and indirect employment opportunities.

Processing & Value Addition

- Provide enough raw material to the Komenda factory.
- Encourage sugarcane and sugar beets cooperatives union, to gradually have a minimum share of 15% in the Komenda factory. This is to ensure that most sugarcane and sugar beets produced are supplied to factory,
- Encourage the use of sugarcane and sugar beets processing derivatives like:
  - Sugarcane: bagasse, molasses, filter cake and wax; and
  - Sugar Beets: Pulp, Molasses, Vinasse, and Betaine.

Market Expansion & Export Development

- Strengthen regional trade partnerships to boost future sugar exports.
- Implement strategies to meet global sustainability standards and access premium markets

Expected Impact

- Sugar production increased to reduce imports by 25%, saving Ghana over $100 million annually.
- Over 140,000 direct jobs created in farming, processing, and distribution of sugarcane and sugar beets.
- Ghana's competitiveness as a leading sugar producer in West Africa enhanced.

8.0 Typical Recommended set of Basic Equipment for various Categories of Agbleduwo cultivating Rice, Maize and Vegetables

Equipment Type		Recommended Quantity of Equipment Sets for the Catchment Area of each Agbledu Category			
		A	B	C	D
Essential Equipment					
Tractor with plough, harrow and trailer	75-100HP	-	-	-	5-7
	120 -200 HP	-	-	10-15	-
	200-300HP	-	20-30	-	-
	250-360HP	40-50	-	-	-
Rice Planters		20-25	10-15	5-7	3-Feb
Seeders		20-25	10-15	5-7	3-Feb
Combine Harvesters		20-25	10-15	5-7	3-Feb
Centre Pivot Irrigation Schemes		20-25	10-15	-	-
High-Capacity Irrigation Pumps (Optional)		40-50	20-30	-	-
Additional Equipment					
Cultivators		20-25	10-15	5-7	3-Feb
Ploughs		20-25	10-15	5-7	3-Feb
Harrows		20-25	10-15	5-7	3-Feb
Boom Sprayers – Pest/Weed Control		10-15	5-10	3-5	2
Fertilizer Spreaders		10-15	5-10	3-5	2
Specialised Equipment (Optional)					
Rice Transplanters		-	5-10	3-5	2
Vegetable Planters		-	5-10	3-5	2
Drones for crop monitoring, mapping & precision agriculture		3	3	2	1
Satellite Guidance Systems		2	2	1	-
Automated Weather Stations		1	1	-	-
Precision Irrigation Systems		-	-	-	-

Assumptions & Key Considerations:

Ranged Figures: *The figures are given in ranges to correspond with the respective category land area limits*

Equipment Sharing: *Pooled equipment to be used by members to reduce costs and improve efficiency.*

Maintenance and Repairs: *A maintenance and repairs schedule will be established and sustained to ensure equipment longevity and minimise down time.*

Operator Training: *Training will be provided for equipment operators to ensure safe and efficient operations.*

Energy Efficiency: *Opt for energy efficient equipment to reduce fuel consumption and operating costs.*

Precision Agriculture: *(For Categories A & B Only): Investments in precision agriculture technologies could improve crop yields, reduce waste, and optimise inputs*

Scalability: *(For Categories A & B Only): Equipment that can be easily scaled up or down depending on the needs of the Agbledu.*

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