

THE NEW ECONOMY

NEW ECONOMY ▶ NEW GHANA ▶ JOBS AND PROSPERITY

2027 - 2030

Prepared by
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MINISTER FOR FINANCE

On the Authority of
HIS EXCELLENCY JOHN DRAMANI MAHAMA
PRESIDENT OF THE REPUBLIC OF GHANA



THE NEW ECONOMY, NEW GHANA

JOBS AND PROSPERITY PROGRAMME 2027–2030

EIGHT INTEGRATED PILLARS FOR STABILITY, PRODUCTION, JOBS AND PROSPERITY

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THE EIGHT-PILLAR ARCHITECTURE

Stability + Affordable Finance I Production I Power I Value Addition I Jobs and Prosperity

01

MACROECONOMIC STABILITY + AFFORDABLE

Fiscal and debt discipline, low inflation, investment- grade ambition and cheaper long-term capital for productive enterprise.

02

COMMERCIAL AGRICULTURE

US$3bn for food security, industrial raw materials, value addition and rural jobs.

03

ENERGY INFRASTRUCTURE

US$2.2 bn for a 1.450 GW state-owned thermal power plant; 600 MW state-owned photovoltaic solar with 2 GWh storage; grid upgrades; and 24-month readiness for the commencement of a fully state-owned nuclear plant by Dec. 2028.

04

CRITICAL MINERALS

US$1.5bn for local processing, Western Corridor logistics and an end to raw exports by end-2030.

05

TOURISM, CULTURE + CREATIVE ARTS

A $1 billion investment in heritage, conferences and medical tourism for year-round jobs and foreign exchange.

06

TEXTILE + GARMENTS

US$1 billion to transform Ghana's textile and garment industry into a competitive source of production for global fashion markets.

07

PHARMA + BIOMANUFACTURING

US$1 billion investment in state-owned platform for medicine security, skills, private production and exports.

08

TECHNOLOGY ECONOMY

US$300m for a National AI Centre, rural 2G-to-4G upgrades, digital enterprise and jobs.

STABLE → INVESTABLE → PRODUCTIVE → EXPORT- ORIENTED → JOB-RICH

ONE COORDINATED NATIONAL TRANSFORMATION PROGRAMME - NOT EIGHT DISCONNECTED PROJECTS

STABILITY IS THE FOUNDATION. PRIVATE INVESTMENT IS THE ENGINE. PRODUCTIVE JOBS ARE THE MEASURE. SHARED PROSPERITY IS THE DESTINATION.

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EXECUTIVE SUMMARY

The National Challenge

Ghana has achieved significant macroeconomic stability following the 2022 economic and debt crisis. The next challenge is to convert that stability into sustained prosperity, including job creation and rising real incomes.

Historically, growth has been volatile, commodity-dependent and job-poor, leaving too many Ghanaians, especially young people, without stable, well-paying employment.

Ghana has added more than 16 million people in 25 years, but not the jobs to match. The country needs a new economic model that puts job creation first. The country needs a growth model that produces more at home, exports more competitively, attracts long-term investment and creates productive opportunities across all regions.

The Programme Response

The New Economy, New Ghana: Jobs and Prosperity Programme 2027–2030 is a four-year national transformation programme designed to translate stabilisation gains into higher production, quality jobs and broad-based prosperity.

The Programme builds on at least two advantages created by restored macroeconomic stability:

- Stronger foreign exchange reserves, supported by continued reserve accumulation through the GoldBod, allow the Government to take a longer-term view of national assets and pursue investment decisions guided by their full development potential rather than short-term financing needs.
- Successful fiscal consolidation and debt restructuring are helping restore fiscal space for well-prioritised capital expenditure and catalytic public investment.

Rather than dispersing resources across disconnected initiatives, the Programme concentrates public effort on high-impact transformational policies articulated around eight mutually reinforcing pillars: sustained macroeconomic stability and affordable finance; commercial agriculture; energy infrastructure; critical minerals; tourism, culture and the creative economy; textiles and garments; pharmaceutical and biomanufacturing; and technology economy. Together, they form an integrated economic transformation agenda focused on building productive capacity, strengthening resilience and expanding opportunities for all Ghanaians.

Financing and Delivery

Between 2027 and 2030, the Programme will deploy an estimated public investment of about US$10 billion. Public resources will focus on strategic infrastructure, shared industrial assets, enabling systems and public goods that reduce investment risk and mobilise larger pools of private and development finance capital.

Implementation will follow a national delivery model focused on coordination, execution and measurable results. A Cabinet-level Jobs and Prosperity Committee will provide strategic oversight, while dedicated delivery units will manage implementation across priority sectors. The National Development Planning Commission (NDPC) will serve as the independent verification agency. Major initiatives will be supported by financing plans, milestones, procurement schedules and performance indicators.

Risk Management and Accountability

The Programme recognises that national transformation depends on disciplined execution. Fiscal slippages, implementation delays, governance failures, energy constraints, external shocks and global market volatility all present material risks. These risks will continue to be managed through a rules-based fiscal framework, transparent reporting, independent evaluation and continuous performance monitoring.

Every major intervention will be tracked through published targets and periodic reviews. Annual Jobs and Prosperity Scorecards will monitor investment mobilisation, jobs created, output growth, exports, import substitution, regional participation, environmental performance and value for money. Results will be reported publicly and reviewed by Parliament, with a mid-term review in 2028 and an independent final evaluation in 2030.

Vision for 2030

The Programme's ambition goes beyond self-sufficiency, infrastructure expansion or import substitution. Its purpose is to build a competitive economy capable of producing goods and services that succeed in domestic, regional and global markets. By 2030, Ghana aims to be recognised as an investment-grade economy, a competitive production location, a regional manufacturing and processing hub, a technology-adopting economy, an exporter of value-added products, and a centre of productive enterprise, innovation and decent work.

2030 ambition: about 8% annual real GDP growth; unemployment below 8%; public debt at or below the 45% anchor; inflation within the single digit band; and a clear path to investment-grade status.

Headline 2030 Outcomes

Indicator/Result Area	2026 Baseline*	New Economy Target
Real GDP Growth	**5.7%**	~8% annual growth
Unemployment Rate	12.8%	Below 8%
Inflation	Single digit	Within the single digit band
Public Debt	47% of GDP	At or below 45% anchor
Sovereign Credit Profile	B	Credible path to investment-grade status

Cost of credit	15.9% per annum	Cost of credit of at most 9% per annum
Private Investment	* Baseline year	Significant increase through crowding-in of capital
Export Value Addition	* Baseline year	Major expansion of processed and manufactured exports
Agricultural Import Dependence	* Baseline year	Significant cut in agricultural imports across selected strategic commodities
Industrial Employment	* Baseline year	Large-scale growth in formal productive jobs
Energy Affordability and Reliability	Baseline year	Average industrial tariff below 8 US cents/kWh
Programme Financing	* Baseline year	US$10 billion public and catalytic envelope deployed
Delivery Architecture	N/A	Fully operational, performance-based national delivery and monitoring system

* Baseline values to be finalised and published in the Programme Results Framework.

The Eight-Pillar Transformation

Pillar One: Macroeconomic Stability and Affordable Finance

Ghana will institutionalise fiscal discipline, debt sustainability, price stability and transparent public financial management, supported by the non-financing Policy Coordination Instrument. A positive primary balance of 0.5% of GDP will be maintained from 2027. Affordable finance is embedded in this pillar, with reforms to reduce sovereign risk, crowd in private investment, expand long-term credit, guarantees, equipment leasing, export finance and patient capital for firms that invest, produce, employ and export.

Pillar Two: US$3 billion Commercial Agriculture

The Programme will develop eight integrated industries: oil palm, sugar, rice, poultry, maize and soyabean feed, aquaculture, vegetables and cocoa value addition. Pwalugu will receive US$1 billion for 25,000 irrigable hectares, water security and agribusiness. Investment will link land, irrigation, mechanisation, Farmers' Service Centres, anchor-outgrower systems, storage, processing, logistics and assured markets. By 2030, domestic production will replace avoidable food imports, raise rural incomes and jobs, and end raw cocoa exports through full local processing.

Pillar Three: US$2.2 billion Energy Infrastructure

Ghana will build a state-owned 1,450 MW thermal plant, with 600 MW by 2028 and full capacity by 2030, plus 600 MW of fully state-owned photovoltaic solar with 2 GWh storage. The indicative solar LCOE will not be more than 6 US cents per kilowatt-hour. US$500 million over 2027–2030 will modernise transmission and reduce technical losses. Deployment of 2 million prepaid meters and private-sector participation in distribution will be fully implemented by end-2027 to reduce commercial losses.

A nuclear baseload plant will be developed as a fully state-owned national asset. US$200 million will fund a 24-month readiness programme from January 2027 to December 2028, covering the site, technology, financing, licensing, safeguards and EPC+F. Ghana will be nuclear-ready and sign the EPC+F contract by December 2028. Construction will follow financing, final licensing and independently verified safety approvals. Readiness does not mean electricity generation by 2028. Because nuclear infrastructure engages national-security and sovereignty interests, and affordable baseload is critical to the economy, the plant will not be developed as an independent power producer.

Pillar Four: US$1.5 billion Critical Minerals Value Addition

Invest US$1.5 billion to process manganese, bauxite, lithium and ASM gold locally; enforce the end-2030 mineral export restrictions; and develop Phase 1 of the Western Corridor railway line from Takoradi through Nsuta-Awaso to Nyinahin, and the Western Minerals Processing Enclave. The second phase will connect the Takoradi Port to Hamile to serve the Sahel.

Pillar Five: US$1 billion Tourism, Culture and Creative Arts

The Black Star Experience will transform Ghana's forts, castles, Transatlantic Slave Trade history, living culture and creative industries into a dignified, year-round tourism economy. Ghana will be positioned as West Africa's preferred conference destination and also as the regional centre for private-sector-led medical tourism. Heritage restoration, quality accommodation and visitor infrastructure will generate foreign exchange and jobs across the country.

Pillar Six: US$1 billion Textiles and Garments

US$1 billion will transform Ghana's textile and garment industry into a competitive source of production for global fashion markets. Under the 24-Hour Economy and the Accelerated Export Development Programme, Ghana will turn Ghanaian creativity and craftsmanship into industrial growth, exports and jobs. The ambition is clear: fabrics made in Ghana; garments sewn in Ghana; and Ghanaian brands sold across the world.

Pillar Seven: US$1 billion Pharmaceuticals and Biomanufacturing

A state-owned pharmaceutical and biomanufacturing hub will provide serviced land, common utilities, laboratories and compliant facilities for private production, innovation and exports. Public medicine demand will build industrial scale, strengthen health security and increase local medicine production towards 80% by 2035.

Pillar Eight: US$300 million Technology Economy

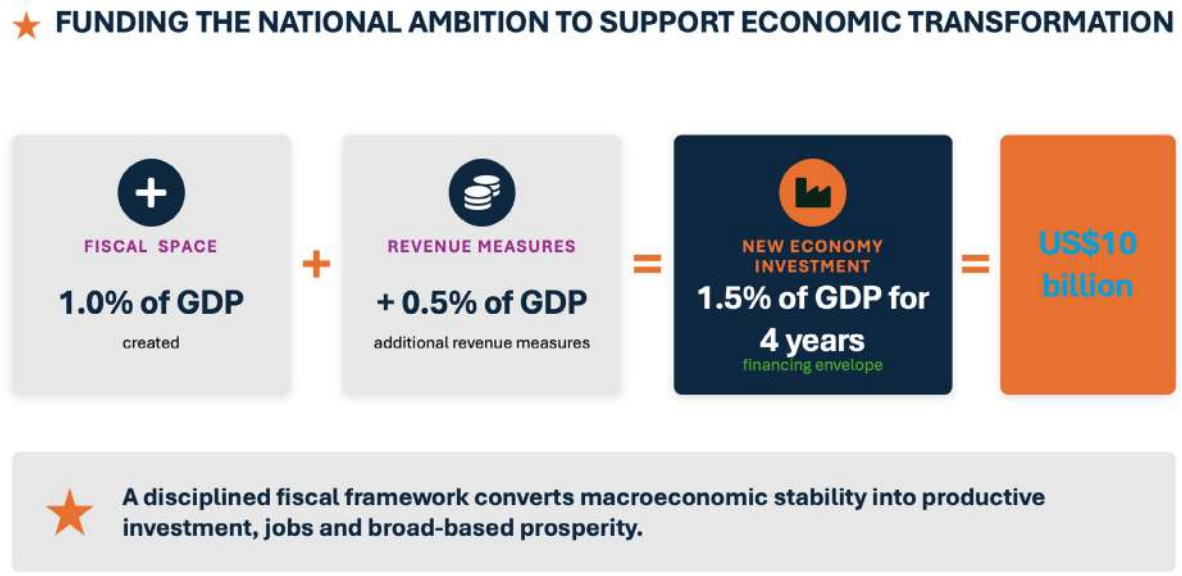
Ghana will establish a National AI Centre and upgrade programme-designated rural 2G networks to reliable 4G. Shared compute, trusted data, applied research, digital skills and affordable connectivity will raise enterprise productivity, expand access to markets and services, support innovation and create technology-enabled jobs across every region.

Financing, Delivery and Accountability

The Programme will direct a core public investment of US$10 billion towards high-impact, jobs-rich sectors. Public resources will finance strategic assets and public goods that make investment bankable, while competitive private and development-finance capital funds commercially viable production. Every asset will be costed only once; incentives will be published, time-bound and tied to verified investment, jobs, local value addition and exports.

A Cabinet-level Jobs and Prosperity Committee will coordinate implementation.

Each pillar will operate through a technically competent delivery unit with published baselines, financing plans, procurement schedules and measurable milestones. Annual reporting, a 2028 mid-term review and an independent 2030 evaluation will test results and value for money: capital mobilised, imports displaced, exports, jobs, wages, women and youth participation, regional distribution and environmental performance.





Item	Units	2027	2028	2029	2030	Total
Nominal GDP	GHS million	1,849,858	2,123,599	2,426,595	2,783,110	—
Nominal GDP	US$ million	143,386	148,144	152,353	157,263	—
1.5% of GDP	US$ million	2,151	2,222	2,285	2,359	9,017

★ WHERE THE MONEY IS COMING FROM

SCENARIO 2

WITH CONSERVATIVE GDP REBASING + CONSERVATIVE NOMINAL GDP PROJECTION

US$11.72bn
2027–2030 TOTAL

Item	Units	2027	2028	2029	2030	Total
Nominal GDP	GHS million	2,404,815	2,760,679	3,154,573	3,618,043	—
Nominal GDP	US$ million	186,402	192,587	198,059	204,442	—
1.5% of GDP	**US$ million**	**2,796**	**2,889**	**2,971**	**3,067**	**11,722**

ANNUAL ALLOCATION
1.5% of GDP → **Four-year financing envelope** = **US$11.72bn**





INTRODUCTION

BACKGROUND, POLICY RATIONALE AND THEORY OF CHANGE

Ghana's historical policy challenge
Ghana's central economic challenge has not been an absence of growth. It has been the inability to sustain stability, investment and productivity across commodity cycles, electoral periods and external shocks. Recurrent fiscal imbalances have weakened counter-cyclical policy, crowded out productive investment, raised borrowing costs and repeatedly transmitted pressure through debt, inflation, interest rates and the exchange rate.

The 2022 crisis demonstrated the cost of allowing temporary booms to finance permanent commitments. The subsequent debt restructuring restored a measure of solvency but imposed losses on households, pension funds, banks, businesses and investors. The lesson is direct: macroeconomic credibility must be institutional, not episodic; public investment must be appraised and financed, not accumulated as arrears; and the structure of production must become less dependent on raw commodities and imports.

The policy window: Macroeconomic gains and the Non-Financing PCI
The macroeconomic gains in the past 22 months have provided a platform of stability through fiscal consolidation, debt restructuring, reserve accumulation and monetary credibility. The non-financing Policy Coordination Instrument will help preserve reform momentum through 2029, signal continued commitment to upper-credit-tranche-quality policies, catalyse donor and market confidence and reduce the risk of election-cycle policy reversals. Its value is credibility and discipline, not a disbursement.

The Programme will use this credibility bridge to build domestic institutions that remain effective after IMF monitoring ends: an operational Fiscal Council; transparent fiscal-risk reporting; stronger commitment controls, procurement and treasury systems; disciplined SOE governance; prudent debt management; a credible monetary and foreign-exchange framework; and a financial system capable of funding private enterprise.

The structural transformation imperative
The World Bank diagnosis is equally clear. Ghana's working-age population is expanding faster than employment. Labour productivity has risen without a commensurate increase in real labour income. Manufacturing employment has grown, but productivity and wages remain weak. Agriculture has recorded productivity gains while shedding labour, creating a need to integrate smallholders into higher-value supply chains. Commerce and logistics remain demand-rich but constrained. Investment, FDI and private credit remain below the level required for sustained transformation.

THE NEW ECONOMY THEREFORE COMBINES MACROECONOMIC DISCIPLINE WITH DELIBERATE STRUCTURAL REFORMS IN FINANCE, AGRICULTURE, ENERGY, INDUSTRY, TOURISM, HEALTH MANUFACTURING, DIGITAL CONNECTIVITY AND ARTIFICIAL INTELLIGENCE.

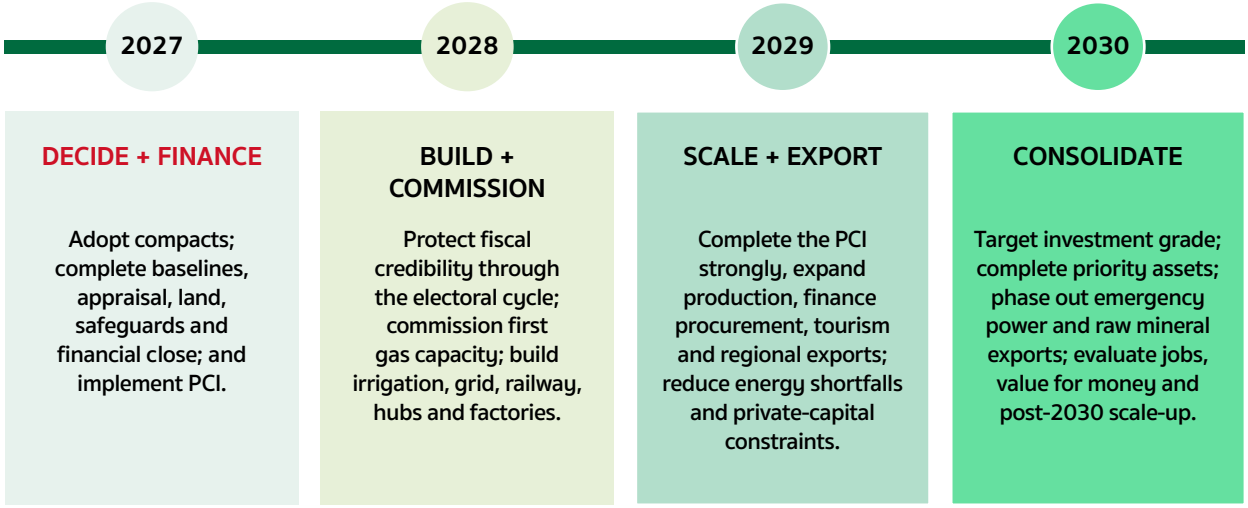
The Theory of Change

When Ghana maintains stability, the sovereign risk premium falls. When financial-sector reforms deepen, firms gain access to cheaper and longer-term capital. When public investment supplies irrigation, power, rail, ports, industrial land, laboratories, fibre, rural 4G connectivity, trusted data systems and shared AI capacity, private investment becomes bankable. When farms and firms operate at scale with reliable markets, technology tools and standards, productivity, value addition and exports rise. When growth is concentrated in labour-absorbing and higher-value activities, more Ghanaians obtain decent work, real incomes rise and prosperity becomes broader and more resilient.

Delivery, governance and accountability
A four-year programme with clear sequencing, cost control and public reporting

2027–2030 DELIVERY ROADMAP: A disciplined sequence from rules and financial close to operating assets, exports and independent evaluation.

Figure 1: Programme-level delivery sequence



Programme governance

Box 1: The coordination and delivery

CENTRAL COORDINATION

A Cabinet-level Jobs and Prosperity Committee, supported by the Ministry of Finance, will coordinate fiscal space, sequencing, cross-pillar risks and national results. Each pillar will operate through a technically competent delivery unit with published mandates, baselines, procurement plans, financing structures and milestones.

DELIVERY INTEGRITY

The Fiscal Council, Value for Money Office, procurement and audit institutions will scrutinise commitments. No major project will enter the budget without appraisal. Fiscal risks, guarantees, PPP obligations, tax expenditures, land commitments and state-owned assets will be fully disclosed and independently audited.

Annual national jobs and prosperity scorecard
Box 2: Medium-term targets

≈8%	**<8%**	**20–25%**	**≤9%**
REAL GDP GROWTH	UNEMPLOYMENT	PRIVATE CREDIT / GDP	COST OF CREDIT
8 US cents /KwH¢	**2030**	**JOBS**	**EXPORTS**
INDUSTRIAL POWER	INVESTMENT-GRADE TARGET	FORMALITY + REAL WAGES	VALUE + DIVERSIFICATION

The scorecard will report not only expenditure and physical completion, but verified private capital mobilised, capacity utilisation, output, imports displaced, exports, foreign exchange, jobs, wages, women and youth participation, local supplier value, regional distribution, rural 4G coverage, network quality, AI adoption, digital skills, environmental performance and the value delivered for every public cedi and tax incentive.

Accountability cycle

- **Annual report to Parliament:** publish programme financing, public assets, contracts, incentives, pillar results, risks, delays and corrective actions.
- **Mid-term review in 2028:** test fiscal credibility, financing, market demand, implementation readiness, job quality, safeguards and cross-pillar sequencing.
- **Final evaluation in 2030:** independently assess economic transformation, investment grade readiness, jobs, incomes, exports, food and health security, public value and the post-2030 scale-up path.

THE NATIONAL COMPACT: BREAK THE BOOM-AND-BUST CYCLE, BUILD THE PRODUCTIVE BASE, CREATE DECENT JOBS AND MAKE PROSPERITY DURABLE.



PILLAR ONE

SUSTAIN MACROECONOMIC STABILITY

FOR PRIVATE-SECTOR INVESTMENT AND SUSTAINABLE JOBS

STABILITY TO INVESTMENT. INVESTMENT TO JOBS. JOBS TO PROSPERITY.

Macroeconomic stability is the first and most important pillar of the Programme because every other reform depends on it. Ghana will move from episodic stabilisation to a rules-based system that protects fiscal discipline, price stability, debt sustainability and the cedi—then converts credibility into private investment, cheaper capital, productive enterprise and decent jobs.



0.5%
PRIMARY SURPLUS FROM 2027

≤45%
PUBLIC-DEBT ANCHOR

≤9%
SINGLE-DIGIT INFLATION

≥15 months
GROSS RESERVE COVER BY 2028

≈8%
ANNUAL REAL GDP GROWTH

2030
INVESTMENT-GRADE TARGET

<8%
UNEMPLOYMENT TARGET

UMIC
ACCELERATED CONVERGENCE

Policy vision

By 2030, Ghana will have entrenched a credible and growth-friendly macroeconomic framework that preserves low inflation, debt sustainability, reserve adequacy and fiscal discipline; attracts domestic and foreign investment; lowers the cost of capital; supports annual growth of about 8 per cent; creates decent jobs; and positions the country for investment-grade sovereign status and faster convergence to upper-middle-income status.

Why this pillar comes first

Ghana's development record has repeatedly shown that sector programmes cannot survive persistent inflation, cedi instability, fiscal arrears, debt distress and policy reversals. Stable macroeconomic conditions are therefore not a narrow accounting objective. They are the country's core investment infrastructure: the basis on which households plan, firms borrow, investors commit long-term capital and government finances development at affordable cost.

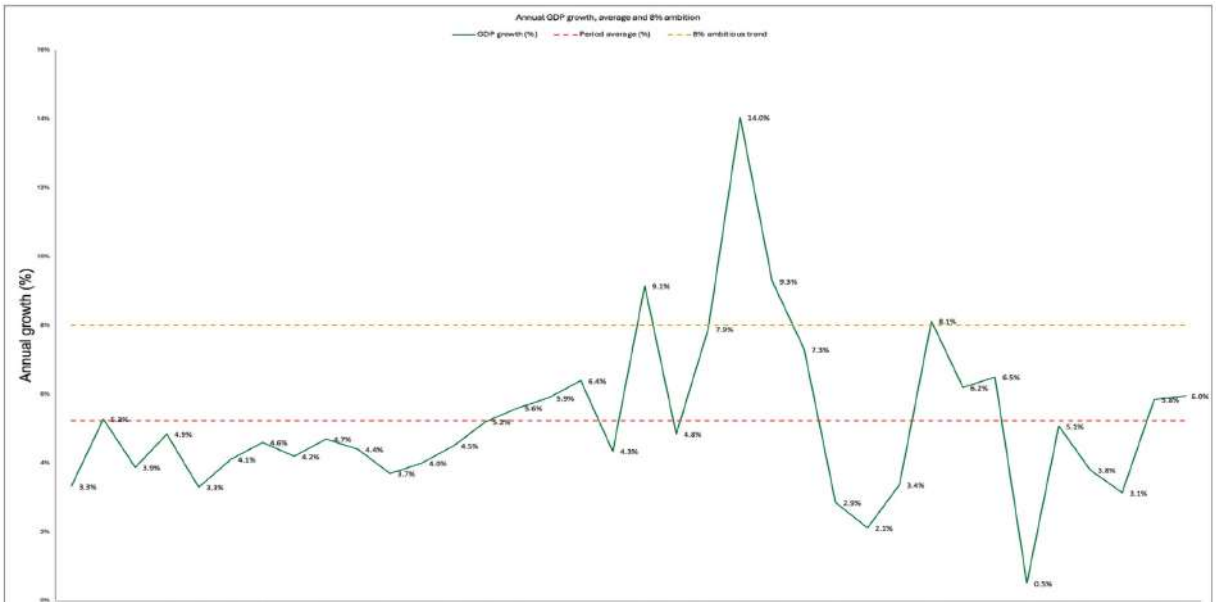
Box 3: Credibility, capital, growth and jobs

CREDIBILITY Use the non-financing IMF Policy Coordination Instrument as a transparent policy anchor through the electoral cycle.	**CAPITAL** Translate lower sovereign risk into cheaper government and private borrowing, deeper domestic markets and more private-sector credit.
GROWTH Apply the World Bank growth-and-jobs model: investment, human capital, labour participation and productivity.	**JOBS** Judge success by formal employment, real wages, enterprise growth and opportunity—not headline GDP alone.

The Strategic Background: Breaking Ghana's Boom-and-Bust Cycle

Ghana has recorded respectable average growth, but not enough durable growth. Ghana's real GDP growth averaged 5.2 per cent from 1990 to 2025, while volatility remained high. Natural-resource dependence amplified the cycle: oil and gold supported strong expansions, but commodity shocks, recurrent fiscal imbalances and policy slippages repeatedly weakened the cedi, raised inflation and interest rates, and interrupted investment.

Figure 2: Boom-and-bust cycles



Box 4: The Diagnosis

GROWTH WITHOUT RESILIENCE Extractives accounted for about 16% of GDP growth over the last decade, while gold and oil dominated exports—leaving Ghana exposed to commodity-price shocks.	**FISCAL CYCLES BECAME FINANCIAL CRISES** Fast and volatile spending, weak revenue and expensive debt produced recurrent deficits and culminated in the 2022 debt crisis.
INVESTMENT RETREATED Investment and savings declined to around 10% of GDP by 2024; FDI averaged 4% of GDP over the decade but remained volatile.	**JOBS DID NOT KEEP PACE** Although Ghana's economy has seen growth over the past three decades, it is not creating enough productive jobs for its growing working-age population.

The central policy diagnosis

Ghana's problem is not an absence of growth episodes; it is the absence of a durable macroeconomic regime that can carry investment across commodity and election cycles, and external shocks. The policy response is therefore to institutionalise stability through enforceable fiscal rules, transparent public finance, independent monetary policy, adequate reserves, disciplined debt management and reforms that shift growth from extractives and consumption toward investment, exports, productivity and jobs.

POLICY SHIFT: from stabilising after each crisis to preventing the next crisis—and using stability deliberately to crowd in private investment.



From Stabilisation to Credibility

The Ghanaian economy has seen a major turnaround from January 2025, after the 2022 crisis. Between end-2022 and end-2025, inflation fell from 54.1 per cent to 5.4 per cent, the primary balance moved from a deficit of 4.3 per cent of GDP to a surplus of 2.5 per cent, public debt declined from over 70 per cent to 44.7 per cent of GDP, and gross international reserves rose to 5.7 months of import cover. These macroeconomic gains create a launch pad for development.

The PCI as a Credibility Bridge

The 36-month, non-financing Policy Coordination Instrument will anchor the reform programme after the ECF. It does not provide disbursements. Its value lies in semi-annual monitoring, quantitative targets and structural reforms that signal continued commitment to upper-credit-tranche-quality policies. An on-track PCI can strengthen investor confidence, catalyse concessional and development-partner financing, facilitate capital-market re-entry and reduce the risk of election-cycle policy slippages.

Box 5: PCI to provide policy credibility

GROWTH-FRIENDLY FISCAL DISCIPLINE Protect the 0.5% primary surplus from 2027 while creating room for appraised, jobs-rich public investment.	**DEBT SUSTAINABILITY** Maintain a prudent debt anchor, manage 2027–2028 maturities and prioritise concessional financing.
FISCAL TRANSPARENCY AND GOVERNANCE Operationalise the Fiscal Council, strengthen GIFMIS, GHANEPS, TSA, fiscal-risk reporting and SOE oversight.	**MONETARY AND EXCHANGE-RATE CREDIBILITY** Maintain price stability, strengthen liquidity operations and apply a transparent FX framework.
FINANCIAL SECTOR STABILITY Complete recapitalisation, reduce NPLs, improve bank governance and strengthen creditor and collateral systems.	**DIVERSIFICATION AND INCLUSIVE GROWTH** Use reforms developed with the World Bank to support value addition, private investment and job creation.
THE PCI IS THE BRIDGE, NOT THE DESTINATION: Ghana must use the credibility window to build institutions that remain disciplined after IMF monitoring ends.	

The 2027–2030 Macroeconomic Stability Compact

Government will pursue stability that is credible, growth-friendly and socially sustainable. Fiscal discipline will protect debt sustainability, while improved revenue, better expenditure composition and stronger public investment management create space for infrastructure, human capital and the productive sectors.

Table 1: Headline anchors are programme commitments

Policy anchor	2030 outcome	Core measures	Private-sector transmission
Fiscal discipline	Primary surplus ≥0.5% of GDP	Fiscal Council; commitment controls; tax compliance; MTRS; arrears prevention; growth-friendly expenditure.	Lower sovereign risk, reduced crowding-out and more predictable taxation.
Debt sustainability	Debt ratio consistent with ≤45% anchor	Sinking funds; maturity extension; transparent debt data; no collateralised borrowing; concessional financing first	Lower benchmark yields and improved access to long-tenor capital.
Price stability	Single-digit inflation	Independent, data-driven monetary policy; no fiscal dominance; food and energy supply reforms; inflation expectations management.	Lower input uncertainty, interest rates and working-capital costs.
External resilience	Gross reserves ≥15 months of imports by 2028	Sustainable reserve accumulation; FX Operations Framework; export diversification; remittance and FDI mobilisation	Stable cedi, reduced FX risk and stronger import capacity for productive inputs
Financial stability	Safe banks and expanding private credit	Recapitalisation; NPL resolution; supervision; creditor/collateral reform; development-finance risk sharing.	More lending to viable firms, SMEs exporters and job-rich projects.
Public investment integrity	Every major project appraised and budgeted	Value for Money Office; PIM reforms; GHANEPS-GIFMIS-TSA integration; transparent procurement and project pipeline.	Reliable infrastructure and a bankable PPP environment.
Investment-grade pathway	Investment-grade sovereign rating target by 2030	Predictable policies; debt affordability; reserve adequacy; strong institutions; transparent data; diversified growth.	Cheaper capital for government, banks and businesses; broader investor base.

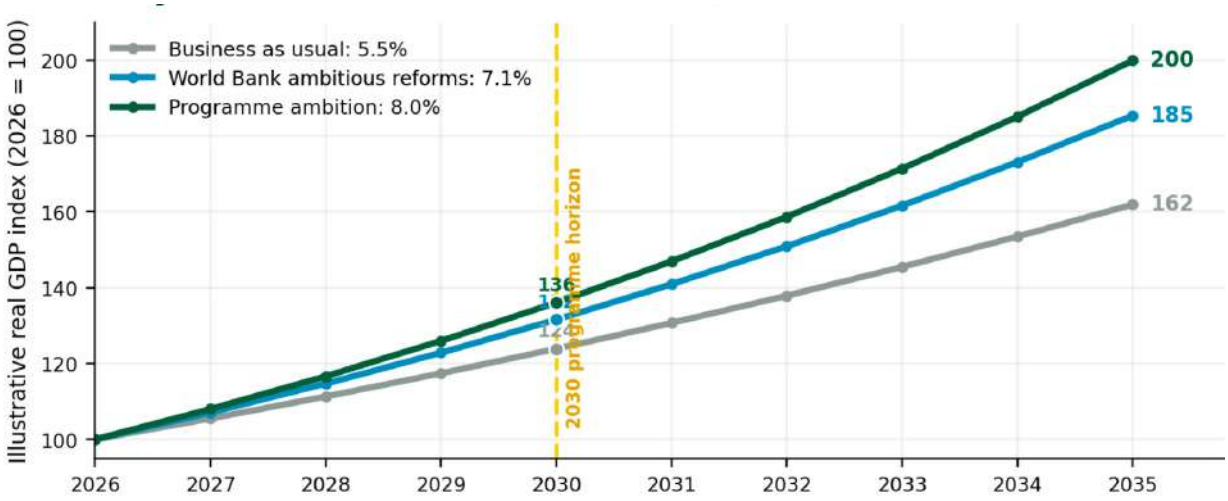
Safeguards against a return to boom and bust

NO ELECTION-YEAR EXCEPTION Fiscal rules, commitment ceilings and PCI reviews will apply through the 2028 electoral cycle.	**NO HIDDEN LIABILITIES** SOE, PPP, energy, cocoa, financial-sector and climate risks will be disclosed in a comprehensive Fiscal Risk Statement.
NO UNAPPRAISED PROJECTS Capital commitments will enter the budget only after technical, economic, fiscal and value-for-money appraisal.	**NO QUASI-FISCAL SHORTCUTS** Central-bank and SOE operations with fiscal consequences will be costed, authorised, reported and contained.

The growth model: turn stability into 8% jobs-rich growth

A World Bank model provides the operating logic. Under business as usual, Ghana's long-run growth is projected to plateau around 5.5 per cent. With ambitious reforms that raise investment, accumulate human capital, reverse declining labour-force participation and improve productivity, potential growth could reach 7.1 per cent. This Programme sets an accelerated ambition of about 8 per cent, requiring full execution of the World Bank reform package plus faster capital mobilisation, export diversification and removal of sectoral distortions.

Figure 3: Illustrative cumulative impact of alternative growth rates
Why the difference between 5.5%, 7.1% and 8% matters



Illustrative compounding only – not a forecast. The World Bank estimates 5.5% under business as usual and 7.1% under ambitious reforms.

Box 6: Four Engines of Sustainable Growth

1. **CAPITAL ACCUMULATION** Restore national investment, mobilise FDI, deepen private credit and redirect public capital to appraised infrastructure that crowds in firms.	**2.** **PRODUCTIVITY** Remove distortions in manufacturing, commerce and logistics; accelerate technology adoption, competition, energy reliability and firm capabilities.
3. **HUMAN CAPITAL** Align education, TVET, health and skills with market demand; strengthen school-to-work systems and management capability.	**4.** **LABOUR PARTICIPATION** Reverse the decline in youth participation, reduce barriers facing women and enable workers to move into more productive, higher-paying jobs.
THE 8% GROWTH RULE: growth must be broad-based, investment-led, export-capable and employment-intensive. A commodity windfall or debt-financed consumption surge will not qualify as sustainable growth.	

LOW INFLATION
Predictable cost

STABLE CEDI
Lower FX risk

LOWER SOVEREIGN RISK
Cheaper benchmark capital

MORE PRIVATE INVESTMENT
Firms expand

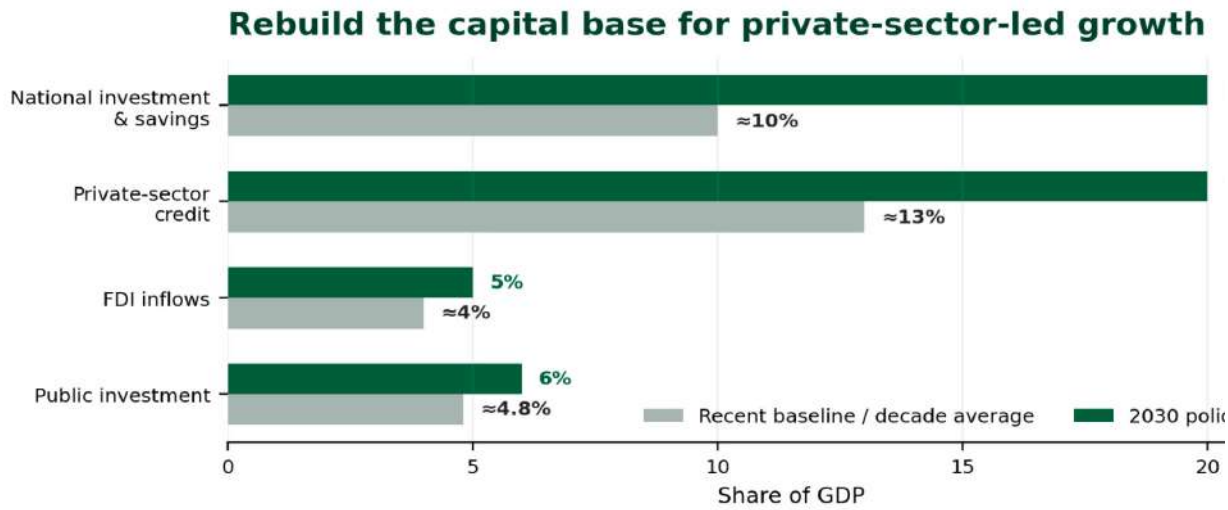
PRODUCTIVITY + EXPORTS
Higher value added

DECENT JOBS
Income and prosperity

The Stability-to-Jobs Transmission Chain

Macroeconomic stability must be visible in the balance sheets of Ghanaian firms. The World Bank reports that investment and savings fell to around 10 per cent of GDP by 2024, FDI averaged about 4 per cent of GDP over the last decade, and domestic credit to the private sector remained near the bottom of peer-country levels. The Programme will therefore pair stability with deliberate capital market and business environment reforms.

Figure 4: Growth & Jobs – Proposed targets to be calibrated through the costed implementation plan.



Note: 2030 values are proposed programme directions for calibration in the costed implementation plan.

PRIVATE INVESTMENT COMPACT

LOWER THE SOVEREIGN BENCHMARK Maintain fiscal and debt credibility so declining government yields transmit to banks, corporate bonds, mortgages and long-term project finance.	**MOBILISE PATIENT CAPITAL** Prioritise concessional finance, blended finance, guarantees, PPPs, Development Bank Ghana and Ghana EXIM instruments for viable productive investments.
DEEPEN DOMESTIC CAPITAL MARKETS Lengthen government maturities, rebuild the yield curve, expand pension and insurance investment options and improve corporate issuance.	**RESTORE BANK INTERMEDIATION** Resolve NPLs, strengthen competition and risk assessment, and reduce the structural preference for sovereign assets over productive lending.
ATTRACT QUALITY FDI Provide policy certainty, efficient approvals, reliable infrastructure, dispute resolution, local supplier development and export access—not discretionary giveaways.	**MAKE PUBLIC INVESTMENT CATALYTIC** Focus public capital on transport, energy, water, digital systems, irrigation, logistics and skills that lower economy-wide business costs.

INVESTMENT-GRADE SOVEREIGN STATUS: THE 2030 NATIONAL TARGET

Investment-grade status cannot be legislated or announced; it must be earned through sustained evidence. Government will publish an annual Investment-Grade Readiness Report covering fiscal performance, debt affordability, external liquidity, monetary credibility, financial-sector resilience, institutional quality, growth diversification and data transparency. The target is to secure investment-grade sovereign status by 2030, subject to independent rating-agency assessment.

WHY IT MATTERS:
a lower sovereign risk premium reduces the reference cost of capital across the economy, widens the investor base and frees more credit for productive businesses and jobs.

THE JOBS IMPERATIVE: GROWTH MUST BE FELT IN WORK AND WAGES

Ghana's labour market is the clearest reason stability must lead to structural transformation. Although the economy has seen growth for over three decades, averaging 5.2 per cent from 1990 to 2025 (absolute cumulative growth of over 500 per cent), unemployment stood at 12.8 per cent in 2025. This shows that Ghana's economic growth has not translated into the creation of sustainable jobs. The Programme will therefore measure growth by job quantity, job quality and labour income.

NATIONAL JOBS TEST FOR EVERY MAJOR POLICY

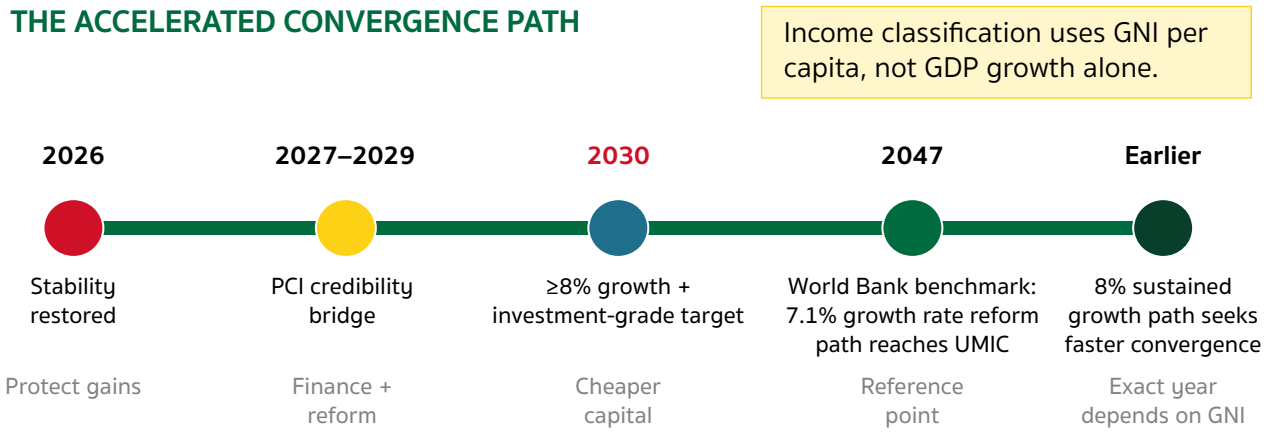
HOW MANY JOBS? Estimate net direct, indirect and induced jobs, with transparent assumptions and independent validation.	**WHAT QUALITY?** Track formalisation, earnings, safety, skills, stability, social protection and opportunities for women and youth.
WHAT PRODUCTIVITY? Require technology, management, infrastructure and market reforms that raise output per worker without excluding small firms.	**WHAT TRANSITION?** Support workers moving from low-productivity self-employment into competitive firms, value chains and higher-paying occupations.

2030 OUTCOME: reduce unemployment below 8% while increasing formal wage employment, youth labour-force participation, real labour incomes and the share of workers in productive enterprises.

THE PATH TO INVESTMENT GRADE AND UPPER-MIDDLE-INCOME STATUS

The Programme distinguishes two related but different national ambitions. Investment-grade status reflects sovereign creditworthiness and the cost and reliability of financing. Upper-middle-income status is a World Bank income classification based on GNI per capita under the Atlas method. Neither is delivered by one strong year. Both require sustained growth, a stable currency, rising productivity, export diversification, credible institutions and broad-based gains in income.

Figure 5: Policy pathway to bring Ghana to upper-middle-income levels



FOUR-YEAR INVESTMENT-GRADE ROADMAP

2027 | INSTITUTIONALISE

Deliver first PCI reviews; operationalise Fiscal Council and Value for Money Office; maintain 0.5% primary surplus; publish fiscal risks; stabilise debt maturities.

2028 | PROVE RESILIENCE

Demonstrate election-year discipline; advance SOE and energy reforms; protect single-digit inflation; strengthen reserves, banks and domestic market liquidity.

2029 | RE-ENTER & SCALE

Complete PCI with strong track record; deepen bond and private-credit markets; expand exports and FDI; secure further rating upgrades and regular market access.

2030 | CONSOLIDATE

Meet debt, inflation, reserve, growth and employment anchors; target investment-grade sovereign status; publish post-PCI rules to lock in continuity.

THE NATIONAL COMPACT

STABILITY IS CONTINUOUS No fiscal slippage, arrears accumulation, monetary financing or disorderly exchange-rate adjustment.	**INVESTMENT AT SCALE** National investment must rise materially from its 2024 level, with private capital taking the lead.
PRODUCTIVITY IS ECONOMY-WIDE Manufacturing, agriculture, logistics, commerce and services must remove constraints and adopt technology.	**EXPORTS BECOME MORE COMPLEX** Reduce dependence on gold, oil and cocoa by expanding processed goods, services and regional value chains.
HUMAN CAPITAL MEETS DEMAND Skills, health and labour-market institutions must support modern firms and worker mobility.	**GROWTH IS INCLUSIVE AND RESILIENT** Protect vulnerable households and manage climate, commodity, financial and security risks.
THE NATIONAL COMPACT: stability will not be sacrificed for growth, and growth will not be accepted without jobs. Ghana will pursue both— through discipline, investment and structural reform.	

IMPLEMENTATION, GOVERNANCE AND PUBLIC ACCOUNTABILITY

Implementation will be coordinated at the centre of government, led technically by the Ministry of Finance and undertaken jointly with the Bank of Ghana, National Development Planning Commission, Ghana Statistical Service, Ghana Revenue Authority, SIGA, Public Procurement Authority, relevant sector ministries and private-sector institutions. The PCI will provide external monitoring through 2029; domestic institutions must provide permanent ownership.

IMPLEMENTATION PROGRAMME 2027–2030

Period	Delivery focus	Priority actions
2027	Rules and institutions	Maintain the 0.5% primary surplus; operationalise Fiscal Council and Value for Money Office; complete ITAS and TSA reforms; publish Fiscal Strategy and Fiscal Risk Statement; launch investment-grade dashboard and national jobs scorecard.
2028	Credibility under pressure	Protect discipline through the electoral cycle; implement SOE portfolio decisions; deepen energy and cocoa reforms; strengthen banks; raise productive capital expenditure; scale private investment and labour-market reforms.
2029	Market re-entry and growth acceleration	Complete the PCI strongly; deepen T-bond and corporate markets; reach revenue and reserve milestones; mobilise concessional and commercial capital; expand exports, private credit and formal jobs.
2030	Consolidation and transition	Target investment-grade status; sustain about 8% growth; hold debt, inflation and reserves within anchors; reduce unemployment below 8%; adopt a post-PCI macroeconomic and jobs compact.

INVESTMENT-GRADE DASHBOARD

FISCAL Primary Balance; Revenue; Arrears; Capex Quality	**DEBT** Debt Ratio; Interest Burden; Maturity and FX Risks	**PRICES** Inflation; Expectations; Policy Credibility	**EXTERNAL** Reserves; Current Account; Export Diversification
INVESTMENT National Investment; FDI; Private Credit; PPPs	**GROWTH** Real and Non-Extractive GDP; Productivity	**JOBS** Employment; Unemployment; Formal Jobs; Real Wages	**INSTITUTIONS** PCI Reviews; Fiscal Council; SOE and PFM Reforms

ACCOUNTABILITY RULES

QUARTERLY REPORTING Publish concise dashboards on fiscal, debt, inflation, reserves, credit, investment and jobs.	**ANNUAL INDEPENDENT REVIEW** Assess compliance, growth quality, distributional effects and value for money; disclose corrective actions.
MID-TERM REVIEW IN 2028 Recalibrate targets without weakening the fiscal and debt anchors; protect policy continuity through elections.	**FINAL EVALUATION IN 2030** Measure whether stability lowered capital costs, raised investment, improved job quality and accelerated income convergence.



> **Stability is not the absence of ambition. It is the discipline that makes national ambition credible, financeable and capable of creating lasting prosperity.”**



PILL AR T WO

NATIONAL COMMERCIAL AGRICULTURE, AGRI-INDUSTRY AND AGRIBUSINESS POLICY 2027-2030

A US$3 BILLION INVESTMENT

A NATIONAL COMPACT FOR FOOD SECURITY, INDUSTRIALISATION, EXPORTS AND DECENT JOBS

Ghanaian agricultural transformation will not be secured by producing more raw commodities alone. It requires commercially organised production, irrigation, patient finance, modern storage and logistics, competitive processing, reliable markets and strong institutions operating as one system. This Pillar brings eight industry policies – oil palm, sugar, rice, poultry, maize and soyabean feed, aquaculture, vegetables and cocoa value addition – under a single national framework. It will convert Ghanaian land, water and enterprise into food self-sufficiency, lower inflation, rural prosperity, industrial raw materials, higher-value exports and quality employment.

≈22% Agriculture share of GDP	**24%** Share of Export Earnings	**≈38%** Share of National Employment
5.1% Average annual growth, 2015–2025	**US$3.5bn** Food import bill to be cut	**2.6m** Indicative direct + indirect job potential

THE STRATEGIC CASE

Agriculture remains one of Ghana's most consequential economic sectors. Its direct share of GDP is about one-fifth, but its footprint rises materially when processing, transport, trade and other forward and backward linkages are included. The sector has grown by an average of 5.1 per cent a year since 2015 and has repeatedly demonstrated resilience during periods when industry and services slowed. Yet the country still imports food and agricultural products that can be produced competitively at home, while most agricultural work remains low-productivity and weakly connected to processing.

VISION AND HEADLINE OUTCOMES

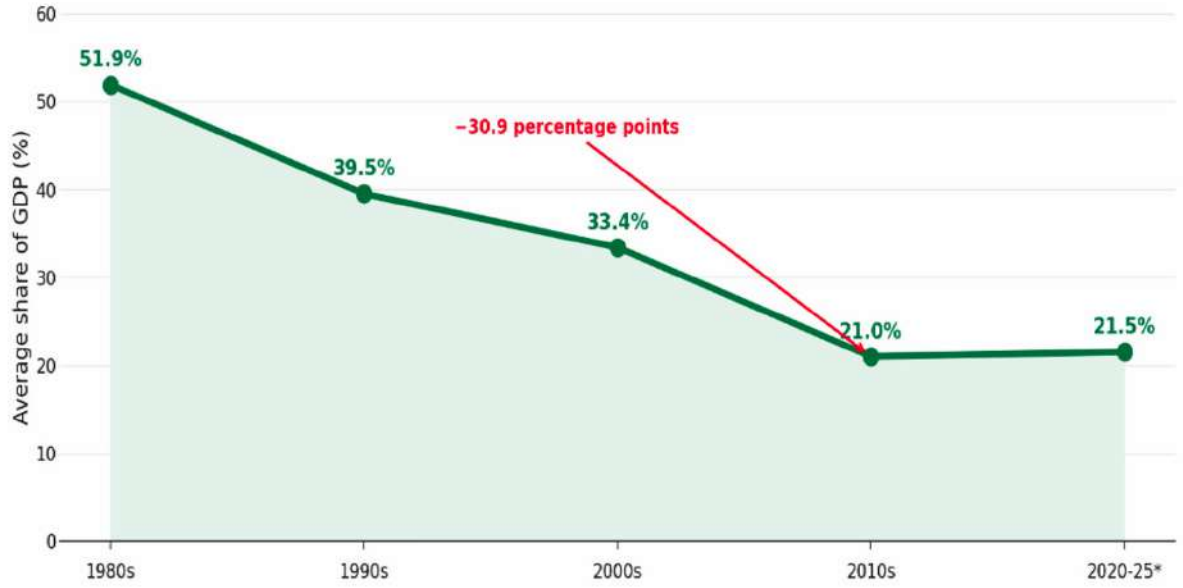
By 2030, Ghana will operate a commercially organised, irrigation-enabled and value-adding agricultural economy that meets its principal food and feed requirements, supplies competitive raw materials to industry, creates decent jobs, reduces import dependence and expands exports. The long-gestation oil palm programme will continue to maturity in 2032.

FOOD SECURITY	INDUSTRIALISATION	JOBS + INCLUSION	EXPORTS + FX
Self-sufficiency in rice, sugar, poultry, tomato and onion; reliable fish and feed supply.	More milling, refining, processing, packaging, cold chain and co-product manufacturing.	Anchor farms integrated with smallholders, women, youth, cooperatives and local enterprises.	Lower import bills and competitive palm, food, feed, fish and processed-product exports.

STRUCTURAL TRANSFORMATION: DECLINING SHARE, ENDURING IMPORTANCE

Agriculture's declining share of GDP is not, by itself, evidence of failure. It is a normal feature of economic diversification. The central policy question is whether the decline is being driven by rising agricultural productivity, expanding agro-industry and movement into better jobs. In Ghana, the decline has been accompanied by persistent yield gaps, rain dependence, low off-farm value addition and slow growth of high-productivity rural enterprises. The objective is therefore not to restore agriculture to half of GDP; it is to ensure food security, to raise output per worker, process more locally, stabilise prices and create better-paying jobs.

Figure 6: Agriculture, forestry and fishing share of GDP



Box 7: Indicative employment potential

2.6 MILLION TOTAL OPPORTUNITIES

0.9m Direct	1.7m Indirect

Indicative programme potential

THE JOB-QUALITY IMPERATIVE

Agriculture supports nearly 38% of the workforce, yet only about 6% of agricultural workers are in value-addition activities where higher-quality jobs are concentrated.

The Feed Ghana framework indicates potential for 900,000 direct and 1.7 million indirect jobs. The costed implementation plan will validate sector, region, gender and youth targets.

NATIONAL POLICY OBJECTIVES

1. FOOD + NUTRITION SECURITY
Achieve self-sufficiency in priority staples and proteins; assure safe, nutritious and reliable year-round supply.

2. PRICE STABILITY
Use production, storage, aggregation, processing and logistics to reduce structural shortages, gluts and seasonal price spikes.

3. INDUSTRIAL VALUE ADDITION
Raise the share of agricultural output milled, refined, processed, packaged and manufactured locally under the 24-Hour Economy.

4. EXPORTS, FINANCE + JOBS
Expand high-value exports, conserve foreign exchange and mobilise tailored finance for commercially viable and inclusive value chains.

GUIDING PRINCIPLES

PRODUCTIVITY	INCLUSION	RESILIENCE	VALUE ADDITION	INTEGRITY
Higher yields, lower unit costs and disciplined farm management	Commercial scale through anchor-outgrower and cooperative models, not displacement.	Processing and market systems designed with production, not after it.	Lower import bills and competitive palm, food, feed, fish and processed-product exports.	Transparent land, finance, quotas, data, standards and public scorecards.

POLICY SHIFT: move from rain-dependent, fragmented and raw-commodity agriculture to water-managed, commercially organised and processing-led value chains.

THE EIGHT-POLICY COMMERCIAL AGRICULTURE ARCHITECTURE

1 **OIL PALM** Red Gold: Plantations, Mills, Refining and Exports	**2** **SUGAR** Cane Estates, Out-Growers, Mills and Co-Products	**3** **RICE** Four Hubs, Local Purchase Quota and 2030 Import Ban	**4** **POULTRY** Farm-to-Table, Inputs, Animal Health and Processing
5 **MAIZE + SOYA** Dedicated Feed Crops and Domestic Protein-Meal Processing	**6** **AQUACULTURE** Fish Supply, Responsible Farming and Cold Chain	**7** **VEGETABLES** Pwalugu-led Irrigation and Tomato/Onion Self-Sufficiency	8 **COCOA** 50% local processing by 2028 100% by 2030 Raw-Export Ban
COMMON ENABLERS: LAND + WATER | IRRIGATION FARMER SERVICE CENTRES | PATIENT FINANCE | STORAGE + LOGISTICS RESEARCH + DATA | STANDARDS + MARKETS			

Each policy has a distinct market logic, production cycle and regulatory requirement, but all will use the same delivery backbone: secure land and water, serviced production enclaves, anchor outgrower systems, Farmer Service Centres, affordable finance, storage and logistics, processing, standards, reliable off-take and digital accountability.

Box 8: Priority Industry Policies I-VIII

1. Integrated Oil Palm and Palm-Based Industry
100,000 new hectares | 250,000+ jobs | self-sufficiency and exports by 2032

Develop integrated oil palm zones across the Western, Central, Eastern, Volta and Ashanti belts, combining secure land banks, certified nurseries, nucleus estates, organised out-growers, mechanisation, mills, refineries and downstream manufacturing. Establish the US$500 million patient-finance window with long tenors and a five-year moratorium. Tie finance to environmental safeguards, labour rights, community benefit-sharing and traceability. Improve extraction rates and product quality, and enforce a tax-stamp and customs regime for refined edible oils to counter smuggling and under-declaration.

2. Integrated Sugar Industry | principal sugar self-sufficiency by 2030 | local cane | sugar + energy + co-products

Designate irrigated cane zones with secure land, bulk water, roads and power; develop nucleus estates and enforceable out-grower contracts; and commission or rehabilitate commercially viable mills and refineries. Use a transparent cane-pricing formula, long-tenor finance and strong quality regulation for power, ethanol, animal feed and fertiliser. Import permits and quotas will decline as verified Ghanaian output rises, with routine imports phased out by 2030. This policy creates no new tax holidays or blanket tax incentives.

3. Commercial Rice Industry | Four Development Hubs | 100,000 additional hectares | 5–6 mt/ha | 125,000 jobs

Build the Afram Plains, Volta Basin, Western Ghana and Northern Ghana Rice Development Hubs around irrigation, mechanisation, silos, modern mills, packaging and logistics. Provide transparent, time-bound locational tax incentives for qualifying investments in the four hubs, tied to capital, production, jobs and local procurement. From 2027, an importer will receive an import licence only after purchasing a prescribed share from verified Ghanaian producers or millers; the local-purchase ratio will rise as import quotas fall. Commercial rice imports will be prohibited by 2030.

4. Commercial Poultry: Farm-to-Table domestic Broiler Scale | Safe Ghanaian Chicken | 24-hour Processing | Import Substitution

Scale commercially capable anchor farms linked to organised out-growers under standard production and off-take agreements. Facilitate bulk access to quality day-old chicks, feed, vaccines and veterinary support; develop breeder farms, hatcheries, veterinary laboratories, modern housing, processing plants and cold chain; and deploy credit guarantees and risk-sharing instruments. Institutional buyers, retailers and hospitality businesses will use transparent multi-year contracts for compliant local poultry. Biosecurity, animal welfare, antimicrobial stewardship, food safety and traceability will be mandatory.

The four policies above convert four major import bills – palm oil, sugar, rice and poultry – into Ghanaian farms, factories, logistics, jobs and foreign exchange savings.

5. Maize and Soyabean Feed Industry | Feed-preferred Maize | Domestic Soyabean Meal I Lower Poultry and Fish Feed Costs

Protect white table maize for food while rapidly expanding yellow, dent and field maize and high biomass fodder varieties suitable for animal feed. Multiply appropriate CSIR hybrids, organise commercial clusters and out-growers, and link farmers directly to feed mills through bankable contracts. Expand modern soyabean crushing to produce reliable low fat protein meal and oil, reduce processed imports and improve plant utilisation. Prioritise certified seed, fertiliser, inoculants, mechanisation, dryers, silos, aflatoxin control, grading, warehouse receipts and prompt payment.

6. Aquaculture and Fish-Security Industry | Close the 500,000 MT Supply Gap | Responsible Tilapia and Catfish Farming | Modern Fishing Villages

Restore marine and inland capture fisheries through science-based management, co-management, licensing and action against illegal fishing, while making responsible aquaculture the principal source of new supply. Develop commercial and smallholder clusters with quality broodstock, fingerlings, feed, cages, ponds and tanks; aquatic-health laboratories, disease surveillance and water-quality systems; patient finance and insurance; and assured markets. Modern landing sites and fishing villages will include ice, cold storage, hygienic processing, sanitation, testing, repair and rescue services.

7. National Vegetable Industry | Pwalugu: 25,000 Irrigable Hectares | Tomato + Onion Self-Sufficiency by 2030

Make the Pwalugu Multipurpose Dam and its 25,000-hectare irrigation scheme – about 61,800 acres – the flagship anchor of a national vegetable industry. Develop production blocks for tomatoes, onions, pepper, seed and rotational crops, linked to canals, roads, power, mechanisation, packhouses, curing stores, cold chain and processing. Complement Pwalugu with serviced regional enclaves and protected cultivation. Complete 27 aggregation centres and 12 packhouses and cold stores; deploy high-brix tomato and long-storage onion varieties; and progressively replace imports as verified year-round local supply expands.

Box 9: Common delivery enablers

LAND + PRODUCTION ENCLAVES Map suitable land, formalise tenure, protect community rights and service compact commercial and smallholder clusters.	**IRRIGATION +PWALUGU** Rehabilitate schemes, construct water-harvesting systems and move priority value chains from one-season rain dependence to multiple production cycles.	**FARMER SERVICE CENTERS** Provide certified inputs, mechanisation, extension, veterinary services, aggregation, basic processing, market information and credit at local level.
FINANCE + INSURANCE Combine patient capital, seasonal working capital, guarantees, GIRSAL-type risk sharing, insurance, warehouse receipts and blended finance.	**STORAGE + LOGISTICS** Develop dryers, silos, warehouses, packhouses, cold stores, refrigerated transport, feeder roads, bridges and digital logistics.	**RESEARCH + MARKET RULES** Support seed and breed systems, data, traceability, Sanitary and Phytosanitary Standards (SPS), food safety compliance, multi-year off-take and fair, rules-based import management.

8. Cocoa Processing and Value-Addition Industry
50% Processed locally by 2028 | 100% by 2030 | Raw Cocoa Export Ban by 2030

Ghana will process at least 50% of its cocoa locally by 2028 and 100% by 2030. Raw cocoa bean exports will be banned by 2030. This will lead to expansion of domestic cocoa bean processing into cocoa liquor, butter, cake, powder, chocolate and other finished products.

VALUE-ADDITION COMMITMENT: PROCESS 50% OF GHANAIAN COCOA LOCALLY BY 2028 AND 100% BY 2030, WITH THE AIM OF PROHIBITING RAW COCOA EXPORTS BY 2030.

INTEGRATED FARM-TO-MARKET OPERATING MODEL

1. LAND + WATER	2. INPUTS + SERVICES	3. COMMERCIAL PRODUCTION	4. PROCESSING + LOGISTICS	5. MARKETS + TRADE
Land banks, irrigation, roads, power and environmental safeguards.	Seed, breeds, fertiliser, feed, mechanisation, extension and health services.	Anchor farms, organised out-growers, cooperatives and geolocated farms.	Mills, refineries, silos, packhouses, cold chain, packaging and transport.	Multi-year off-take, institutional sourcing, exports and disciplined import management.

The Pillar finances and governs the missing links between farm and market - not isolated production projects.

IMPLEMENTATION PROGRAMME: 2027–2030

The Pillar will be implemented through a single costed programme and eight industry policies. Annual plans will align land, water, inputs, finance, production, processing, off-take, trade management and infrastructure. Public support will be released against verified milestones, and underperforming projects will be restructured or discontinued.

2027	FOUNDATIONS	Adopt the Pillar and industry policies; validate baselines; designate hubs and enclaves; secure land and water; establish governance, finance, data, contract, quota and standards systems; and launch priority infrastructure.
2028	BUILD + FIRST OUTPUT	Expand irrigation, farm development, inputs and mechanisation; commission early mills, processing, storage and cold-chain assets; scale anchor-outgrower contracts; begin measurable import substitution; and process at least 50% of Ghana's cocoa locally and conduct an independent mid-term performance review.
2029	INDUSTRIAL SCALE	Raise processing utilisation; deepen poultry, feed, rice, sugar, fish and vegetable supply; expand palm planting; strengthen exports and institutional procurement.
2030	SELF-SUFFICIENCY + COMPETITIVENESS	Achieve rice, principal sugar, tomato and onion self-sufficiency; prohibit commercial rice imports; phase out routine sugar imports; consolidate fish and feed security; process 100% of Ghana's cocoa locally and complete the transition to a ban on raw cocoa exports; publish a final evaluation. Oil palm continues to 2032.

GOVERNANCE AND FINANCING

GOVERNANCE

- Cabinet-approved National Commercial Agriculture Committee, with MoFA as lead coordinator and defined roles for Trade, Finance, Fisheries, Lands, Water, Energy, Roads, Local Government and regulators.
- Industry delivery units for oil palm, sugar, rice, poultry/feed, aquaculture, vegetables and cocoa value addition, working through statutory agencies and private-sector platforms.
- A single digital registry for farms, land, contracts, finance, output, imports, storage, processing, jobs and compliance.

FINANCING + MARKET CERTAINTY

- Public finance will concentrate on public goods: irrigation, roads, power, research, biosecurity, laboratories, storage, digital systems and de-risking.
- Private and DFI capital will fund commercially viable farms and processing through equity, debt, blended finance, guarantees, insurance and long-tenor facilities.
- No blanket tax holidays are created. Any statutory or locational support must be transparent, time-bound, performance-linked and published.

NATIONAL PERFORMANCE SCORECARD

PRODUCTIVITY Yield and cost per tonne by policy	**WATER** New and rehabilitated irrigated hectares	**SELF- SUFFICIENCY** Domestic supply share and import volumes	**VALUE ADDITION** Share processed locally and facility utilisation
JOBS Direct, indirect, women, youth and job quality	**MARKETS** Off-take, prompt payment, prices and institutional sourcing	**TRADE** Exports, import, substitution and foreign-exchange savings	**INTEGRITY** Land, finance, food safety, traceability and environmental compliance
LOSSES Post-harvest loss and cold-chain coverage	**FINANCE** Disbursement, repayment and private capital mobilised	**RESILIENCE** Climate, disease and bio-security indicators	**DELIVERY** Project milestones, value for money and audit findings

ACCOUNTABILITY, SAFEGUARDS AND EVIDENCE

The Ministry of Food and Agriculture will publish an annual scorecard, audited financial and delivery reports, and a public list of supported projects and beneficiaries. All projects will comply with land and resettlement laws, environmental and social safeguards, labour standards, food safety, animal welfare, bio-security and anti-corruption requirements. A mid-term review will be completed in 2028 and a final evaluation in 2030. Sector targets will be revised only through a transparent, evidence-based process.

NATIONAL POLICY ON INTEGRATED OIL PALM DEVELOPMENT 2026-2032

A National Compact for Agro-Industrialisation, Rural Prosperity and Export Growth

IMPLEMENTATION PROGRAMME 2026–2032

Oil palm is Ghana's "Red Gold": a strategic crop linking food security, rural employment, manufacturing and exports. Yet Ghana imports nearly 200,000 metric tonnes of crude palm oil each year at a cost of more than US$200 million, while producing about 260,000 tonnes compared with over 650,000 tonnes in neighbouring Côte d'Ivoire under similar climatic conditions. The gap reflects fragmented plantations, insecure land, inadequate patient finance, weak smallholder integration and insufficient processing. This Policy establishes a coordinated 2026-2032 programme to cultivate 100,000 new hectares, create more than 250,000 jobs, achieve self-sufficiency and build an export-ready, sustainable palm oil industry.

VISION

By 2032, Ghana will be self-sufficient and export-ready in sustainably produced palm oil, with 100,000 hectares of new climate-suitable plantations linked to efficient mills, refineries and inclusive out-grower systems – creating more than 250,000 jobs, raising rural incomes, conserving foreign exchange and supplying competitive palm-based products to domestic and regional markets. This policy, which was launched earlier in 2026, will go beyond the four-year programme period because of the gestation period needed for oil palm.

2032	100,000 HA	US$500M	250,000+
SELF-SUFFICIENCY + EXPORTS	NEW PLANTATIONS	PATIENT FINANCE	DIRECT+INDIRECT JOBS

NATIONAL POLICY OBJECTIVES

- Cultivate 100,000 hectares of new, sustainable and climate-suitable oil palm plantations by 2032.
- Create more than 250,000 direct and indirect jobs across farming, processing, logistics and downstream industry.
- Close Ghana's crude palm oil supply gap, conserve foreign exchange and establish a competitive export base.
- Integrate smallholders, women and young people through secure land, affordable finance, inputs, skills and guaranteed off-take.
- Expand efficient milling, refining and downstream value addition to serve food, manufacturing and regional markets.
- Enforce transparent land governance, environmental safeguards, labour rights, traceability and market integrity.



Ghana does not lack agricultural potential. It has lacked an integrated system that carries production from land and water to finance, processing and markets. This Policy builds that system so that every additional tonne produced creates food security, industrial value, decent work and foreign exchange at home.

STRATEGIC POLICY PRIORITIES

A. Integrated Oil Palm Development Zones

Government will organise public infrastructure and private investment around integrated oil palm development zones selected for climate suitability, contiguous land, existing production, market access and proximity to processing facilities. Each zone will connect certified nurseries, nucleus estates, organised out-growers, mechanisation, aggregation, transport, milling, refining and downstream manufacturing. Projects must demonstrate secure feedstock, efficient processing, community participation and full environmental compliance.

LAND BANKS	Secure, map and register contiguous climate-suitable land under transparent tenure.
NUCLEUS ESTATES	Develop commercial anchor plantations linked to efficient mills and refineries.
OUT-GROWER NETWORKS	Organise smallholders with improved seedlings, services, finance and guaranteed off-take.
MILLS + VALUE ADDITION	Integrate milling, refining, quality control and downstream manufacturing.

B. Secure Land and Community Partnership

The Ministry of Lands and Natural Resources, through the Lands Commission, will map, acquire and register large, contiguous land banks in accordance with the Lands Act, 2020 (Act 1036). Land access will be based on negotiated agreements, fair compensation, transparent ownership structures, environmental screening and protection of customary rights. Defined space and benefit-sharing arrangements will secure the participation of host communities, organised smallholders, women and young people.

C. US$500 Million Patient Finance Window

Government will establish a dedicated US$500 million Oil Palm Development Finance Window with the World Bank, other development finance institutions and Development Bank Ghana. The facility will provide long-tenor concessional loans aligned with the crop's growth cycle, a five-year moratorium on principal and interest, and financing of up to 70 per cent of viable project costs, subject to investor or cooperative counterpart funding. Disbursement will be tied to verified milestones, environmental safeguards, sound governance, decent work and labour rights.

D. Smallholder and Outgrower Partnership

Smallholders will participate as commercial partners, not residual beneficiaries. A national Outgrower Partnership Scheme will link organised farmers and cooperatives to nucleus estates and mills through improved seedlings, mechanisation services, subsidised fertiliser, extension support, affordable finance and guaranteed off-take at fair prices. A Smallholder Support Fund will prioritise women and young people, while transparent contracts will govern input recovery, quality, weighing, payment and dispute resolution.

E. Research, Planting Materials and Productivity

The Oil Palm Research Institute will lead the development and deployment of high-yield, climate-resilient planting materials, certified nurseries and improved agronomic practices. Research, demonstration plantations, digital extension and technology transfer will strengthen pest and disease management, mechanisation, harvesting and mill efficiency. Skills programmes will train farmers, technicians, managers and service providers, with measurable gains in yield, extraction rates, quality and production cost.

F. Processing, Refining and Value Addition

Investment will expand modern milling, refining, storage, quality assurance and the manufacture of higher-value palm-based products. New plantations will be aligned with verified processing capacity, while existing mills will be supported to improve utilisation, extraction efficiency and reliable sourcing. Ghanaian refined edible oils will meet applicable food-safety and traceability standards, and competitive downstream production will progressively replace imports and support regional exports.

G. Regulation, Market Integrity and Export Readiness

The Tree Crops Development Authority will lead licensing, production planning, data management and regulatory coordination. The Oil Palm Research Institute will lead research, while the Oil Palm Development Association of Ghana will facilitate industry coordination and public-private dialogue. A tax stamp regime for refined edible oils, reinforced by customs controls, product traceability, border surveillance and sanctions, will combat smuggling and under-declaration, ensure fair taxation and protect compliant domestic producers.

POLICY DESIGN PRINCIPLES

PRODUCTIVITY	High-yield planting materials, mechanisation, efficient mills and lower unit costs.
INCLUSION	Fair smallholder partnerships and purposeful access for women and young people.
SUSTAINABILITY	Climate-suitable land, safeguards, traceability, decent work and labour rights
PARTNERSHIP	The State enables; investors operate; farmers and communities share value.
INTEGRITY	Transparent land, finance, licensing, tax stamps, data and accountability

ACCOUNTABILITY, SAFEGUARDS AND EVIDENCE

The 2026–2032 Programme will be delivered through a costed implementation plan led by the Tree Crops Development Authority, with defined responsibilities for the Ministry of Lands and Natural Resources and Lands Commission, the Oil Palm Research Institute, Development Bank Ghana, Ghana EXIM Bank, the Oil Palm Development Association of Ghana, development partners, investors, traditional authorities, districts and producer organisations.

2026–2027	FOUNDATIONS	Validate baselines; designate development zones; map and register land banks; establish the finance window and Smallholder Support Fund; certify nurseries; launch licensing, data, sustainability and tax-stamp systems; and prepare the first integrated projects.
2028–2030	SCALE + INDUSTRIALISE	Expand plantations, out-grower networks and mechanisation; crowd-in private capital; commission and upgrade mills and refineries; build skills; strengthen logistics; increase local supply; and progressively reduce the import gap.
2031–2032	SELF-SUFFICIENCY + EXPORTS	Bring new acreage into mature production; close the crude palm oil supply gap; maximise processing utilisation; enforce quality and traceability; deepen value addition; and position Ghana for competitive regional exports.

ACCOUNTABILITY, SAFEGUARDS AND EVIDENCE

A public annual oil palm scorecard will track new and mature acreage, yields, fresh fruit bunch and crude palm oil output, extraction rates, mill and refinery utilisation, local market share, imports and foreign-exchange savings, jobs, smallholder participation, the share of women and young people, finance disbursement and repayment, tax-stamp compliance, payment performance, traceability and environmental and labour compliance. A mid-term review in 2029 and final evaluation in 2032 will drive correction, accountability and value for money.



GHANA NATIONAL SUGAR POLICY 2027-2030

A NATIONAL COMPACT FOR AGRO-INDUSTRIALISATION, JOBS AND IMPORT SUBSTITUTION

IMPLEMENTATION PROGRAMME 2027–2030

Ghana meets virtually all of its sugar needs through imports, sending scarce foreign exchange abroad and forgoing agricultural, industrial and energy opportunities at home. Yet the country has suitable soils, water resources, a growing market and a long history of sugarcane cultivation and milling. The binding constraint is the absence of an integrated system linking secure land and irrigation to productive cane estates, organised out-growers, efficient mills, reliable logistics, fair pricing, finance and disciplined market regulation. This Policy establishes a focused 2027–2030 programme to build that system, restore productive national capacity and turn sugar from an import burden into a platform for rural transformation, manufacturing and renewable energy.

VISION

By 2030, Ghana will be self-sufficient in its principal sugar requirements through a competitive, sustainable and climate-resilient industry built on locally grown sugarcane, integrated estates, organised out-growers and modern mills – creating decent jobs, raising rural incomes, conserving foreign exchange and producing valuable energy and industrial co-products.

2027-2030	2030	LOCAL CANE	FULL VALUE
DELIVERY PROGRAMME	SUGAR SELF-SUFFICIENCY	PRIMARY FEEDSTOCK	SUGAR + ENERGY + CO-PRODUCTS

NATIONAL POLICY OBJECTIVES

- Achieve self-sufficiency in Ghana's principal sugar requirements by 2030 and materially reduce import dependence.
- Establish integrated sugar development zones linking cane estates, out-growers, mills, refineries and logistics.
- Create skilled and semi-skilled jobs, raise farmer incomes and spread infrastructure and enterprise to rural communities.
- Supply safe, high-quality and traceable sugar for households and Ghana's food, beverage and pharmaceutical industries.
- Maximise value from bagasse, molasses and other by-products through electricity co-generation, ethanol, animal feed and fertiliser.
- Build a predictable legal, regulatory and institutional framework for investment, fair cane pricing, market stability and accountability.

STRATEGIC POLICY PRIORITIES

A. Integrated Sugar Development Zones

The Policy will organise public infrastructure and private investment around designated cane zones selected for suitable soils, reliable water, land availability, transport access, power and proximity to mills and markets. Every approved project must integrate a commercially viable sugarcane base with a mill or refinery, organised out-growers and a credible plan for co-products. Existing public sugar assets will be brought into productive use through transparent, performance-based operating arrangements, while new projects will proceed only where raw-material supply and water security are demonstrated.

CANE ZONES	Map and protect suitable land and water corridors for commercial sugarcane production.
NUCLEUS ESTATES	Develop mechanised anchor plantations capable of supplying mills at efficient capacity.
OUT-GROWER NETWORKS	Organise nearby farmers under enforceable contracts, extension, finance and assured off-take.
MILLS + CO-PRODUCTS	Integrate milling and refining with energy, ethanol, molasses, feed and other value-added uses.

B. Secure Land, Water and Community Partnership

Government will establish transparent land banks and support negotiated, registrable leases with chiefs, traditional authorities and landholding communities. Model agreements will provide fair compensation, resettlement safeguards where necessary, defined community benefits and space for organised out-growers. Water allocations, irrigation plans and environmental approvals will be secured before investment, with efficient water use, soil protection and community access treated as binding conditions.

C. Productive Infrastructure and Patient Finance

Government will coordinate the public goods that individual firms and farmers cannot efficiently provide alone: bulk water and irrigation, access roads, power connections, drainage, logistics and digital infrastructure. Funding will be mobilised through budgetary provision, development finance, blended finance, credit guarantees and public-private partnerships. Long-tenor investment capital and seasonal working capital will be aligned to cane development and harvesting cycles, with transparent eligibility, risk-sharing and performance milestones.

D. Research, Technology and Skills

Competitiveness will rest on higher cane yields, sugar recovery and factory utilisation. Ghanaian research institutions, universities and extension services will partner leading international networks to develop high-yield, disease-resistant varieties; improve irrigation, mechanisation and agronomy; and identify biomass for off-season power. Training will build farmers, technicians and mill managers, while foreign expertise will be time-bound and tied to local skills transfer.

E. Farmer-Inclusive Production and Fair Cane Pricing

Integrated projects will combine nucleus estates with organised out-growers. Standard cane-supply agreements will cover quality, delivery, payment, input recovery and dispute resolution, with firm rules against cane poaching and side-selling. A transparent pricing formula, published before planting and linked to recoverable sugar value, will give growers income certainty and mills reliable feedstock. Women, young people and local enterprises will be included, with safe work and zero child labour.

F. Processing, Quality and Circular Value Addition

Modern mills and refineries will meet Ghanaian and applicable international food- safety, environmental and traceability standards. Efficient recovery and reliable supply will be matched by full use of bagasse, molasses and residues for electricity, ethanol, animal feed, fertiliser and other products. Transparent grid and market arrangements will make each sugar complex a diversified agro-industrial platform.

G. Fair Trade, Import Management and Strong Institutions

Import permits and quotas will reflect verified demand, local output and legitimate supply gaps, and will decline as Ghanaian production expands. Routine imports of sugar that Ghana can produce competitively will be phased out by 2030; residual imports will cover only specialised grades or temporary shortages. Transit sugar will remain bonded and move in sealed, traceable transport. Customs controls, product marking, border surveillance and sanctions will combat diversion, carousel trade, smuggling and substandard imports. A statutory Sugar Industry Development Board will publish allocation criteria, regulate cane zones and contracts, monitor the market and report annually.

POLICY DESIGN PRINCIPLES

COMPETITIVENESS	Higher cane yields, efficient mills, lower costs and reliable quality.
INCLUSION	Nucleus estates linked to out-growers, communities, youth and women.
SUSTAINABILITY	Efficient water use, safeguards, cleaner production and renewable energy
PARTNERSHIP	The State provides public goods; investors operate; farmers and communities share value.
INTEGRITY	Transparent permits, enforceable contracts, traceability and public accountability.

IMPLEMENTATION AND ACCOUNTABILITY

The 2027–2030 Programme will be delivered through a costed plan led jointly by the Ministries responsible for Trade and Industry and for Food and Agriculture, with defined roles for Finance, Lands, Water, Energy, Environment, Local Government and the private sector. A Sugar Desk and National Sugar Steering Committee will coordinate delivery pending establishment of the Sugar Industry Development Board.

2027	FOUNDATIONS	Validate baselines; designate cane zones; secure land and water; establish the Sugar Desk and Steering Committee; enact the regulatory framework; approve cane-pricing, finance, import-control and traceability systems; and prepare viable plans for existing and new mills.
2028–2029	SCALE + INDUSTRIALISE	Expand irrigated acreage, nucleus estates and out-growers; commission or rehabilitate mills; build skills and research capacity; develop co-products; and reduce imports as verified local supply increases.
2030	SELF-SUFFICIENCY	Close the principal supply gap; secure local cane and mill utilisation; phase out routine imports; enforce quality, traceability, environmental and labour standards; and prepare Ghanaian sugar and co-products for regional markets.

A public annual sugar scorecard will track cane acreage and yield, irrigation, sugar recovery, domestic output, mill utilisation, out-growers, jobs, farmer incomes, local market share, imports, foreign-exchange savings, co-product output, payment performance and environmental, food-safety and labour compliance. An independent mid-term review in 2028 and final evaluation in 2030 will drive correction, accountability and value for money.

GHANA NATIONAL RICE POLICY 2027-2030

A NATIONAL COMPACT FOR FOOD SECURITY, JOBS AND AGRICULTURAL TRANSFORMATION

IMPLEMENTATION PROGRAMME | 2027–2030

Rice is central to Ghanaian diets, yet domestic production supplies only about one-third of national demand. Import dependence exports jobs, farm income, industrial opportunity and scarce foreign exchange. Ghana has the land, water, agro-climatic zones, market and labour force to reverse this position, but low yields, high input and financing costs, weak irrigation, fragmented landholdings, limited mechanisation and inadequate drying, milling, storage and logistics keep local rice uncompetitive. From 2027 to 2030, this Policy will align public infrastructure, private capital, smallholder production and disciplined trade measures to build a competitive national rice industry and end commercial rice imports.

VISION

By 2030, Ghana will be self-sufficient in rice and a regional leader in sustainable, competitive and climate-resilient production – creating jobs, raising rural incomes, supplying trusted Ghanaian brands and ending commercial rice imports.

2030	100,000HA	5-6 MT/HA	125,000
RICE SELF-SUFFICIENCY	ADDITIONAL CULTIVATION	PRODUCTIVITY PATHWAY	DIRECT + INDIRECT JOBS

NATIONAL POLICY OBJECTIVES

- Achieve rice self-sufficiency by 2030 by bringing at least 100,000 additional hectares into productive cultivation during the 2027-2030 programme.
- Raise yields towards 5–6 metric tonnes per hectare while materially lowering the cost of paddy per tonne.
- Create at least 25,000 direct and 100,000 indirect jobs across farming, processing, logistics and distribution.
- Increase farmer incomes, strengthen rural livelihoods and expand opportunities for young people and women.
- Build competitive Ghanaian rice brands, modernise processing and secure reliable year-round domestic supply.
- Conserve foreign exchange through a phased local-purchase-linked import quota, culminating in a ban on commercial rice imports by 2030.

STRATEGIC POLICY PRIORITIES

A. National Rice Development Hubs

The Policy will replace fragmented interventions with four integrated production corridors selected on agro-climatic suitability, water and land availability, existing production, irrigation potential, market access and logistics. Each hub will connect land development, irrigation, mechanised production, aggregation, drying, milling, storage, branding and distribution. Qualifying investments physically located in the four hubs will receive transparent, time-bound locational tax incentives, with eligibility tied to new capital, productive acreage, local employment, smallholder integration and value addition.

AFRAM PLAINS	Large-scale mechanised farming, irrigation, integrated milling and logistics.
VOLTA BASIN	Irrigation and inland-valley development, water management, rice-fish systems and medium-scale commercial farming.
WESTERN GHANA	Lowland production, community clusters, smallholder productivity, climate-resilient systems.
NORTHERN GHANA	Irrigation, community schemes, anchor-outgrower systems, smallholder integration and youth employment.

B. Secure Land, Water and Community Partnership

Government will establish transparent land banks within designated hubs and work with chiefs, traditional authorities and landholding communities to formalise tenure, reduce disputes and provide confidence for long-term investment. Agreements will protect community interests through clear social contracts, equitable participation and defined allocations for smallholder and out-grower development. Land access will become a platform for shared value, local ownership and durable investment.

C. Productive Infrastructure and Integrated Value Chains

Government will lead the development of the public infrastructure that individual farmers and firms cannot efficiently provide alone: irrigation systems, canals, dams, land development, rural access and logistics corridors. Investment will also address the binding midstream constraints – modern drying, milling, storage, aggregation and distribution – that reduce recovery rates, raise post-harvest losses and weaken the quality of local rice. Infrastructure will be planned at hub level as shared, scalable platforms that lower unit costs, support year-round supply and crowd-in private capital.

D. Research, Technology and Productivity

The Policy will make productivity the principal route to competitiveness. Government will link Ghanaian research institutions and universities with leading international rice research organisations, technology providers and private operators to develop and deploy high-yield, fragrant, climate-resilient and water-efficient varieties. Demonstration farms, stronger extension, mechanised production systems, improved nutrient use and technology transfer will accelerate adoption. The central performance test will be sustained movement towards yields of 5–6 metric tonnes per hectare and a material reduction in the cost of paddy per tonne.

E. Private-Sector-Led and Smallholder Inclusive

Transformation will be private-sector-led but deliberately inclusive. Anchor farms and processors will be connected to organised smallholders through out-grower arrangements that provide quality seed, inputs, technical support, affordable finance and assured off-take, with transparent recovery at harvest. Investment will be encouraged across the full chain – from paddy production to drying, milling, storage, packaging, branding and distribution. Modern quality assurance, reliable supply and strong Ghanaian brands will close the perception gap with imported rice and build consumer confidence.

F. Affordable and Patient Finance

Government will work with domestic banks and development finance institutions to establish a dedicated rice-financing architecture. It will combine low-interest and long-tenure facilities, credit guarantees and seasonal working capital, with repayment terms aligned to crop cycles rather than conventional short-term lending. Public and concessional finance will prioritise viable projects that expand irrigation and productive acreage, build processing capacity, develop local champions and integrate smallholders into bankable value chains.

G. Fair Trade and Market Confidence

From 2027, Ghana will operate a local-production-linked import quota. An importer will qualify for a licence only after purchasing a prescribed quantity of local rice from verified Ghanaian producers, aggregators or millers, calculated as a percentage of the volume for which import approval is sought. Quota allocations will require verified local off-take, prompt payment and compliance with quality standards. The local purchase ratio will rise annually as domestic supply expands, and import quotas decline. By 2030, the commercial importation of rice will be prohibited. Stronger customs valuation, border surveillance, anti-smuggling enforcement and traceability will protect the transition and prevent market abuse.

POLICY DESIGN PRINCIPLES

COMPETITIVENESS	Self-sufficiency by 2030 through higher productivity, lower unit costs and reliable quality
INCLUSION	Commercial scale with organised smallholders, community participation and youth employment.
RESILIENCE	Climate-smart varieties, efficient water use and stronger domestic supply chains.
PARTNERSHIP	The State provides public goods; private capital invests; importers transition into local value-chain partners; communities share value
INTEGRITY	Transparent, traceable quotas, performance-linked incentives, measurable results and public accountability.

IMPLEMENTATION AND ACCOUNTABILITY

The Policy will be implemented through a costed four-year programme from 2027 to 2030, with clear institutional responsibilities, annual work plans and budgets, and three sequenced phases:

2027	FOUNDATIONS	Validate the production baseline; designate and masterplan the four hubs; secure land; establish the locational tax incentive and local-purchase quota frameworks; and launch priority infrastructure, financing and research partnerships.
2028–2029	SCALE	Expand productive acreage, irrigation, mechanisation, anchor-outgrower networks, drying, milling, storage and national brands; raise the mandatory local-purchase share annually and reduce import quotas.
2030	SELF-SUFFICIENCY	Close the supply gap; enforce quality and traceability; prohibit commercial rice imports; consolidate resilience; and prepare competitive Ghanaian rice for regional markets.

Progress will be tracked through a public annual rice scorecard covering cultivated area, output, yield, irrigated share, production cost per tonne, post-harvest losses, milling recovery, smallholder participation, jobs, farmer incomes, the local share of consumption, importer compliance and annual import volumes. An end-2028 mid-term review and a 2030 final evaluation will guide correction, accountability and value for money.



NATIONAL POLICY ON COMMERCIAL POULTRY DEVELOPMENT 2027-2030

A NATIONAL COMPACT FOR FOOD SECURITY, JOBS AND 24-HOUR AGRO-INDUSTRY

IMPLEMENTATION PROGRAMME 2027–2030

The poultry subsector is one of Ghana's clearest opportunities to convert import dependence into domestic production, jobs and food security. Estimated annual poultry demand is about 400,000 metric tonnes, while local production is about 15,000 metric tonnes, leaving a supply gap of roughly 385,000 metric tonnes largely met through imports. Ghana consequently spends more than US$300 million each year on imported chicken. This Policy establishes a coordinated 2027–2030 programme under the 24- Hour Economy to scale domestic broiler production, integrate anchor farms with outgrowers, secure quality inputs, strengthen animal health and processing infrastructure and build a safe, competitive Farm-to-Table value chain.

VISION

By 2030, Ghana will have a competitive, resilient and increasingly self-sufficient commercial poultry industry that supplies safe and affordable chicken, substantially reduces the import gap, creates decent jobs and retains more agricultural value and foreign exchange within the country.

400,000 MT	15,000 MT	US$300M+	2030
ESTIMATED DEMAND	CURRENT LOCAL OUTPUT	ANNUAL IMPORT BILL	SELF-SUFFICIENCY PATHWAY

NATIONAL POLICY OBJECTIVES

- Rapidly expand domestic broiler production to close the approximately 385,000 metric tonne annual supply gap.
- Reduce the more than US$300 million annual chicken import bill and conserve scarce foreign exchange.
- Scale commercially viable anchor farms linked to organised out-growers through the Poultry Farm-to-Table Initiative.
- Secure quality day-old chicks, feed, vaccines, veterinary services and affordable finance for producers.
- Develop hatcheries, breeder farms, veterinary laboratories, modern poultry housing, processing plants and cold-chain infrastructure.
- Create decent jobs and opportunities for women and young people while enforcing biosecurity, animal welfare, food safety and traceability.

STRATEGIC POLICY PRIORITIES

A. Three-Pronged Poultry Development Strategy

Government will deliver the policy through an integrated three-pronged strategy under the 24-Hour Economy: scale Farm-to-Table production; secure quality inputs and animal health systems; and build processing, cold-chain and market capacity. Support will be coordinated around commercially viable poultry clusters so that farms, hatcheries, feed suppliers, veterinary services, processors and buyers operate as one value chain rather than as disconnected activities.

FARM-TO-TABLE PRODUCTION	Support anchor farms and organised out-growers to produce broilers under coordinated cycles and assured off-take.
INPUTS + ANIMAL HEALTH	Bulk-procure and distribute quality chicks, feed and vaccines while strengthening breeder farms, hatcheries, laboratories and biosecurity.
PROCESSING + MARKETS	Expand slaughter, processing, cold storage, distribution and dependable markets for safe Ghanaian chicken.

B. Anchor Farms and Out-Grower Partnerships

Government support will target capable large-scale farms that can serve as anchors for organised out-growers. Standard production agreements will define input packages, technical protocols, financing, risk-sharing, quality requirements, pricing, off-take and prompt payment. Women, young people and existing small and medium-scale poultry farmers will be integrated through cooperatives, shared services and contract production, with shift-based operations encouraged where commercially viable.

C. Feed, Chicks and Veterinary Security

Government will facilitate bulk procurement and transparent distribution of certified day-old chicks, feed and vaccines, while linking poultry expansion to reliable domestic maize and soyabean supply. Investment will strengthen breeder farms, hatcheries, veterinary laboratories, extension, vaccination, disease surveillance and outbreak response. A national farm and flock registry, minimum biosecurity standards and routine performance data will reduce mortality, improve productivity and protect public confidence.

D. Modern Housing, Processing and Cold Chain

Targeted financing and public-private investment will develop and upgrade poultry houses, water and power systems, hatcheries, breeder farms, laboratories, feed mills, slaughter and processing plants, cold rooms, refrigerated transport and waste-management facilities. Infrastructure will be clustered near production zones to reduce logistics costs, support 24-hour operations and ensure humane handling, food safety and environmental compliance.

E. Innovative Finance and Risk Sharing

Ghana Exim Bank will be mandated to provide investment and working-capital facilities aligned with poultry production cycles. Commercial banks and insurance companies will also be encouraged to provide blended finance, credit guarantees, insurance and performance-based co-financing for bankable projects. Funding will be milestone-driven, transparently allocated and tied to counterpart investment, repayment discipline, biosecurity, job creation and verified local production.

F. Market Development and Import Substitution

Local poultry must compete on quality, consistency, price and convenience. The policy will support grading, packaging, branding, traceability and structured market linkages with retailers, hospitality businesses, processors and public institutions, subject to procurement law and food-safety requirements. Import management will be transparent and progressively aligned with verified growth in domestic supply, while customs enforcement, border surveillance and sanctions will address smuggling and unfair competition.

G. Regulation, Food Safety and Industry Coordination

The Ministry of Food and Agriculture will lead implementation through the Veterinary Services Directorate, working with the ministries responsible for trade and finance, food-safety and standards regulators, development finance institutions, research bodies, poultry associations, and private investors. Regulation will cover farm and processor registration, veterinary medicines, residue controls, animal welfare, slaughter, cold-chain integrity, labelling, traceability, environmental management and rapid disease response.

POLICY DESIGN PRINCIPLES

PRODUCTIVITY	Better genetics, feed efficiency, lower mortality and competitive unit costs
INCLUSION	Anchor-out-grower partnerships and purposeful access for women and young people.
BIOSECURITY	Prevention, surveillance, animal welfare, food safety and traceability.
PARTNERSHIP	The State enables; investors operate; farmers and workers share value.
INTEGRITY	Transparent finance, procurement, contracts, data and accountability.

IMPLEMENTATION AND ACCOUNTABILITY

The 2027–2030 Programme will be delivered through a costed implementation plan led by the Ministry of Food and Agriculture, with defined responsibilities for the Veterinary Services Directorate, ministries responsible for trade and finance, regulators, Ghana Exim Bank, research bodies, poultry industry associations, anchor farms, processors, financial institutions and producer organisations.

2027	FOUNDATIONS	Validate the national baseline; set annual production and import-substitution targets; register farms and processors; select anchor farms and out-growers; standardise contracts and biosecurity protocols; establish finance instruments; begin bulk input procurement; and prepare priority infrastructure projects.
2028–2029	SCALE + INDUSTRIALISE	Expand broiler cycles and out-grower networks; strengthen maize and soyabean feed linkages; commission or upgrade breeder farms, hatcheries, laboratories, housing, processing and cold-chain facilities; scale 24-hour operations; deepen market contracts; and progressively reduce the import gap.
2030	CONSOLIDATE + COMPETE	Maximise installed capacity and local supply; strengthen breeding, feed and veterinary systems; enforce food safety and traceability; expand institutional and retail markets; assess progress towards self-sufficiency; and prepare the next phase for full import replacement and regional competitiveness.

A public annual commercial poultry scorecard will track broiler output and the local share of consumption, imports and foreign-exchange savings, birds placed, survival and mortality, feed efficiency, chicks, feed and vaccines supplied, breeder and hatchery capacity, disease incidence and vaccination, processing and cold-chain utilisation, jobs, anchor farms and out-growers, women and youth participation, finance disbursement and repayment, off-take and payment performance, institutional procurement, food-safety compliance and traceability. A mid-term review in 2028 and final evaluation in 2030 will drive correction, accountability and value for money.

Ghana cannot continue to spend more than US$300 million annually on imported chicken while local farms, feed producers and processors remain underdeveloped. A disciplined Farm-to-Table programme will convert import dependence into production, jobs, food security and 24-Hour agro-industry. The measure of success will be simple: more safe, affordable Ghanaian chicken on Ghanaian tables, produced competitively and at scale.

NATIONAL POLICY ON MAIZE AND SOYABEAN INDUSTRY DEVELOPMENT 2027-2030

A NATIONAL COMPACT FOR ANIMAL FEED SECURITY, POULTRY COMPETITIVENESS AND 24-HOUR ANIMAL FEED INDUSTRY

IMPLEMENTATION PROGRAMME 2027–2030

Ghana produces 3.2–3.5 million metric tonnes of maize annually, slightly above the 2.7 million metric tonnes required for direct human consumption. Yet most output is premium white table maize, which competes with food demand and is less suited to high-energy feed. Ghana therefore imports 10,000–60,000 metric tonnes of yellow maize each year. Feed accounts for 60–70 per cent of poultry production costs, and maize makes up 50–60 per cent of poultry rations. Soyabean faces a parallel constraint: Ghana currently produces about 300,000 metric tonnes of soyabean annually while domestic requirement stands at about 600,000 metric tonnes. About 85 per cent of soyabean use is for animal feed. However, Ghana's processing capacity is below half of national output and processed imports meet 40–50 per cent of domestic needs. This Policy establishes a coordinated 2027–2030 programme to build a competitive feed-grain and protein-meal industry for poultry, aquaculture and agro-processing under the 24-Hour Economy.

VISION

By 2030, Ghana will have a productive, climate-resilient and commercially integrated maize and soyabean industry that reliably supplies food, poultry and aquaculture feed, reduces dependence on imported yellow maize and processed soyabean products, lowers feed costs, creates decent jobs and strengthens national food security.

3.2-3.5M MT	10,000-60,000MT	60-70%	100%
ANNUAL MAIZE OUTPUT	YELLOW MAIZE IMPORT	POULTRY PRODUCTION COST	SELF-SUFFICIENCY PATHWAY BY 2030

NATIONAL POLICY OBJECTIVES

- Build reliable domestic supplies of feed-preferred maize and soyabean for poultry, aquaculture and agro-processing.
- Expand certified yellow, dent and field maize and high-yielding soyabean production through commercial clusters and organised out-growers.
- Lower the feed-cost burden that constrains domestic poultry production, in a market where poultry meat import is over US$300 million annually.
- Scale domestic soyabean production and processing to produce dependable protein meal and oil while reducing processed imports.
- Link farmers directly to feed mills and processors through bankable contracts, assured off-take, transparent quality standards and prompt payment.
- Create decent jobs and enterprise opportunities for women and young people through mechanisation, aggregation, processing, logistics and 24-hour operations.

STRATEGIC POLICY PRIORITIES

A. Integrated Feed-Crop Development Strategy

Government will treat maize and soyabean as one coordinated feed-security value chain rather than as separate crops. The programme will align seed development, cluster production, mechanisation, aggregation, storage, processing and market contracts with the verified requirements of feed mills, poultry farms and aquaculture producers. Annual crop and feed-demand plans will guide acreage, production cycles, processing capacity and import-substitution measures while protecting the supply of white maize for direct human consumption.

FEED-PREFERRED MAIZE	Expand yellow, dent, field and fodder maize varieties selected for feed energy, yield and resilience.
SOYABEAN + PROTEIN MEAL	Scale soyabean production and processing into dependable meal, oil and industrial raw materials.
CONTRACT OFF-TAKE	Link commercial clusters and organised out-growers directly to feed mills and processors under bankable contracts.

B. Feed-Preferred Maize, Seed and Research Systems

The programme will prioritise feed-preferred germplasm, including yellow, dent and field maize, high-biomass fodder types and released high-yielding CSIR hybrids suited to Ghanaian ecologies, including Abotem, PAN 12 and Kunjor-Wari. Research, seed multiplication, certification and demonstration plots will be strengthened so farmers can access varieties selected for yield, energy content, maturity, climate resilience, storage quality and feed performance. White table-maize production will remain protected for food security.

C. Soyabean Production and Domestic Processing

Government will expand soyabean production alongside domestic crushing and processing capacity to convert more locally grown beans into quality protein meal, oil and industrial raw materials. Processing investment will be aligned with domestic output, feed-mill demand and export opportunities, supported by reliable utilities, laboratories, storage and quality assurance. The objective is to reverse dependence on imported processed soyabean products and retain more value within Ghana.

D. Commercial Clusters and Contract Out-Grower Models

Large-scale production clusters will combine capable anchor farmers, organised smallholders, feed mills, processors and aggregators. Standard contracts will define seed and input packages, mechanisation services, production protocols, quality specifications, pricing, delivery, off-take, repayment and prompt payment. Digital registration and traceability will support transparent aggregation, while women and young people will receive deliberate access to land, services, finance and contracts.

E. Inputs, Mechanisation and Climate-Resilient Infrastructure

Government and private partners will facilitate timely access to certified seed, fertiliser, crop protection, extension and mechanisation, with input packages calibrated to soil conditions and ecological zones. Priority infrastructure will include irrigation, where viable, land development, feeder roads, dryers, warehouses, silos, aggregation centres, laboratories and processing utilities. These investments will reduce post-harvest losses, improve year-round supply and support 24-hour feed milling and logistics.

F. Patient Finance, Aggregation and Market Development

Development finance institutions and commercial lenders will provide seasonal working capital and long-tenor facilities for production, mechanisation, storage and processing, supported where appropriate by credit guarantees, insurance and risk-sharing. Financing will be tied to verified off-take, counterpart investment, repayment discipline and performance. Structured trading, warehouse receipts and transparent grading will improve farmer liquidity, price discovery and reliable supply to feed mills.

G. Quality, Trade Management and Industry Coordination

The Ministry of Food and Agriculture will lead implementation with the ministries responsible for trade and finance, CSIR, seed and standards regulators, development finance institutions, feed millers, poultry and aquaculture associations, processors, districts and farmer organisations. National feed-grain and soyabean standards will govern moisture, aflatoxin, protein and oil content, contaminants, storage and traceability. Import management will be transparent and progressively aligned with verified domestic supply, processing capacity and food and feed security.

POLICY DESIGN PRINCIPLES

PRODUCTIVITY	Higher yields, stronger feed quality and lower unit costs.
FOOD + FEED SECURITY	Protect white maize while expanding feed-preferred crops
INCLUSION	Anchor-out-grower partnerships and purposeful access for women and youth
VALUE ADDITION	Process grain and soyabean locally into feed, meal, oil and inputs.
INTEGRITY	Transparent contracts, finance, grading, data and accountability

IMPLEMENTATION AND ACCOUNTABILITY

The 2027–2030 Programme will be delivered through a costed implementation plan led by the Ministry of Food and Agriculture, with defined responsibilities for crop research and seed agencies, ministries responsible for trade and finance, standards and plant-health regulators, development finance institutions, feed mills, processors, poultry and aquaculture associations, districts, anchor farmers, aggregators and producer organisations.

2027	FOUNDATIONS	Validate production, feed-demand and processing baselines; map priority clusters; set annual acreage, yield, processing and import-substitution targets; certify priority varieties; register farmers, aggregators, feed mills and processors; standardise contracts and quality protocols; establish finance instruments; and prepare infrastructure projects.
2028–2029	SCALE + PROCESS	Expand yellow maize and soyabean clusters and out-grower networks; multiply certified seed; scale fertiliser and mechanisation packages; commission or upgrade dryers, warehouses, silos, feed mills and soyabean processing plants; deepen contract off-take; strengthen testing and traceability; and progressively reduce feed-input imports.
2030	CONSOLIDATE + COMPETE	Maximise local supply and processing utilisation; stabilise year-round feed-grain and protein-meal availability; protect food-maize supply; enforce quality and storage standards; expand poultry, aquaculture and industrial market linkages; assess import replacement; and prepare the next phase for export competitiveness.

A public annual maize and soyabean industry scorecard will track production by crop and variety, acreage and yield, certified seed supply, feed-preferred maize output, soyabean meal and oil production, processing capacity and utilisation, imports and foreign-exchange savings, feed prices, contract acreage and off-take, farmer payments, storage and post-harvest losses, finance disbursement and repayment, jobs, women and youth participation, quality compliance, aflatoxin control and traceability. A mid-term review in 2028 and final evaluation in 2030 will drive correction, accountability and value for money.

Ghana cannot build a competitive poultry and aquaculture industry while the core ingredients of animal feed remain costly, unsuitable or imported. A disciplined maize-and-soyabean programme will convert Ghana's crop base into reliable feed, lower production costs, strengthen food security and create 24-hour agro-industry. The measure of success will be simple: more Ghanaian grain and protein meal feeding Ghanaian farms, processed competitively and at scale.

NATIONAL POLICY ON FISHERIES AND AQUACULTURE DEVELOPMENT 2027-2030

A NATIONAL COMPACT FOR FISH SECURITY, LIVELIHOODS AND SUSTAINABLE BLUE ECONOMY GROWTH

IMPLEMENTATION PROGRAMME 2027–2030

Fisheries and aquaculture contribute about 1 per cent of Ghana's GDP and 4.5 per cent of agricultural GDP, provide roughly 60 per cent of animal-protein intake and sustain livelihoods for about 3 million people. Yet current fish production of about 700,000 metric tonnes is well below the estimated national requirement of 1.2 million metric tonnes, leaving a supply gap of about 500,000 metric tonnes as capture stocks decline. Ghana's 512-kilometre coastline and inland waters – including the Volta Lake, Lake Bosomtwe and the Black and White Volta systems – provide a strong base for recovery and expansion. This Policy establishes a coordinated 2027–2030 programme to rebuild capture fisheries, scale responsible aquaculture and modernise landing, cold-chain, processing and market infrastructure.

VISION

By 2030, Ghana will have a productive, sustainable and climate-resilient fisheries and aquaculture industry that substantially closes the national fish-supply gap, restores marine and inland fish stocks, expands safe and competitive tilapia and catfish production, creates decent livelihoods and assures reliable access to affordable fish.

700,000 MT	1.2M MT	60%	3M
CURRENT FISH OUTPUT	NATIONAL REQUIREMENT	ANIMAL-PROTEIN INTAKE	LIVELIHOODS SUPPORTED

NATIONAL POLICY OBJECTIVES

- Increase sustainable domestic fish production through a coordinated expansion of capture fisheries and aquaculture.
- Restore marine and inland fish stocks and protect aquatic ecosystems through science-based management, co-management and effective enforcement.
- Scale commercial and smallholder aquaculture through quality fingerlings, affordable feed, appropriate holding systems and aquatic-health services.
- Modernise fishing villages, landing sites, processing, cold-chain and market infrastructure to reduce losses and improve safety and quality.
- Mobilise start-up and patient finance, private investment and structured markets for farmers, associations, processors and eligible state institutions.
- Strengthen food safety, biosecurity, traceability, decent work and purposeful participation by women and young people.

STRATEGIC POLICY PRIORITIES

A. Integrated National Fish-Security Strategy

Government will manage marine capture fisheries, inland fisheries and aquaculture as one national fish-security system. Annual stock assessments, production and demand plans, farm and vessel registration, landing data and ecosystem indicators will guide licensing, infrastructure, financing, market development and import management. Aquaculture will provide the main source of additional supply, while capture-fisheries policy will focus on recovery, sustainable yields and the protection of livelihoods.

CAPTURE FISHERIES RECOVERY	Rebuild marine and inland stocks through science-based rules, co-management and effective enforcement.
RESPONSIBLE AQUACULTURE	Expand cages, ponds, tanks, dams and dugouts, with priority to tilapia and catfish.
FISHING VILLAGES + COLD CHAIN	Integrate landing, hygienic processing, storage, markets and essential community services.

B. Aquaculture Clusters and Enterprise Support

Government will establish aquaculture production clusters around suitable inland waters and land-based systems, building on about 3,000 small-scale fish farmers and 10 large-scale operators. Capable anchor operators, producer associations, eligible state institutions and new entrants will receive structured support combining start-up capital, holding systems, quality feed and fingerlings with extension, business development and assured off-take. Transparent eligibility, counterpart contribution, performance milestones and repayment discipline will ensure support creates viable enterprises rather than one-off projects.

C. Fingerlings, Feed, Aquatic Health and Research

Public research institutions and private hatcheries will develop and distribute certified, high-performing fingerlings and maintain disease-free broodstock. The programme will improve access to affordable, nutritionally balanced feed, support local feed production, establish aquatic animal-health and water-quality laboratories, and strengthen extension in stocking density, feeding, water management, biosecurity, climate resilience and farm records. A national disease surveillance and emergency response system will protect farms and public health.

D. Sustainable Capture Fisheries and Stock Recovery

Marine and inland fisheries will be managed through credible science and community participation. Government will enforce catch and effort controls, closed seasons where justified, approved gear standards, protection of nursery grounds, transparent licensing and action against illegal, unreported and unregulated fishing. Co-management bodies will involve artisanal fishers and local authorities, while safety-at-sea, insurance and rescue systems will protect livelihoods.

E. Integrated Fishing Villages and Cold-Chain Infrastructure

Integrated fishing villages will be established at selected coastal and inland locations. Each will combine hygienic landing sites, ice and cold storage, efficient processing, potable water, sanitation, drainage, markets, quality testing, digital weighing and payment, boat and net repair, first-aid and rescue services. Road, power and water links will reduce post-harvest losses and improve incomes, safety and dignity.

F. Patient Finance, Investment and Market Development

Development finance institutions and lenders will provide start-up, working-capital and long-tenor facilities for farms, hatcheries, feed, cold chain, processing and safety equipment, supported by guarantees, insurance and risk-sharing. Public-private partnerships will crowd in investment, while structured off-take with processors, retailers and public institutions will provide predictable demand, transparent prices and prompt payment.

G. Governance, Standards and Blue-Economy Integrity

The ministry responsible for fisheries and aquaculture will lead implementation through the Fisheries Commission and relevant agencies for finance, trade, environment, water, standards, food safety, local government, research and enforcement. Mandatory standards will govern hatcheries, feed, water quality, biosecurity, handling, cold chain, processing, labelling and traceability. Digital data, transparent licensing, independent audits and sanctions will safeguard public resources and investor confidence.

POLICY DESIGN PRINCIPLES

SUSTAINABILITY	Restore fish stocks and protect aquatic ecosystems.
FOOD + NUTRITION SECURITY	Deliver more safe, affordable and reliable local fish.
INCLUSION	Put artisanal fishers, small farmers, women and youth at the centre.
VALUE ADDITION	Modernise landing, cold chain, processing and market systems
INTEGRITY	Use science, data, traceability, transparency and enforcement

IMPLEMENTATION AND ACCOUNTABILITY

The 2027–2030 Programme will be delivered through a costed plan led by the ministry responsible for fisheries and aquaculture. Defined roles will apply to the Fisheries Commission, relevant public agencies, research and finance institutions, districts, traditional authorities, fisher and fish-farmer organisations, processors and investors.

2027	FOUNDATIONS	Confirm production, consumption, stock and water-body baselines; register farms, hatcheries, vessels, processors and landing sites; map clusters and fishing-village locations; adopt standards and biosecurity protocols; establish finance instruments; launch pilots; and prepare priority infrastructure.
2028–2029	SCALE + RECOVER	Scale cages, ponds, tanks and dam-based production; strengthen hatcheries, feed, laboratories and extension; build or upgrade fishing villages, cold chain and processing; implement stock-recovery and co-management measures; deepen finance, insurance and off-take; and reduce post-harvest losses.
2030	CONSOLIDATE + COMPETE	Maximise sustainable output and facility use; assess progress in closing the supply gap and rebuilding stocks; strengthen year-round supply, quality and traceability; expand value-added products and domestic markets; and prepare export growth without compromising food security.

A public annual scorecard will track capture and aquaculture output, progress against the 1.2 million metric tonne requirement, stock indicators, licensed farms and vessels, fingerling and feed supply, disease events, illegal-fishing enforcement, post-harvest losses, infrastructure, finance, jobs, women and youth participation, food safety, traceability and ecosystem quality. A mid-term review in 2028 and final evaluation in 2030 will enforce accountability and value for money.



Ghana's waters are not inexhaustible. The path to fish security is clear: restore capture fisheries, scale responsible aquaculture, and turn today's supply deficit into better nutrition, stronger livelihoods and resilient blue-economy growth.

NATIONAL POLICY ON VEGETABLE INDUSTRY DEVELOPMENT 2027-2030

A PWALUGU-LED COMPACT FOR TOMATO AND ONION SELF-SUFFICIENCY, YEAR-ROUND PRODUCTION AND AGRO-INDUSTRIAL GROWTH

IMPLEMENTATION PROGRAMME 20272030

Vegetables are indispensable to every Ghanaian kitchen, yet the country produces only 38 per cent of tomato demand, 29 per cent of onion demand and 45 per cent of pepper demand. In 2024, net local output was 504,592 metric tonnes of tomatoes against demand of 1.31 million metric tonnes; 153,087 metric tonnes of onions against 522,188 metric tonnes; and 147,704 metric tonnes of pepper against 327,680 metric tonnes. Production remains seasonal, rain-dependent and dominated by 1–3 acre smallholders, while weak irrigation, seeds, storage and processing drive shortages, price spikes and imports. This Policy scales the Y3REDUA initiative into a coordinated 2027–2030 national vegetable industry programme anchored on the Pwalugu irrigation corridor and complementary production enclaves, with tomato and onion self-sufficiency as the defining national outcome.

VISION

By 2030, Ghana will be self-sufficient in tomatoes and onions, maintain reliable year-round supplies of safe and affordable vegetables, and operate a competitive, climate-resilient industry that creates jobs, stabilises prices, reduces imports and supports agro-processing and exports.

38%	29%	25,000 HA	100% BY 2030
TOMATO SELF-SUFFICIENCY	ONION SELF-SUFFICIENCY	≈61,800 ACRES AT FULL PWALUGU BUILD	TOMATO + ONION SELF-SUFFICIENCY

NATIONAL POLICY OBJECTIVES

- Achieve full self-sufficiency in tomatoes and onions by 2030 and materially reduce dependence on imported pepper.
- Develop Pwalugu as Ghana's flagship irrigated vegetable hub and expand year-round irrigation in established production clusters.
- Raise yields, quality and climate resilience through certified seed, mechanisation, protected cultivation and modern agronomy.
- Integrate smallholders, women and young people with anchor farms, cooperatives, processors, off-takers and Farmer Service Centres.
- Reduce losses through aggregation, packhouses, cold chain, onion curing and storage, processing, feeder roads and efficient logistics.
- Strengthen affordable finance, food safety, sanitary and phytosanitary compliance, traceability, market data and transparent import management.

STRATEGIC POLICY PRIORITIES

A. Pwalugu National Vegetable and Irrigation Hub

Government will make the development of the Pwalugu Multipurpose Dam and irrigation scheme a flagship plank of the national vegetable industry. The full scheme is designed to irrigate 25,000 hectares – about 61,800 acres. Soil- and water-suitable blocks will be designated for tomatoes, onions, pepper, certified seed, nurseries and rotational crops, linking commercial anchor farms with organised outgrowers. Canals, drainage, farm roads, power, mechanisation, packhouses, onion curing and ventilated stores, cold chain and processing will support multiple production cycles. When fully developed, Pwalugu can become one of Ghana's largest and most dependable sources of vegetables.

The Pwalugu Multipurpose Dam will also support aquaculture. It has the capacity to support at least 1,000 fishing cages capable of producing over 25,000 metric tonnes of fish every year.

PWALUGU IRRIGATION CORRIDOR	Flagship year-round production, aggregation, processing and logistics zone.
REGIONAL VEGETABLE ENCLAVES	Serviced commercial and smallholder clusters across suitable agro-ecologies.
PROCESSING + MARKET SYSTEMS	Packhouses, cold chain, curing, processing, contracts and price-stabilising logistics.
SUPPORTING AQUACULTURE	Minimum of 1,000 cages producing 25,000 metric tonnes of fish every year.

B. National Vegetable Enclaves and Year-Round Production Beyond Pwalugu

Government will designate and service commercial and smallholder vegetable enclaves across Bono, Bono East, Ahafo, Ashanti, Volta, Oti, Eastern, Greater Accra, Upper East and other suitable ecologies. Irrigation rehabilitation, boreholes, pumps, drip and sprinkler systems, protected cultivation, land development, power and access roads will reduce rainfall dependence and dry-season shortages. Spatial crop plans and production calendars will align output with national demand, processor requirements and climate risk, while preventing avoidable gluts and water overuse.

C. Seeds, Research and Climate-Smart Productivity

CSIR-CRI, WACCI, universities, seed companies and extension services will multiply certified varieties and develop pest- and drought-tolerant crops suited to Ghanaian conditions. Priority will be given to high-brix tomatoes for paste and puree, onions with strong curing and shelf-life characteristics, and pepper that meets export standards. Sixteen regional adaptive trial and technology evaluation centres will support mechanised production, protected cultivation, soil testing, integrated pest management, drones, sensors and reliable farm data.

D. Smallholders, Youth and Commercial Integration

Most vegetable farmers cultivate only 1–3 acres. Scale will therefore come through cooperatives, production clusters and anchor-outgrower contracts, not displacement. Registered and geolocated

farmers will access certified seedlings, fertiliser, approved crop protection, mechanisation, irrigation, extension, working capital and structured off-take through Farmer Service Centres and processors. Standard contracts will govern quality, pricing, delivery and prompt payment, while a youth programme, women-led nurseries and urban and peri-urban gardens broaden participation.

E. Aggregation, Storage, Processing and Market Infrastructure

Government will complete 27 initiated aggregation centres and 12 vegetable packhouses and cold stores. The system will link grading, washing, packing and refrigerated transport with community onion curing and ventilated storage, tomato paste and puree plants, pepper drying and chilli-sauce lines, and quality laboratories. Facilities will be tied to contracted production of suitable varieties and reliable volumes, while digital market and logistics systems reduce waste, distress sales and seasonal price volatility.

F. Finance, Off-take and Import Substitution

Dedicated financing will combine long-tenor investment capital, seasonal working capital, guarantees, insurance and risk-sharing for irrigation, mechanisation, nurseries, protected cultivation, storage and processing. Public institutions, retailers, hospitality businesses and processors will use transparent multi-year contracts for quality-assured local vegetables. Import management will be rules-based and calibrated to verified domestic availability, protecting consumers during genuine shortages while ensuring that growing local output displaces imports and conserves foreign exchange.

G. Governance, Standards and Delivery Integrity

The Ministry of Food and Agriculture will lead implementation with GIDA, CSIR, PPRSD, GSA, FDA, NAFCO, GCX, local government, water and environmental agencies, farmers and private investors. A digital platform will register and geolocate farms, irrigation blocks, nurseries, aggregators, processors and storage facilities; publish production, demand, price and import data; and track contracts and public support. Mandatory standards, independent audits and sanctions will cover seed, pesticide use, water quality, good agricultural practices, residues, grading, packaging, sanitary and phytosanitary compliance, traceability and environmental safeguards.

SELF-SUFFICIENCY	Tomato and onion needs met locally by 2030.
WATER SECURITY	Pwalugu-led, efficient and climate-resilient irrigation
INCLUSION	Smallholders, women and youth share in scale and value.
VALUE ADDITION	Storage, processing and modern market systems
INTEGRITY	Safe food, credible data, traceability and accountability.

IMPLEMENTATION AND ACCOUNTABILITY

The 2027–2030 Programme will be delivered through a costed plan led by the Ministry of Food and Agriculture, with Pwalugu treated as a strategic cross-government infrastructure and agricultural transformation project. Annual crop plans will align irrigation, inputs, processing capacity, market contracts and import management.

Box 10: Implementation Targets

2027	FOUNDATIONS	Adopt the policy; validate production, demand and import baselines; finalise Pwalugu phased engineering, safeguards, financing and irrigation masterplan; designate the Pwalugu Hub; register actors; contract seed, finance and off-take; and begin works, irrigation rehabilitation and priority facility completion.
2028–2029	BUILD + SCALE	Commission Pwalugu irrigation blocks toward at least 10,000 hectares in the first phase; expand other irrigated and protected clusters; deploy certified seed and mechanisation; connect anchor farms and outgrowers to processors; complete 27 aggregation centres and 12 packhouses and cold stores; and scale curing, processing, standards, finance and market data.
2030	SELF-SUFFICIENCY + COMPETE	Achieve 100 per cent tomato and onion self-sufficiency; stabilise year-round supply and prices; maximise commissioned Pwalugu blocks and advance toward the full 25,000-hectare design; cut losses and imports; expand value-added products and pepper exports; and independently evaluate outcomes.

A public annual scorecard will track crop acreage, Pwalugu and other irrigated hectares, yield, net production, self-sufficiency, imports, dry-season supply, certified seed adoption, water efficiency, storage and processing capacity, losses, prices, contracts and prompt payment, finance, jobs, women and youth participation, food safety, sanitary and phytosanitary compliance and traceability. A mid-term review in 2028 and final evaluation in 2030 will enforce accountability and value for money.

With Pwalugu as the irrigation anchor and disciplined investment across the value chain, Ghana can turn seasonal scarcity into year-round abundance and meet its tomato and onion needs from its own soil by 2030.

NATIONAL POLICY ON PWALUGU MULTI-PURPOSE DAM

WATER SECURITY, HYDRO POWER, AGRIBUSINESS, AQUACULTURE AND JOBS | 2027–2030

IMPLEMENTATION PROGRAMME 20272030

Government will invest US$1 billion to construct the Pwalugu multipurpose dam for water security, hydro power, agribusiness, aquaculture and jobs. The 40-metre-high Pwalugu multipurpose dam will cover a total reservoir area of 475km^2 with an irrigation weir. Reliable irrigation will connect commercial farming and agricultural markets in Northern Ghana, supported by water storage, hydropower and flood protection. The dam will have a hydro-electric generating capacity of 70 MW, providing energy security to the northern part of Ghana and a large aquaculture potential to produce 25,000 metric tonnes of fish annually.

VISION

A productive White Volta agricultural corridor that sustains year-round farming, aquaculture, raises rural incomes and creates jobs through reliable water services, competitive agribusiness and private investment.

NATIONAL POLICY OBJECTIVES

- Expand dependable irrigation for rice, tomatoes, onions and other high-value crops, reducing exposure to rainfall variability and improving food supply.
- Use the dam as an avenue to establish a vibrant fishing industry through aquaculture.
- Link smallholders and commercial farms to agricultural services, processors and markets, with opportunities for women and young people.
- Reduce downstream flood risk and strengthen drought resilience through coordinated development of the reservoir, weir and irrigation system.

HISTORICAL TIMELINES

2013	Government commissioned the Feasibility Study and ESIA, financed by AFD with World Bank technical support.
2014	Prefeasibility Study completed, with LiDAR mapping of irrigation and reservoir areas
2016	Feasibility Study, Geological Report, ESIA and RAP completed
2017	WB conducted Technical Assistance to support on computable general equilibrium (CGE) – water modelling and robust economic analysis for the programme
2019	GoG contracted PowerChina for both irrigation and power components.
2021	Contractor mobilised to site; but project was abandoned.
2026	Government has engaged the World Bank to secure US$1 billion to complete the project





PWALUGU DELIVERY AND COMMUNITY PROTECTION

Water security, energy and community protection

Integrate irrigation with reservoir management, hydropower and downstream flood protection. Update environmental and social assessments, resettlement plans and compensation costs before works. The 2016 studies identified potential woodland inundation of 117 km2 and resettlement of 473 households; both require verification. Establish an independent dam safety panel, a security assessment and emergency preparedness arrangements.

INDICATIVE FULL PROGRAMME PARAMETERS

Investment	US$1 billion
Irrigation	25,000 hectares
Combined hydropower	70 MW
Water storage capacity	4.25 billion m^3

IRRIGATION PLANNING AND PROGRAMME ALIGNMENT

The full programme will target 25,000 irrigable hectares, consistent with the national vegetable policy. The phased approach will begin with at least 10,000 hectares, subject to water availability and technical feasibility. Final design and appraisal will confirm phasing, hydropower capacity and storage parameters.

GOVERNANCE AND IMPLEMENTATION

Government will constitute a steering committee with representatives from the Ministries of Finance; Food and Agriculture; Energy; Trade, Agribusiness and Industry; and Works, Housing and Water Resources, together with the Volta River Authority (VRA) and Ghana Irrigation Development Authority (GIDA).

The programme will align the irrigation corridor with the rice, vegetable and aquaculture policies under Pillar Two. Its hydropower component will be coordinated with Pillar Three, with each shared asset costed once in accordance with the Programme's financing rules.



PILLAR THREE

ENERGY INFRASTRUCTURE

FOR INDUSTRIALISATION AND SUSTAINABLE JOBS

Reliable Power. Lower Costs. Stronger Industry.

US$2.2 BILLION INVESTMENT

NATIONAL ENERGY INVESTMENT COMPACT | 2027-2030

The Compact will spend US$2.2 billion over 2027–2030 for the state-owned 1,450 MW thermal power plant, 600 MWp of state-owned photovoltaic solar and 2 GWh of battery storage (600MW/2,000MWh Energy Storage/4h System); dedicate US$500 million over the four-year period to transmission modernisation to reduce technical losses at the transmission level; invest in the deployment of 2 million prepaid meters and fully implement private-sector participation in the electricity distribution sector by end-2027 to reduce commercial losses; and finance nuclear readiness and implementation capacity. It covers preparation for the nuclear plant, not its full construction cost, which will require a separate state-owned financing package.



US$2.2B FOUR-YEAR COMPACT

Public spending

1,450 MW STATE-OWNED THERMAL POWER PLANT

600 MW first phase
Full plant by 2030

600 MW STATE-OWNED PHOTOVOLTAIC SOLAR

2 GWh BESS 600 MW / 4-hour peak regulation

FULLY STATE-OWNED NUCLEAR

READY | EPC+F
Signed Dec. 2028

US$500 MILLION TRANSMISSION MODERNISATION | 2027–2030

Dedicated over the four-year period to reduce technical losses at the transmission level.

PREPAID METER DEPLOYMENT + PRIVATE-SECTOR PARTICIPATION IN DISTRIBUTION | FULLY IMPLEMENTED BY END-2027

Improves distribution efficiency and reduces commercial losses.



POLICY VISION

BY 2030: A RELIABLE, AFFORDABLE AND FINANCIALLY SUSTAINABLE ENERGY SYSTEM

CORE DELIVERY

1. 1,450 MW state-owned thermal power plant
2. 600 MW state-owned PV solar + 2 GWh BESS (600MW/2,000MWh Energy Storage/4h System)
3. US$500 million transmission modernisation
4. 2 million prepaid meter deployment and PSP fully implemented by end-2027

2027-2028 US$200 MILLION NUCLEAR READINESS PROGRAMME TOWARDS A FULLY STATE-OWNED PLANT.

Nuclear-ready and EPC+F contract signed in December 2028. State ownership protects national security and sovereignty and secures cheaper baseload power.

WHY THIS PILLAR IS FOUNDATIONAL

Industry cannot scale on unreliable or prohibitively expensive power. Ghana's agri-industrial enclaves, critical-minerals processing, pharmaceutical manufacturing, textiles, steel, cement, digital infrastructure and 24-Hour Economy all require firm electricity, predictable tariffs and a grid capable of serving large loads. This pillar converts energy from a recurring fiscal liability into productive national infrastructure.

THE INDUSTRIAL TEST

Every major generation and network investment must lower the cost or improve the reliability of power for productive enterprises.

THE FISCAL TEST

No new plant, PPA or guarantee will be approved without transparent appraisal, fuel security, least-cost dispatch and debt-sustainability compliance.

THE JOBS TEST

Projects must include local content, apprenticeships, engineering, operations and supplier-development plans.

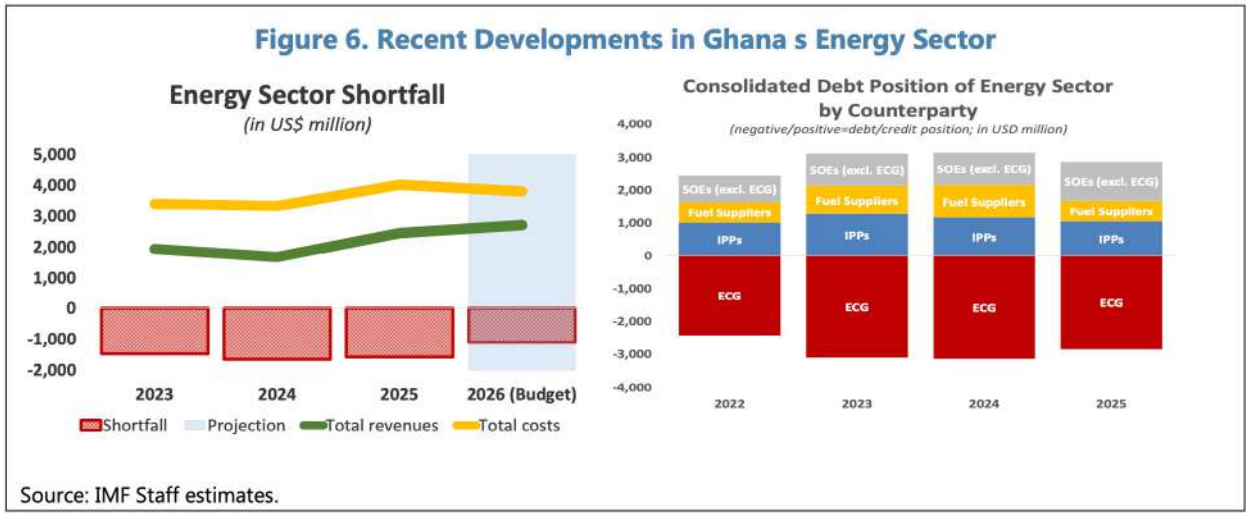
THE SAFETY TEST

Nuclear preparation and subsequent deployment will proceed only through independent regulation, international safeguards and enforceable environmental and emergency-planning standards.

THE STRATEGIC DIAGNOSIS: POWER IS COSTLY, LEAKY AND FISCALLY UNSUSTAINABLE

Ghana has expanded thermal generation and domestic gas use, but the sector remains uncompetitive. High tariffs, distribution losses, incomplete collections, dollar-denominated capacity charges, fuel risk and arrears continue to weaken industry and the public finances. In 2025, the annual sector shortfall was about US$1.4 billion and arrears to IPPs and fuel suppliers stood at about US$1.7 billion, after peaking at US$2.2 billion in December 2024.

Figure 7: Energy-sector fiscal stress



FOUR STRUCTURAL GAPS REINFORCE ONE ANOTHER

1. TARIFF GAP
Approved tariffs do not consistently cover the efficient cost of supply, especially when automatic adjustments are suspended.

2. DISTRIBUTION GAP
Obsolete transformers and overloaded assets cause technical distribution losses. Theft, weak metering and poor commercial controls cause commercial losses and destroy revenue.

3. COLLECTION GAP
Only about 86% of billed electricity is collected. Public entities account for a disproportionate share of unpaid balances.

4. GENERATION RISK
Fuel shortages, liquid-fuel substitution, take-or-pay capacity and emergency plants raise the cost base and create contingent liabilities.

THE CENTRAL POLICY DIAGNOSIS

> Ghana does not merely need more megawatts. It needs the right megawatts: competitively procured, fuel-secured, connected to a modern grid, commercially collected and deliberately aligned with industrial demand.

The 2025 renegotiation of power and gas purchase agreements demonstrated the value of disciplined reform, producing approximately US$250 million in immediate savings and an estimated US$7.2 billion in nominal savings over the remaining life of the agreements, equivalent to about US$4.9 billion in present-value terms. The Compact will lock in these gains and prevent a return to unplanned generation procurement.

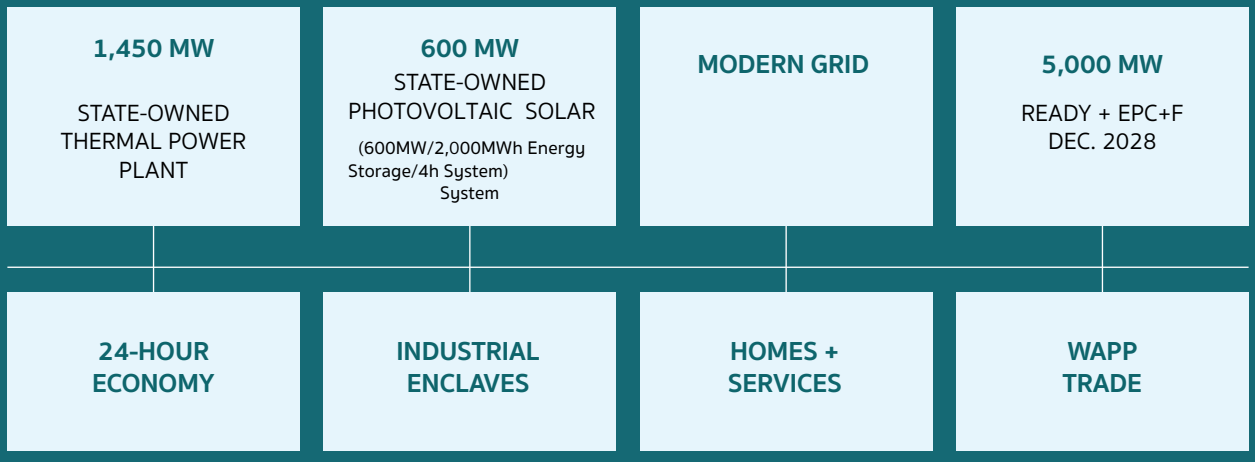
THE CAPACITY IMPERATIVE: BUILD A POWER SYSTEM FOR INDUSTRIAL GROWTH

GRIDCo projects electricity requirements to grow by about 7% annually over 2026–2030. The Compact responds with the state-owned 1,450 MW thermal plant; 600 MW of state-owned photovoltaic solar; 2 GWh storage (600MW/2,000MWh Energy Storage/4h System); and US$500 million for transmission modernisation over 2027–2030 to reduce technical losses. Prepaid meter deployment and private-sector distribution participation will be fully implemented by end-2027 to reduce commercial losses. The fully state-owned nuclear plant completes its 24-month readiness programme and reaches EPC+F signature by December 2028.

THE NEW POWER SYSTEM ARCHITECTURE

During 2027–2030, the state-owned 1,450 MW thermal power plant will provide firm and flexible generation using gas; 600 MW of state-owned photovoltaic solar with 2 GWh of battery storage (600MW/2,000MWh Energy Storage/4h System) will provide the principal new clean capacity; GRIDCo will integrate supply with productive demand; and the State will complete 24-month readiness for a fully state-owned nuclear baseload plant by December 2028, with EPC +F signature and construction thereafter.

Figure 8: Power-system policy architecture



1,450 MW STATE-OWNED THERMAL POWER PLANT

The state-owned thermal power plant will use combined-cycle gas technology to restore strategic state capacity and provide firm, flexible generation.

600 MW STATE-OWNED SOLAR + STORAGE

A state-owned photovoltaic solar fleet with 2-GWh BESS (600MW/2,000MWh Energy Storage/4h System) will lower marginal cost, shift daytime energy into peak periods, provide grid support and improve resilience.

A MODERN GRID

GRIDCo will invest US$500 million over 2027–2030 to modernise transmission lines, substations and control systems, connect industry and reduce technical transmission losses nationwide.

STATE-OWNED NUCLEAR PREPARATION

The State will complete siting, technology selection, EPC + F and regulatory approvals during January 2027 – December 2028. Ghana will be nuclear-ready and the EPC+F contract signed by December 2028. Construction proceeds thereafter.

PSP and 2 million prepaid meter deployment

ENERGY SECURITY RULE: no capacity will be procured without confirmed demand, fuel availability or storage adequacy, grid evacuation, transparent lifecycle cost, environmental approval and an affordable off-take structure.



600 MW STATE-OWNED PHOTOVOLTAIC SOLAR + 2 GWh BATTERY STORAGE (600MW/2,000MWh Energy Storage/4h System

Distributed deployment along the main power grid will support stability. A 600 MW state-owned photovoltaic solar fleet, 2 GWh of battery energy storage and strategic microgrids will lower costs, shift daytime energy into peak periods and reduce outage exposure.

600 MW PV
FULLY STATE-OWNED PHOTOVOLTAIC SOLAR

2 GWh
BESS PROGRAMME

NOT MORE THAN
6 US CENTS PER kWh
INDICATIVE SOLAR LCOE

MICRO GRIDS



TIMELINE FOR BATTERY AND SOLAR



	2027	2028	2028
Battery	1 GWh	1 GWh	Grid integration and expansion
State-owned solar	300 MW	300 MW	Full state-owned 600 MW PV integration with 2 GWh Battery Energy Storage System (BESS)

DEPLOYMENT LOGIC

GRID STABILITY + PEAK SCHEDULING

PV and BESS will operate as an integrated system, providing fast response, virtual inertia, damping and peak shifting to support grid stability.

LOCATION + DEMAND MATCHING

Northern solar resources and southern demand centres will be linked through the national grid, supported by strategically located storage and microgrids.

2028 OUTCOME: 600 MW of fully state-owned photovoltaic solar integrated with 2 GWh of battery storage, supported by strategic microgrids and modern grid controls.

STATE OWNERSHIP, COMPETITIVE DELIVERY AND GHANAIAN CAPABILITY

The solar-storage programme will combine public asset ownership with competitive EPC, finance, manufacturing and operation. The purpose is to retain strategic control, crowd in capital, build domestic capability and secure reliable performance.

STATE-OWNED PHOTOVOLTAIC POWER COMPANY

GOVERNMENT

Provide initial investment and a transparent, limited income-support structure; hold strategic assets; control standards; maintain public accountability.

EPC + FINANCE

Use competitive international and local EPC consortia to leverage commercial investment, complete construction, transfer experience and meet fixed performance milestones.

SUPPLY + TECH TRANSFER

Supply high-quality equipment, ensure reliability, develop technical capability and transition operation and maintenance to qualified Ghanaian teams.

POLICY AND LOCAL INDUSTRY MEASURES

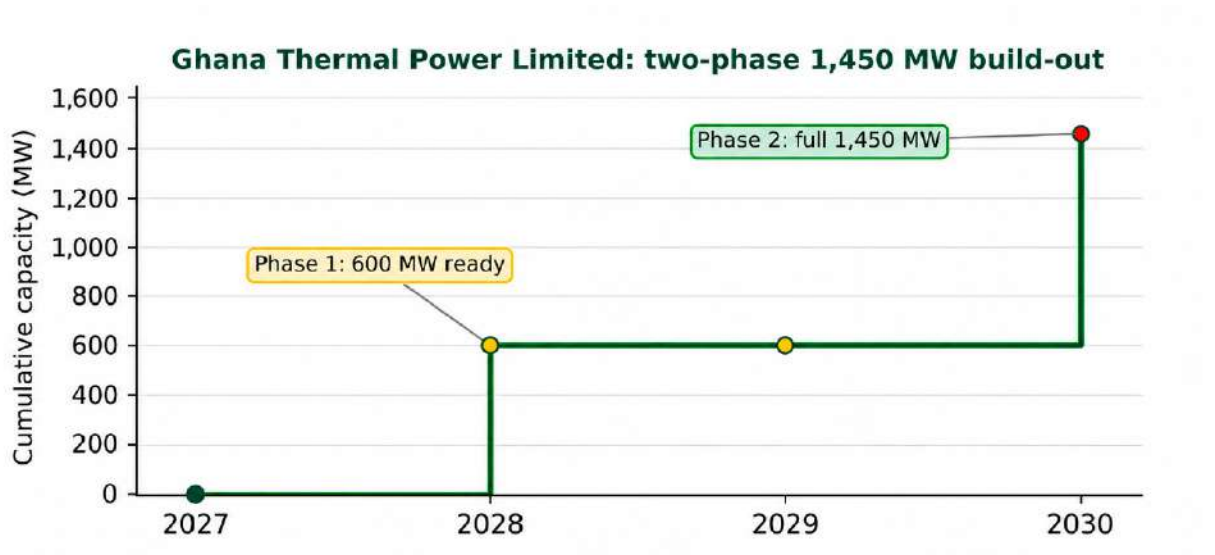
- Priority to Ghanaian firms: qualified local companies will receive priority consideration for competitive EPC+F work packages, operation and maintenance, civil works, electrical installation and supplier services.
- Build industrial capacity: large-scale projects will develop Ghanaian technical talent in solar design, batteries, controls, grid integration, cybersecurity and asset management.
- Cedi settlement: support Ghana cedi settlement for eligible local components and services to reduce avoidable foreign-exchange outflows and strengthen domestic value chains.
- Time-of-use pricing: use transparent tariffs to shift consumption, reward off-peak industrial production and improve use of solar and storage assets.
- Equipment policy: assess time-bound, transparent tax treatment for qualifying equipment, subject to fiscal rules, value-for-money tests and verified delivery.

ASSET-SOVEREIGNTY RULE: the State will own the strategic solar and storage assets, while procurement, financing, construction and O&M remain competitive, transparent and performance-based.

1,450 MW STATE-OWNED THERMAL POWER PLANT: STRATEGIC CAPACITY

Ghana Thermal Power Limited will construct the 1,450 MW state-owned thermal power plant at Kafodzidzi-Abrobeano in the Komenda-Edina-Eguafo-Abirem Municipality, using combined-cycle gas-turbine technology. The project will be delivered in two phases: the first 600 MW will be ready by 2028, and the remaining 850 MW will be completed by 2030. The plant will off-take approximately 150 million standard cubic feet of additional gas per day from the OCTP and Jubilee partners.

Figure 9: State-owned thermal power build-out



DELIVERY AND COMMERCIAL DISCIPLINE

COMPETITIVE EPC + O&M

Use open procurement, fixed milestones, performance guarantees and transparent change control.

NO HIDDEN SOVEREIGN LIABILITIES

Disclose and appraise guarantees, take-or-pay obligations, fuel commitments and termination payments.

DISPATCH DISCIPLINE

Operate under least-cost dispatch and publish availability, heat-rate and fuel-efficiency metrics.

STATE OWNERSHIP + COMMERCIAL GOVERNANCE

Protect the asset through an independent board, audited accounts, professional management and performance contracts.

THE STRATEGIC PURPOSE OF STATE GENERATION

REDUCE OVER-RELIANCE

Re-balance a generation portfolio heavily dependent on IPPs and short-term emergency plants while retaining efficient private capacity under transparent contracts.

USE DOMESTIC GAS

Monetise Ghana's gas resources, reduce liquid-fuel substitution and lower exposure to oil prices and exchange-rate shocks.

PROVIDE FLEXIBILITY

Fast-ramping CCGT capacity will balance solar output and storage, while meeting peak industrial demand.

CREATE A COST BENCHMARK

A well-governed state plant will provide an auditable benchmark for efficient generation cost, dispatch and plant availability.

PHASE OUT EMERGENCY POWER BY 2030

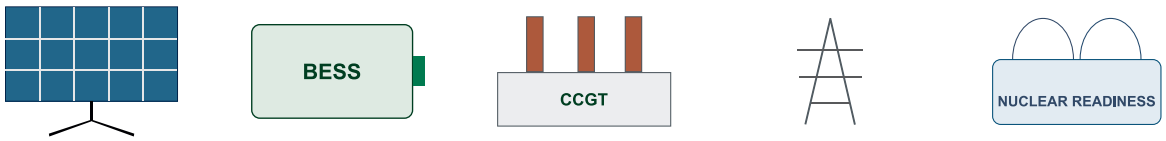
The completion of the state-owned 1,450 MW thermal power plant, the 600 MW state-owned photovoltaic solar and 2 GWh battery-storage programme, stronger domestic gas supply and GRIDCo network upgrades will allow Government to phase out emergency power plants by 2030. Emergency capacity will not be renewed or replaced with new short-term contracts unless Parliament is presented with a time-bound emergency justification, a transparent cost comparison and a clear exit date.

2030 END-STATE: 600 MW of fully state-owned photovoltaic solar with 2 GWh storage; the efficient state-owned 1,450 MW thermal power plant; emergency plants phased out; and a generation mix capable of supporting the 24-Hour Economy without recurring crisis procurement.



GRIDCO NATIONAL TRANSMISSION COMPACT: MOVE POWER TO WHERE JOBS ARE CREATED

Generation without transmission is stranded capital. Government will dedicate US$500 million over 2027–2030, through GRIDCo, to modernise transmission lines, substations and control systems and reduce technical losses at the transmission level. The programme will connect new state-owned solar, storage and thermal capacity to demand centres; prepare for future nuclear baseload; close the north-south reliability gap; strengthen WAPP trade; and provide dedicated supply to industrial enclaves.



SOLAR + STORAGE -> GAS FLEXIBILITY -> BASELOAD

MODERN GRID -FUTURE NUCLEAR



US$500 MILLION GRIDCO TRANSMISSION MODERNISATION | 2027-2030

NEW HIGH-VOLTAGE CORRIDORS

Develop and reinforce 330 kV, 225 kV and 161 kV corridors required to evacuate new generation and serve emerging industrial loads.

SUBSTATIONS + N-1 SECURITY

Expand overloaded substations, add transformers and reactive-power support, and design critical corridors to withstand a single major outage.

DIGITAL GRID CONTROL

Modernise SCADA/EMS, system protection, forecasting, metering, dispatch, communications and cyber-security.

DEDICATED INDUSTRIAL FEEDERS

Build ring-fenced, high-reliability connections for agri-industry, critical minerals, pharmaceuticals, textiles, steel, cement and digital infrastructure.

TECHNICAL LOSSES + RELIABILITY

Reduce technical transmission losses and outage duration and frequency, with annual public reporting.

REGIONAL POWER TRADE

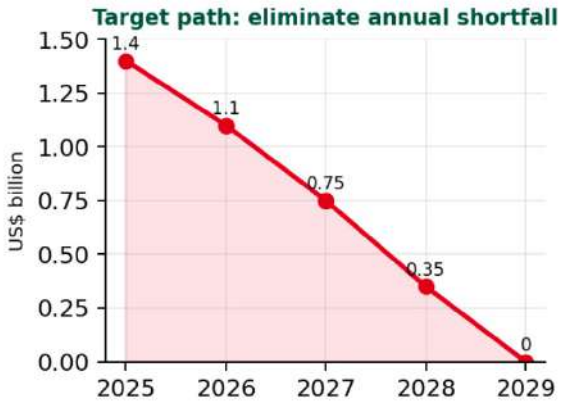
Strengthen interconnections and system operations to support imports during contingencies and competitive exports through WAPP

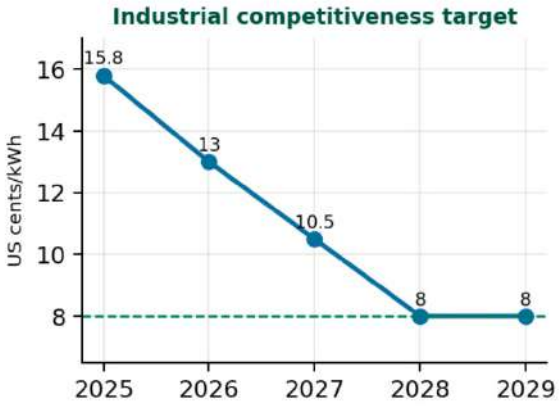
DISTRIBUTION AND COMMERCIAL REFORM

- **Smart Meters:** deploy 2 million prepaid meters to reduce commercial losses and improve revenue collection
- **Private-sector participation:** fully implement a performance-based distribution concession or service arrangement by end-2027 – not a fire sale of state assets – to bring capital, technology and accountability and reduce commercial losses.
- **Binding targets:** reduce ECG and NEDCo losses to about 15% and raise collection to at least 95% by the third year of the operating arrangement.
- **Energy accounting:** achieve end-to-end visibility from generation to the customer; eliminate estimated billing for large users.
- **Public-sector payment discipline:** migrate MDAs to prepayment or enforceable budget deduction, with quarterly disclosure of unpaid balances.
- **Independent public reporting:** PURC and the system operator will publish quarterly loss, collection, reliability, outage, revenue and investment performance.

FINANCIAL RESET: ELIMINATE THE SHORTFALL AND LOWER INDUSTRIAL POWER COST

The Compact will end the practice of financing inefficiency through recurring transfers from the national budget. Government will reduce the annual energy-sector shortfall from about US$1.4 billion in 2025 to zero by January 2029, fully resolve the validated stock of sector arrears and prevent re-accumulation through automatic corrective mechanisms. The Compact also aims to halve the industrial tariff from about 16 US cents/kWh to 8 US cents/kWh by 2030.





TARGET: eliminate the annual sector shortfall by January 2029 and move industrial power towards 8 US cents/kWh or less.



THE FINANCIAL-SUSTAINABILITY PACKAGE

AUTOMATIC TARIFF DISCIPLINE
Institutionalise quarterly Automatic Adjustment Formula implementation and the 2026–2030 Multi-Year Tariff Order.

CASH WATERFALL INTEGRITY
Hard-wire monthly Cash Waterfall Mechanism validation, public reporting and sanctions for diversion or non-compliance.

ARREARS RESOLUTION
Implement a fully financed strategy to clear validated IPP and fuel-supplier arrears and prohibit new arrears outside an approved emergency framework.

COST-REFLECTIVE, NOT COST-BLIND
Set tariffs at the efficient cost of supply, protect vulnerable users through targeted lifeline support and publish every adjustment.

INDUSTRIAL TIME-OF-USE TARIFFS
Introduce lower off-peak tariffs, including a 22:00–06:00 discount block, linked to verified production and jobs.

DIRECT INDUSTRIAL SUPPLY
Use dedicated feeders and transparent industrial supply agreements to lower risk and unit cost for anchor consumers.

THE FISCAL DIVIDEND: eliminating the approximately US$1.4 billion annual energy sector shortfall will free resources for roads, agriculture, health, education and other job-creating investments while cheaper industrial power raises private investment and exports.

FUEL SECURITY, UPSTREAM DEVELOPMENT AND ENVIRONMENT

SANKOFA + TEN GAS FOR POWER
Lock in reliable OCTP/Sankofa supply, ramp Jubilee/TEN gas, expand gathering and processing, reduce reinjection and target at least 80% of thermal generation fuelled by domestic gas by 2029.

GAS-TO-FERTILISER
Develop a new gas field and commercial structure for a gas-to-fertiliser project that supports the commercial agriculture pillar and reduces fertiliser import exposure.

PECAN + EXPLORATION PIPELINE Advance Pecan to first oil by 2030; run multi-year licensing rounds; conclude viable petroleum agreements and rebuild the discovery-to-production pipeline.

NO ROUTINE FLARING + SAFEGUARDS
Progressively eliminate routine flaring and apply water, emissions, biodiversity, battery-waste, decommissioning and community safeguards to solar, storage, thermal, transmission and future nuclear projects.

NATIONAL POLICY ON NUCLEAR POWER READINESS

FULLY STATE-OWNED NUCLEAR BASELOAD | DECEMBER 2028

Government will invest US$200 million in a 24-month nuclear-readiness programme from January 2027 to December 2028, building on preparation undertaken in 2026. Ghana will be nuclear-ready and sign the engineering, procurement, construction and financing (EPC+F) contract by December 2028.

Construction will follow the required licensing and independently verified safety approvals. Nuclear preparation will support electricity supply diversification and reliable baseload power for industrial growth under the New Economy Programme.

As part of our nuclear readiness journey, Government will train over 2,000 scientists to build local expertise to drive Ghana's transition to safe and reliable nuclear power.



POLICY OBJECTIVE

Establish the technical, regulatory, institutional and financing foundations for a safe, economically viable and fully state-owned nuclear power plant. Readiness by 2028 means preparedness for investment and implementation; electricity generation will follow construction, testing and commissioning.

CURRENT POSITION

Ghana is in Phase 2 of the International Atomic Energy Agency (IAEA) Milestones Approach. Nuclear Power Ghana (NPG) is established as the project development and owner/operator company, and the Nuclear Regulatory Authority (NRA) is the regulator. Candidate sites at Obotan in the Central Region and Atoapim-Nsuban in the Western Region are undergoing preliminary characterisation. Feasibility and grid studies are progressing; site acquisition and compensation remain part of the preparation programme.

READINESS GATES

A. Site and regulation

Confirm the preferred site through geological, seismic, meteorological and other hazard studies. Complete environmental and social impact assessment, land acquisition and compensation. Prepare the site safety case and obtain regulatory approvals required for the next stage, consistent with IAEA-aligned milestones.

B. Technology and safety

Select proven technology through transparent evaluation of safety, grid compatibility, cooling requirements, lifecycle cost, fuel supply, waste management and delivery risk. Complete front-end engineering design (FEED), security and safeguards arrangements, emergency planning and workforce preparation.



NUCLEAR READINESS AND DELIVERY ROADMAP

PILLAR THREE | ENERGY INFRASTRUCTURE | 2027–2030

C. Finance and contracting

Complete feasibility and economic appraisal, define the construction-financing package and allocate risks explicitly. Secure investment approval, confirm government support, advance financial close and complete competitive vendor and EPC+F procurement by December 2028.

2027 | Project definition and institutional readiness

Complete major site investigations and feasibility work, advance environmental assessment and FEED, and define transmission, water, transport and other infrastructure requirements. Commence vendor and technology procurement, targeted for the third quarter. Establish the financing strategy and contractual framework, expand NPG capability and sustain engagement with host communities and prospective EPC+F contractors.

2028 | Nuclear readiness and EPC+F contract

Complete remaining studies, engineering definition and licensing preparations. Finalise technology selection, commercial terms, fuel and waste plans, the safety case and emergency arrangements. Secure investment commitments and final investment approval, progress toward financial close, and sign the EPC+F contract by December 2028. Authorise construction only when financing, licensing and safety conditions are satisfied.

GOVERNANCE AND ACCOUNTABILITY

Constitute the Nuclear Power Readiness Steering Committee with Finance, Energy, Environment, Science and Technology, NPG, NRA and the National Nuclear Research Institute. Strengthen national programme coordination, technical support and radiation protection. Preserve NRA's independent licensing role. Track studies, procurement, funding and safeguards against the December 2028 deadline, with public reporting and sustained community consultation.

STATE OWNERSHIP RULE

The generation asset, ownership and strategic control will remain with the State. Private and international partners will provide technology, finance, engineering and specialist services within this framework. The plant will not be developed as an independent power producer.

The US$200 million allocation covers readiness under the Energy Infrastructure Compact. Full nuclear construction requires a separate state-owned financing package.



THE US$2.2 BILLION ENERGY INVESTMENT COMPACT

The Compact will mobilise approximately US$2.2 billion over 2027-2030 for the state-owned 1,450 MW thermal plant, 600 MW of state-owned photovoltaic solar and 2 GWh battery storage; US$500 million for transmission modernisation to reduce technical losses; deployment of 2 million smart prepaid meters and end-2027 private-sector participation in distribution to reduce commercial losses.

It also finances gas infrastructure, US$200 million for nuclear readiness and implementation capacity. Full nuclear construction requires a separate state-owned financing package.

PUBLIC + DFI CAPITAL
Budgeted public equity and long-tenor concessional finance or strategic state assets, subject to the fiscal framework and full appraisal.

VENDOR + PRIVATE FINANCE
Competitive vendor, export-credit and private financing with transparent risk allocation and no hidden sovereign liabilities.

CLIMATE + TRANSITION
Mobilise clean-energy and resilience instruments without compromising national ownership or affordability.

RING-FENCED SPVs
Separate accounts, audited procurement, milestone drawdowns, disclosure and independent technical certification.

IMPLEMENTATION PROGRAMME 2027-2030

YEAR	PRIORITY	DELIVERY MILESTONES
2027	Foundation	Transmission: Launch the US$500 million four-year grid modernisation programme to reduce technical losses. Distribution: Install prepaid meters and fully implement private-sector participation by end-2027 to reduce commercial losses. Begin the construction of the 1,450 MW state-owned thermal power plant. Establish the state-owned solar company; deliver 300 MW solar and 1 GWh BESS; and begin nuclear-readiness campaign.
2028	First capacity and nuclear readiness	Commission the first 600 MW thermal phase; deliver another 300 MW solar and 1 GWh BESS; integrate the 600 MW state-owned solar photovoltaic and 2 GWh storage; continue transmission works and publish technical loss reductions; complete all nuclear-readiness gates; become nuclear-ready and sign the EPC+F contract by December 2028.
2029	Scale and construction	Eliminate the annual energy sector shortfall by January 2029; verify lower commercial losses and better collections under the private-sector distribution arrangement; achieve at least 80% domestic gas use; and commence nuclear construction subject to the necessary approvals.
2030	Full transition	Complete the 1,450 MW thermal plant; phase out emergency plants; complete the US$500 million transmission programme and verify technical-loss reductions; continue nuclear construction; and independently evaluate outcomes and value for money.

US$2.2bn CAPITAL MOBILISED	**1,450 MW** STATE-OWNED THERMAL POWER PLANT	**600 MW** STATE-OWNED PHOTOVOLTAIC SOLAR	**2 GWh** BATTERY STORAGE	**NUCLEAR** STATE NUCLEAR READY + EPC DEC. 2028	**US$500m + US$150m** TRANSMISSION MODERNISATION + 2M PREPAID METERS

US$500 MILLION | 2027-2030

TRANSMISSION MODERNISATION
REDUCE TECHNICAL TRANSMISSION LOSSES

FULL IMPLEMENTATION BY END-2027

PRIVATE-SECTOR PARTICIPATION IN DISTRIBUTION
REDUCE COMMERCIAL DISTRIBUTION LOSSES



PILLAR FOUR

CRITICAL MINERALS VALUE ADDITION

FOR INDUSTRIALISATION, EXPORT DIVERSIFICATION AND SUSTAINABLE JOBS



US$1.5 Billion Critical Minerals Investment Compact (2027-2030)

PROCESS GHANA'S MINERALS IN GHANA. BUILD THE WESTERN CORRIDOR RAILWAY FROM TAKORADI TO HAMILE TO CONNECT THE SAHEL.

BY DECEMBER 2028, PROCESS AT LEAST 50% OF GHANA'S MANGANESE AND 70% OF ASM GOLD REFINED LOCALLY BY DECEMBER 2027.

Government will invest US$1.5 billion in Pillar Four to move Ghana from raw extraction to local processing, refining, smelting, alloys and manufacturing. The state-owned 1,450 MW thermal plant, the 600 MW solar with 2 GWh storage and a modernised grid will power the processing of critical minerals. By end-2030, raw manganese and bauxite exports will be banned. At least 70% of ASM gold will be refined locally by December 2027 and 100% by December 2028, when all raw ASM gold exports will be prohibited.

50% + 70%

PROCESSING 50% OF MANGANESE AND BAUXITE BY 2028 + 70% OF ASM GOLD REFINED LOCALLY BY 2027

ZERO RAW

BAN UNREFINED ASM GOLD EXPORT BY 2028, RAW MANGANESE AND BAUXITE EXPORTS BY 2030

CONSTRUCT PHASE ONE

WESTERN CORRIDOR RAILWAY TAKORADI-NSUTA-AWASO-NYINAHIN

WESTERN MINERALS

PROCESSING ENCLAVE SHARED INFRASTRUCTURE

POWER: 600 MW STATE-OWNED SOLAR + 2 GWh BESS | 1,450 MW STATE-OWNED THERMAL + GRID MODERNISATION TO POWER THE WESTERN MINERALS PROCESSING ENCLAVE

POLICY VISION: By end-2030, Ghana will process 100% of its manganese and bauxite and enforce the raw manganese and bauxite export ban. ASM gold refining will reach 70% by 2027 and 100%by 2028; all raw ASM gold exports will be banned by end-2028. By 2030, Ghana will operate a 24-hour critical-minerals processing ecosystem powered by reliable state-owned thermal, solar-storage and a modernised national grid; complete Phase One of the Western Corridor Railway to Nyinahin; position Takoradi Port as Ghana's principal Sahel gateway; and create skilled jobs.



BY END-2030: BAN RAW MANGANESE AND BAUXITE EXPORTS.

REFINE 100% OF ASM GOLD LOCALLY AND PROHIBIT ALL RAW ASM GOLD EXPORTS BY 2028.



POWERED BY PILLAR THREE'S STATE-OWNED THERMAL, SOLAR-STORAGE AND A MODERNISED GRID



A 24-HOUR WESTERN MINERALS PROCESSING ENCLAVE

THE INTEGRATED POLICY TEST

VALUE-ADDITION TEST	No strategic mineral will be treated merely as an ore-export opportunity. Investment agreements must specify the domestic processing, refining, manufacturing and technology transfer pathway.
POWER TEST	Every processing project must have a bankable, transparent and reliable electricity plan linked to Pillar Three's state-owned solar storage, gas generation and grid modernisation.
JOBS TEST	Projects must create measurable skilled employment, apprenticeships, supplier opportunities and higher productivity work for Ghanaians.
SUSTAINABILITY TEST	No mine, refinery, smelter or battery facility will proceed without independent environmental, water, tailings, community and mine closure safeguards.

THE STRATEGIC DIAGNOSIS: A LARGE MINING SECTOR WITH A TRUNCATED VALUE CHAIN

Mining and quarrying remain central to Ghana's real, fiscal and external sectors. Data from Ghana Statistical Service shows the sub-sector's share of GDP is 14.8 per cent as at 2025. Yet the structure remains concentrated: gold dominates, oil and gas are volatile, and most other minerals contribute little because Ghana exports raw or minimally processed material.

Figure 10: Distribution of mining and quarrying GDP

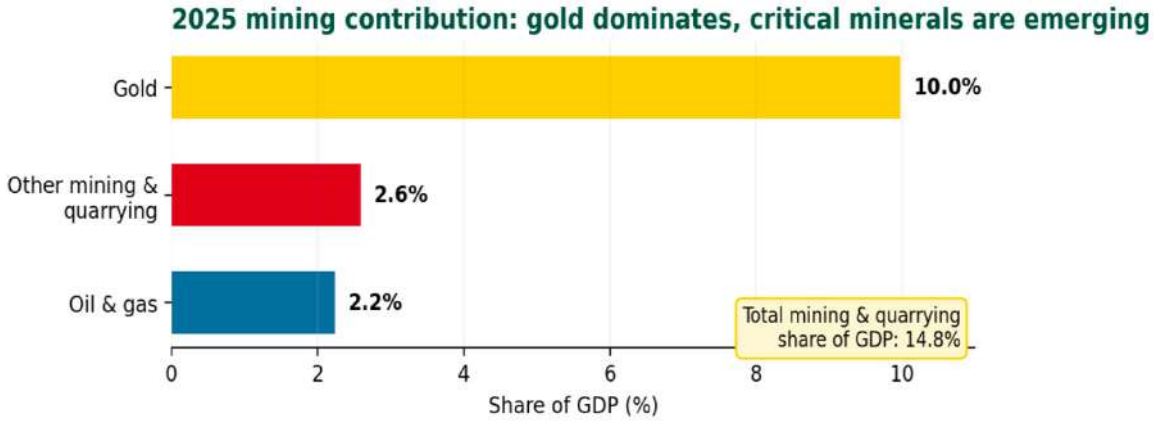
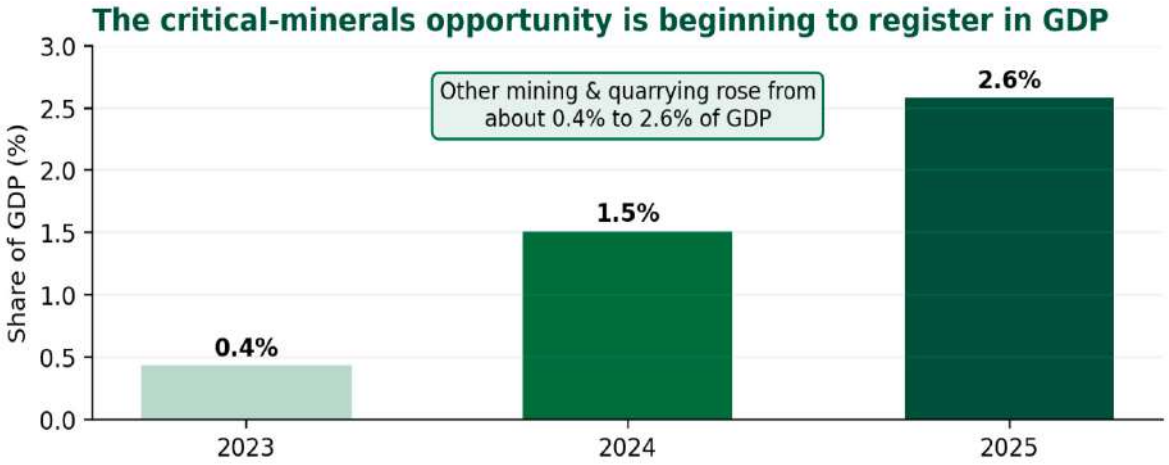


Figure 11: The opportunities from other critical minerals



THE POLICY SHIFT: Ghana will no longer measure mineral success only by tonnes extracted. It will measure domestic value retained, skilled jobs created, export value per tonne, technology transferred and environmental performance.

BOX 11: THE STRUCTURAL PROBLEM

RAW-EXPORT DEPENDENCE

Manganese and bauxite are exported predominantly as ore or after rudimentary processing. Lithium risks entering the same model unless value addition is embedded from the outset.

VALUE LEAKAGE

Alloy production, alumina refining, aluminium smelting, lithium chemicals and battery manufacturing occur abroad, so the higher-value stages, skills and tax base are lost.

INFRASTRUCTURE BOTTLENECKS

Power, rail, port capacity, industrial water, laboratories, logistics and specialised skills are inadequate for globally competitive processing.

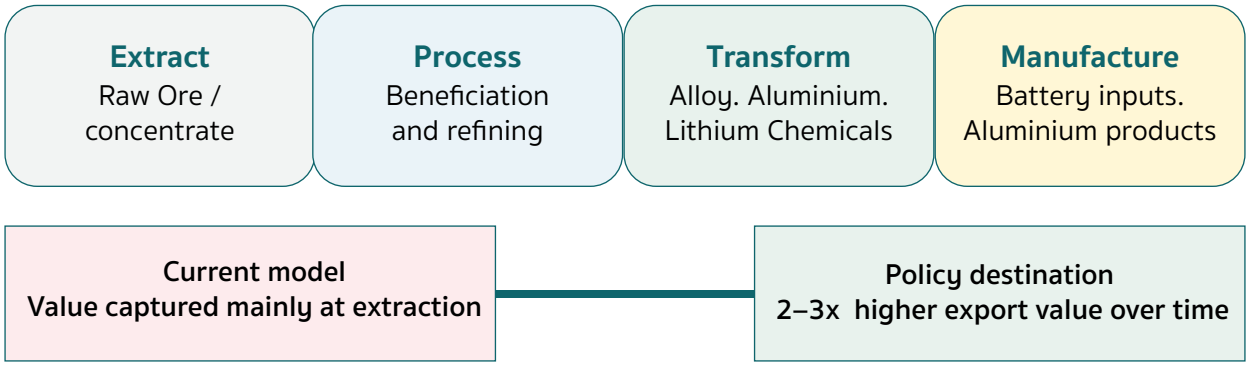
CONCENTRATION RISK

The extractive economy remains heavily dependent on gold and a narrow set of operators, leaving exports and public revenue exposed to operational and commodity-price shocks.

FROM EXTRACTION TO A VALUE-ADDED INDUSTRIAL MINERALS ECONOMY

Pillar Four will build commercially linked value chains around manganese, bauxite, lithium and ASM gold. It will end the raw-export model by prohibiting raw manganese and bauxite exports by end-2030. At least 70% of Ghana's ASM gold will be refined locally by December 2027 and 100% by December 2028, when all raw ASM gold exports will be prohibited. Each tonne mined will support domestic value addition, stronger fiscal returns and Ghanaian jobs.

Figure 12: Value-addition pathway – From Raw Ore to Industrial Value



BOX 12: THE FOUR INDUSTRIAL VALUE CHAINS

MANGANESE: ORE TO ALLOYS

Ghana produces roughly 2.0–2.5 million metric tonnes annually, but most value is realised abroad. The Compact will develop ferromanganese and silicomanganese capacity and process at least 50% of Ghana's manganese locally by end-2028 and 100% by end-2030.

BAUXITE: MINE TO ALUMINIUM

The Awaso operation and the large undeveloped Nyinahin resource provide a base for an integrated aluminium industry. Government will attract investment into mining, alumina refining and aluminium smelting, supported by reliable power and rail.

LITHIUM: ORE TO BATTERY INPUTS

The Ewoyaa, Abonko and Kaampakrom deposits provide a strategic opportunity to begin with local refining of spodumene concentrate, move into battery-grade lithium compounds and progressively establish precursor, component and cell-manufacturing capacity.

ASM GOLD: DOMESTIC REFINING AND VALUE ADDITION

Licensed ASM producers and aggregators will supply accredited Ghanaian refineries through a traceable system. Local refining will reach 70% by December 2027 and 100% by December 2028. By end-2028, all exports of raw ASM gold will be prohibited.

MARKET AND INVESTMENT DISCIPLINE

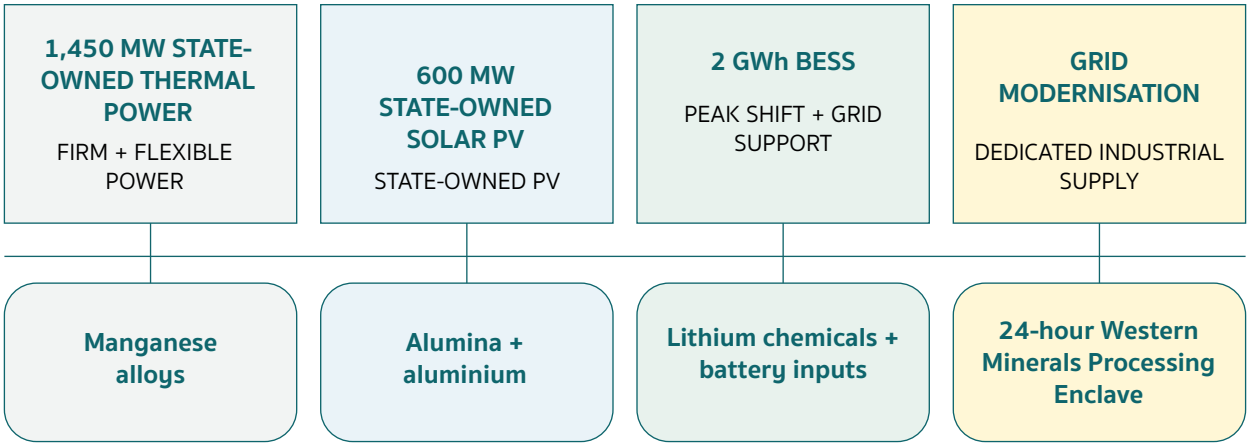
- Managed transition to a full raw export ban: licences and investment agreements will set measurable domestic beneficiation milestones; Government will define eligible processed forms, establish customs and certification controls, progressively restrict raw export approvals, and prohibit raw manganese ore and raw bauxite exports by end-2030.
- No value addition by decree alone: Government will provide infrastructure and policy certainty, while competitive private operators finance, construct and operate bankable industrial facilities.

2030 INDUSTRIAL DIRECTION: process at least half of Ghana's raw manganese and bauxite by end-2028 and end raw manganese and bauxite exports by end-2030; 70% of ASM gold refined locally by end-2027 and 100% refined locally by end-2028; advance lithium processing; and grow processed-mineral exports.

PILLAR THREE POWERS PILLAR FOUR: RELIABLE POWER FOR MINERAL PROCESSING

Manganese alloy production, alumina refining, aluminium smelting and lithium processing are energy-intensive and cannot be competitive on unreliable, high-cost or short-term emergency power. From 2027 to 2030, the energy backbone will come from 600 MW of state-owned photovoltaic solar with 2 GWh storage, state-owned 1,450 MW thermal power and grid modernisation. The State will complete readiness and EPC+F contracting for a fully state-owned nuclear power plant by December 2028, with construction proceeding thereafter.

Figure 13: Cross-pillar power architecture



NUCLEAR DELIVERY: Ghana will sign the EPC+F contract by December 2028, with construction proceeding thereafter.

THE INDUSTRIAL POWER ARRANGEMENT

FIRM 24-HOUR SUPPLY
Solar output will be shifted through storage and backed by gas and the grid to support continuous furnaces, refineries, electrolysis and process loads.

COST TRANSPARENCY
Industrial tariffs and power contracts will disclose generation, storage, transmission and connection costs and will be benchmarked internationally.

DEDICATED GRID CONNECTIONS
GRIDCo will design high-reliability feeders, substations, reactive-power support, metering and N-1 redundancy for the Western Minerals Processing Enclave and other approved mineral-processing sites.

LOAD-MATCHED DEPLOYMENT
Solar, storage, gas and processing plants will be sequenced against verified demand, grid readiness, financing and commissioning to avoid stranded assets.

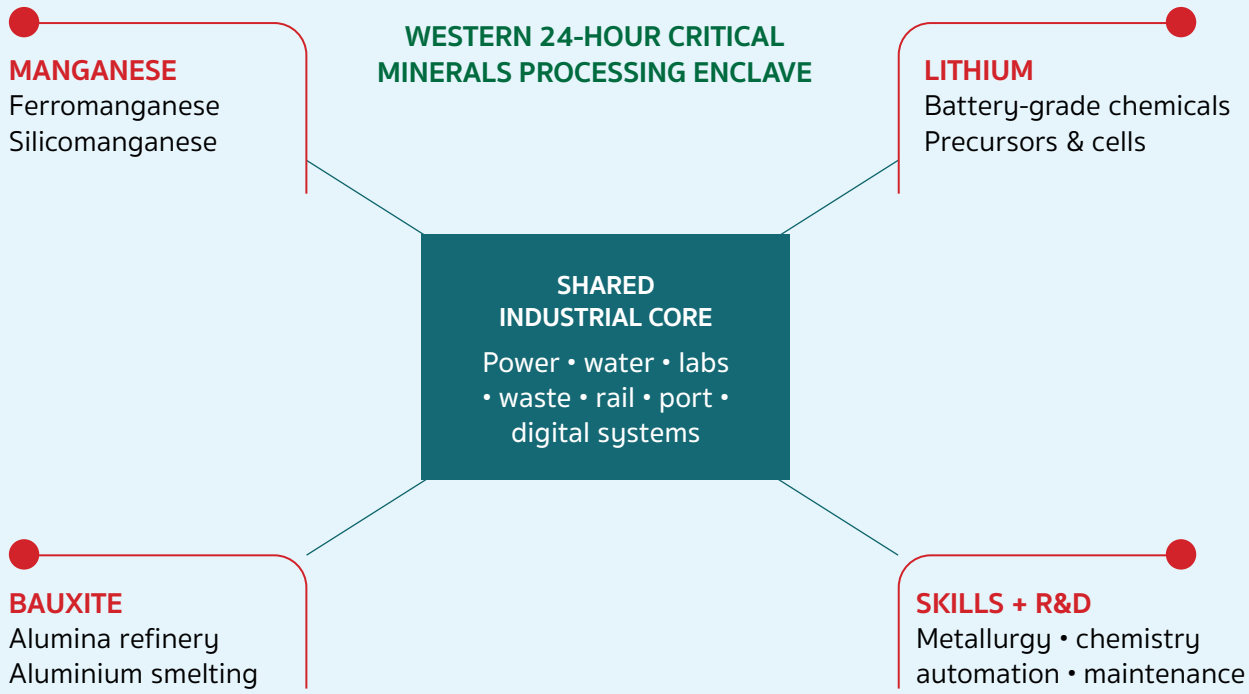
POWER-QUALITY STANDARDS
Contracts will specify voltage, frequency, outage, restoration and power-quality standards required by smelters, refineries and advanced manufacturing facilities.

FUTURE BASELOAD TRANSITION
Nuclear delivery will be aligned with industrial demand and grid capability.

ESTABLISH A 24-HOUR ECONOMY CRITICAL MINERALS PROCESSING ENCLAVE IN THE WESTERN REGION

An enclave in the Western Region will be developed as the anchor location for Ghana's mineral value-addition strategy. It will not merely handle the export of raw ore; it will host processing, refining, smelting, battery-material production, industrial services and export logistics. Clustering will lower infrastructure costs, improve coordination, concentrate specialist skills and make the mineral value chains investable.

Figure 14: Proposed Western enclave operating model for three enclave processing platforms; ASM gold value addition will use accredited domestic refineries linked to the enclave.





SHARED ENCLAVE INFRASTRUCTURE

RELIABLE INDUSTRIAL POWER	Dedicated transmission, substations, metering, storage, backup systems and transparent 24-hour industrial power arrangements linked to Pillar Three's solar-storage, state-owned gas and national-grid portfolio.
INDUSTRIAL WATER AND EFFLUENT	Secure process-water supply, recycling, zero or low discharge systems where technically feasible, hazardous waste treatment and continuous environmental monitoring.
RAIL, PORT AND BULK LOGISTICS	Integrated reception, storage, handling and processed-product export systems linked to the Takoradi–Nsuta–Awaso–Nyinahin Western Corridor and Takoradi Port as the maritime gateway to the Sahel.
LABORATORIES AND STANDARDS	Assay, metallurgy, product certification, quality assurance, traceability and customs systems capable of supporting export-grade alloys, chemicals and components.
SKILLS, RESEARCH AND TECHNOLOGY	Metallurgy, chemical engineering, process control, automation, maintenance, battery science, environmental management and industrial safety training.
INDUSTRIAL SERVICES ECOSYSTEM	Fabrication, spare parts, refractories, engineering, maintenance, logistics, digital services, security, accommodation and business support for 24-hour operations.

ENCLAVE GOVERNANCE

- Master-planned development: land use, utilities, buffers, hazardous activities, transport flows and future expansion will be governed by an approved industrial master plan.
- Special-purpose delivery structure: project accounts, procurement, utility charges, tenant obligations and public support will be transparently managed and independently audited.
- Open-access shared infrastructure: eligible processors will access common utilities and logistics on published, non-discriminatory commercial terms.
- 24-hour operating standards: labour, safety, transport, customs, maintenance and emergency-response systems will be designed for continuous operation without weakening worker protection.

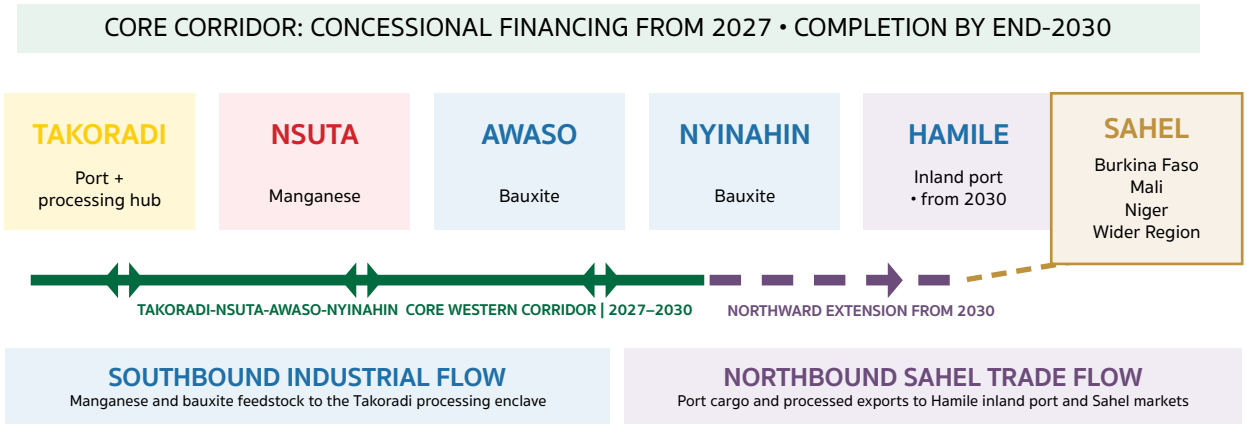
THE WESTERN CORRIDOR'S NEW ROLE: Ghana's critical-minerals processing capital and principal maritime gateway to the Sahel—exporting alloys, refined materials, battery inputs and transit cargo rather than raw ore.

BUILD THE WESTERN CORRIDOR RAILWAY AND SAHEL GATEWAY

Beginning in 2027, Government will secure and deploy concessional financing from development partners to complete the Takoradi–Nsuta–Awaso–Nyinahin Western Corridor Railway by end-2030. The core line will move manganese and bauxite directly to the Takoradi Critical Minerals Processing Enclave, lowering logistics costs and accelerating alloy, alumina and aluminium production. Takoradi Port will be designated and developed as Ghana's principal maritime gateway for the Sahel. From 2030, the railway will be extended northward from Nyinahin to Hamile in the Upper West Region, where a modern inland port will serve Burkina Faso, Mali, Niger and the wider Sahel.

Concessional financing will commence in 2027 for completion of the Takoradi–Nsuta–Awaso–Nyinahin core corridor by 2030. The Nyinahin–Hamile extension and Hamile Inland Port will commence from 2030, subject to detailed engineering, safeguards and financing agreements.

Figure 15: WESTERN CORRIDOR RAILWAY AND SAHEL GATEWAY



- **MANGANESE:** Build alloy capacity near reliable power and ports; process at least 50% locally by end-2028; prohibit raw ore exports by end-2030; diversify operators and suppliers.
- **BAUXITE:** Connect Awaso and Nyinahin to processing infrastructure; sequence mining with bankable alumina refining and smelting; prohibit raw exports by end-2030.
- **LITHIUM:** Require local refining and technology transfer from the outset; build battery-grade chemicals and progress to components and cells as markets mature.
- **ASM GOLD:** Refine at least 70% of Ghana's artisanal and small-scale gold locally by December 2027, and 100% by December 2028. From December 2028, completely prohibit all exports of raw ASM gold.

THE DELIVERY RULE: complete the Takoradi-Nsuta-Awaso-Nyinahin core railway and processing enclave by 2030; begin the Nyinahin-Hamile extension and Hamile Inland Port as the Sahel logistics phase.

BOX 13: THE US$1.5 BILLION PILLAR FOUR INVESTMENT COMPACT - LOGISTICS

WESTERN CORRIDOR RAILWAY 2027–2030

Deploy concessional development-partner financing from 2027 and complete the Takoradi–Nsuta–Awaso–Nyinahin core railway by end-2030, including track, bridges, signalling, terminals and fit-for-purpose rolling stock.

TAKORADI PORT SAHEL GATEWAY

Designate and expand Takoradi as Ghana's principal maritime gateway for the Sahel, with bulk, container, customs, storage and transhipment facilities directly linked to the processing enclave and Western Corridor.

MINE-TO-PLANT ROADS

Upgrade critical feeder and industrial roads, while preventing heavy mineral traffic from degrading community and urban road networks.

DIGITAL LOGISTICS

Use cargo tracking, weighbridges, scheduling, chain-of-custody records and integrated customs documentation to reduce delays, diversion and under-declaration.

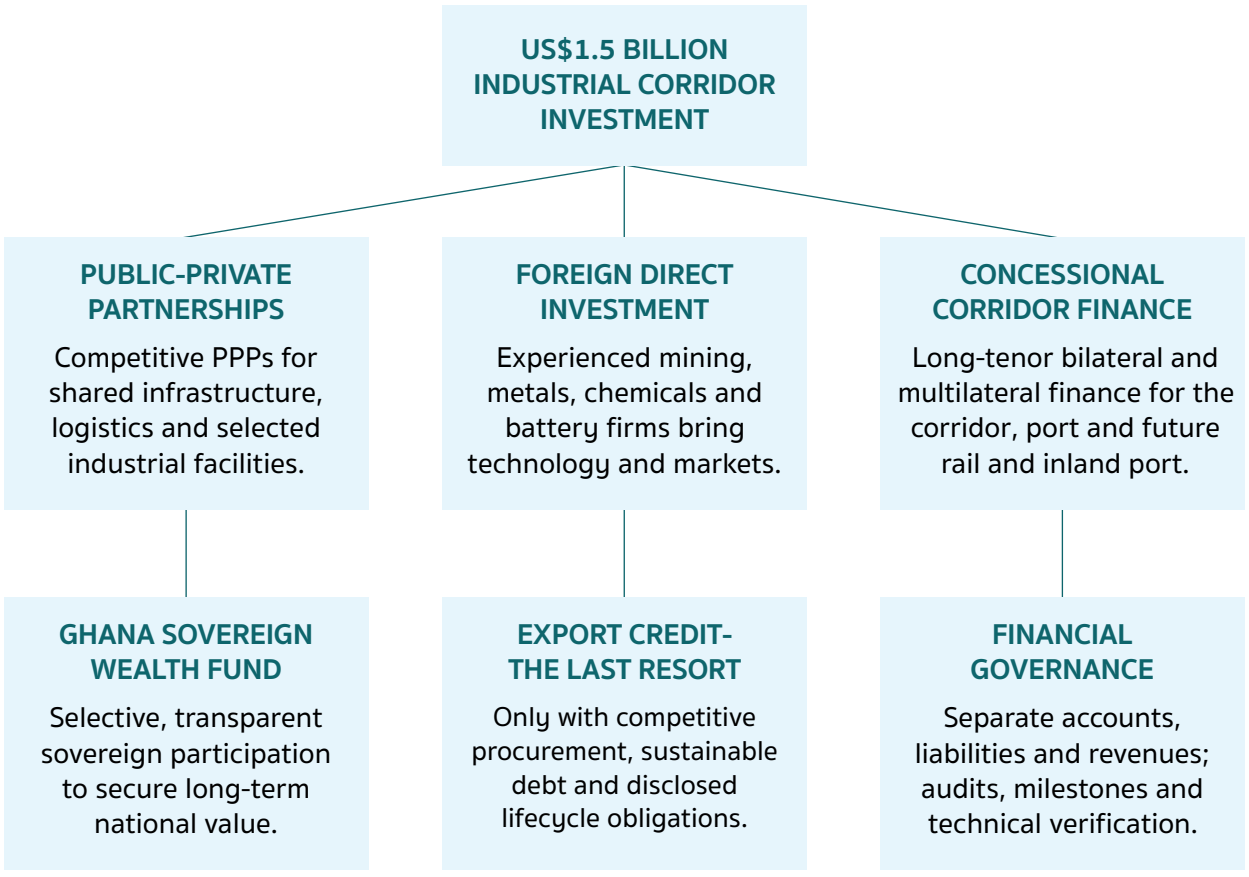
HAMILE EXTENSION AND INLAND PORT

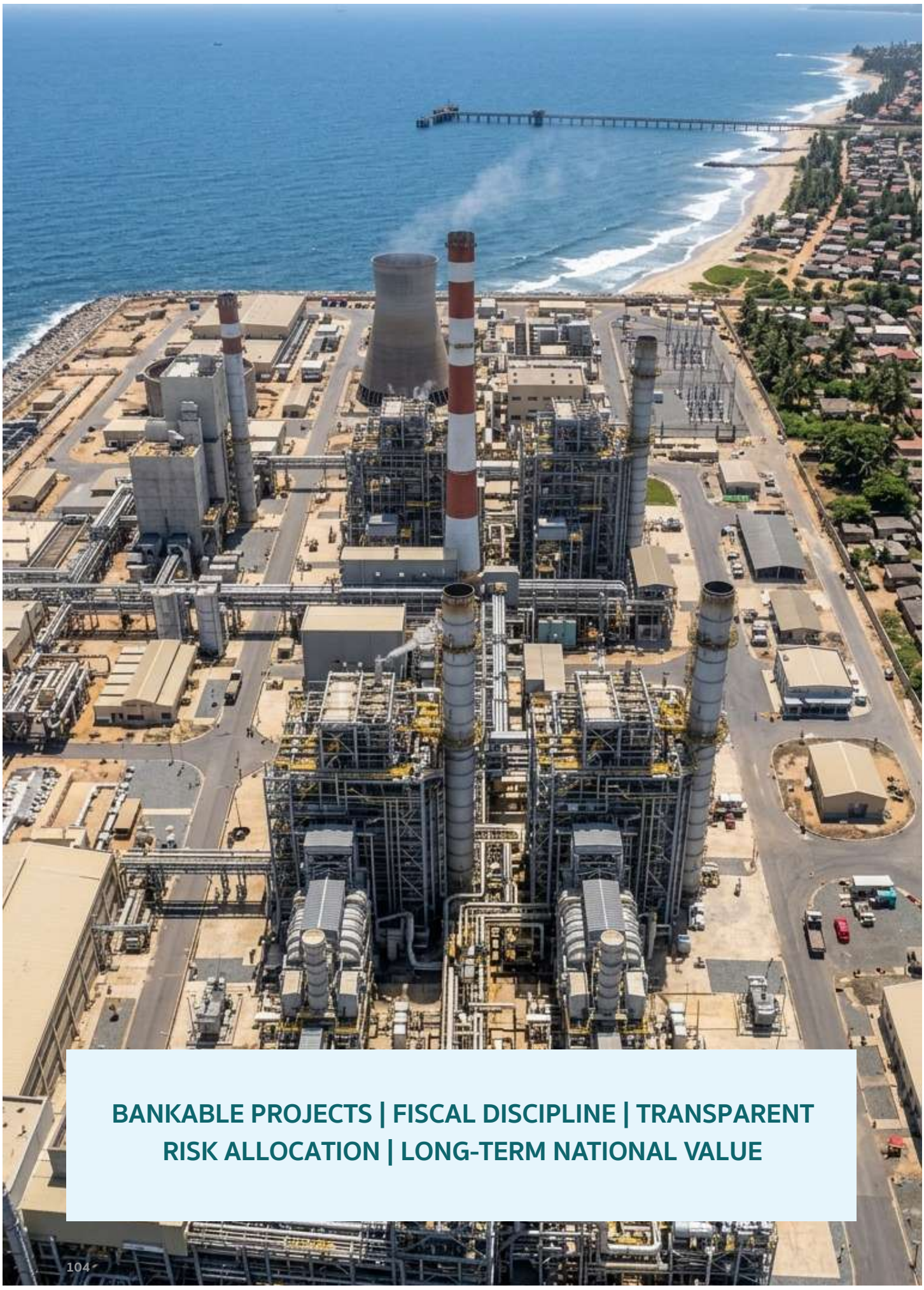
From 2030, extend the railway northward from Nyinahin to Hamile in the Upper West Region and develop a modern inland port to serve Burkina Faso, Mali, Niger and the wider Sahel.

CLIMATE-RESILIENT DESIGN

Engineer rail, drainage, water, port and industrial assets for flooding, heat, corrosion, sea-level and other material climate risks.

FIGURE 16: FINANCING ARCHITECTURE FOR THE INDUSTRIAL CORRIDOR





BANKABLE PROJECTS | FISCAL DISCIPLINE | TRANSPARENT RISK ALLOCATION | LONG-TERM NATIONAL VALUE

COSTED INVESTMENT COMPONENTS

COMPONENT	WHAT THE COSTED PLAN WILL COVER
Western Minerals Processing Enclave	Site development, shared utilities, dedicated industrial power connections, water, laboratories, waste systems, security and tenant infrastructure.
Western Corridor, Takoradi Port and Hamile phase	Takoradi-Nsuta-Awaso-Nyinahin track, branches, bridges, signalling, rolling stock and terminals; Takoradi Sahel-gateway upgrades; and preparation of the Nyinahin-Hamile extension and Hamile Inland Port.
Manganese processing	Alloy furnaces, material handling, pollution control, laboratories, spares and commissioning.
Bauxite-aluminium chain	Mining development, alumina refinery, smelting, power connection, water, logistics and environmental systems.
Lithium and battery chain	Concentration/refining, battery-grade chemicals, precursors, component/cell facilities, laboratories and technology transfer.

COSTING INTEGRITY RULE: allocations within the US$1.5 billion Compact will be validated through bankable studies and will exclude generation and storage capital already accounted for under Pillar Three.

BOX 14: GOVERNANCE AND DELIVERY

CABINETLEVEL COORDINATION

Align the ministries responsible for lands and natural resources, trade and industry, finance, energy, transport, environment, and local government around a single delivery plan.

TRANSPARENT LICENSING AND CONTRACTS

Publish licence terms, state participation, fiscal obligations, local processing commitments and performance milestones.

INDEPENDENT REGULATION

Preserve the statutory roles of mining, environmental, energy, competition, standards, labour and audit institutions without project-level political interference.

PUBLIC PERFORMANCE REPORTING

Publish annual data on processing, exports, jobs, local content, power cost, fiscal returns, environmental compliance, community outcomes and contingent liabilities.

BUILD GHANAIAN INDUSTRIAL CAPABILITY

Box 15: Industry Capability

SKILLS PIPELINE

Develop accredited programmes in metallurgy, chemical and electrical engineering, industrial chemistry, automation, furnace and refinery operations, battery science, rail systems and environmental management.

APPRENTICESHIPS AND CERTIFICATION

Require project-based apprenticeships, competency certification and structured progression from construction into permanent operations and maintenance roles.

SUPPLIER DEVELOPMENT

Publish work packages early; pre-qualify Ghanaian firms; support quality, finance and certification; and monitor actual local procurement rather than headline commitments.

TECHNOLOGY TRANSFER

Investment agreements will include training, technical documentation, licensing, research collaboration, local management succession and measurable knowledge-transfer obligations.

RESEARCH AND INNOVATION

Link universities and research institutions to mineral characterisation, process optimisation, materials science, recycling, industrial efficiency and battery technologies.

INCLUSIVE PARTICIPATION

Set transparent opportunities for women, young people, communities and Ghanaian enterprises across skilled employment, contracting, services and ownership pathways.

The Compact will be judged by the industrial capabilities and decent jobs it leaves in Ghana. Mineral processing must generate more than construction work and royalties; it must create Ghanaian engineers, metallurgists, chemists, technicians, operators, software specialists, maintenance firms, laboratories and manufacturers capable of competing across African value chains.

GHANA'S MINERALS RESET: By December 2027, Ghana will refine at least 70% of ASM gold locally. By December 2028, it will refine 100% locally and prohibit all exports of raw ASM gold; it will ban raw manganese and bauxite exports by 2030. The Western Corridor will connect to the Western mineral processing hub, while Takoradi Port becomes the Sahel gateway. Pillar Three supplies state-owned thermal, solar-storage and grid infrastructure and completes nuclear readiness by December 2028. The result will be higher domestic value, stronger exports, skilled jobs and shared prosperity.

Table 2: IMPLEMENTATION PROGRAMME 2027–2030

YEAR	PRIORITY	DELIVERY MILESTONES
2027	Foundations and bankability	Adopt the Compact and end-2028 ban roadmap; 70% of Ghana's ASM gold refined locally by December 2027; complete enclave studies, secure core rail financing, and begin priority works.
2028	Financial close and enabling infrastructure	Refine at least 50% of Ghana's raw manganese and bauxite; refine 100% of raw ASM gold locally by December 2028; launch skills and supplier programmes; scale the Western corridor rail, port, enclave and grid works; gazette beneficiation and export rules.
2029	Additional processing capacity and grid-connected operations	Commission additional enclave infrastructure and processing lines; complete major core-corridor works; test mine-to-port operations; advance refining and alloy milestones; and enforce the raw-export ban through customs controls.
2030	Scale, export and accountability	Commission the core railway; designate Takoradi as Ghana's principal Sahel gateway; begin the Hamile extension and inland-port phase; refine 100% of raw manganese and bauxite and ban their export; operate the enclave 24 hours; and independently evaluate outcomes.

Table 3: ANNUAL PUBLIC CRITICAL MINERALS SCORECARD

EXPORT BANS	2–3×	US$/t	JOBS	ESG
raw ASM gold by end-2028 and raw manganese & bauxite by 2030	export-value ambition By mineral and product	power and logistics cost Benchmarked internationally	decent industrial employment; by skill, wage, gender and region	compliance and rehabilitation; water, waste, emissions and communities

Table 4: Critical minerals scorecard indicators

PRODUCTION AND PROCESSING Ore mined, tonnes processed locally, capacity utilisation, product mix and plant availability by manganese, bauxite, lithium and ASM gold; ASM local-processing share against the 2027 and 2028 targets.	**EXPORT PERFORMANCE** Export value per tonne; processed share; destinations; foreign-exchange earnings; raw-export approvals; compliance with the end-2030 raw manganese and bauxite ban and prohibition on all raw ASM gold exports by end-2028; buyer concentration and traceability.
POWER PERFORMANCE Industrial tariff, outages, power quality, solar-storage and gas milestones; readiness and EPC+F signature for the 5,000 MW fully state-owned nuclear plant by December 2028; and subsequent construction progress.	**LOGISTICS AND CORRIDOR** Core Western Corridor financing and completion; rail and port throughput, turnaround and haulage costs; Takoradi's Sahel-gateway traffic; share shifted from road to rail; and Nyinahin–Hamile/Hamile Inland Port progress.
JOBS AND LOCAL CONTENT Direct and indirect jobs, apprenticeships, Ghanaian procurement, supplier certification, technology transfer and management localisation.	**FISCAL AND PUBLIC RISK** Taxes, royalties, dividends, public equity, guarantees, project debt, contingent liabilities, subsidies and value-for-money findings
ENVIRONMENT AND COMMUNITY Water use, recycling, emissions, tailings, rehabilitation, land and livelihood outcomes, grievances and benefit-sharing	**DELIVERY** Permits, financial close, construction progress, commissioning, cost and schedule variance, risks, corrective actions and independent audit.

ACCOUNTABILITY RULES

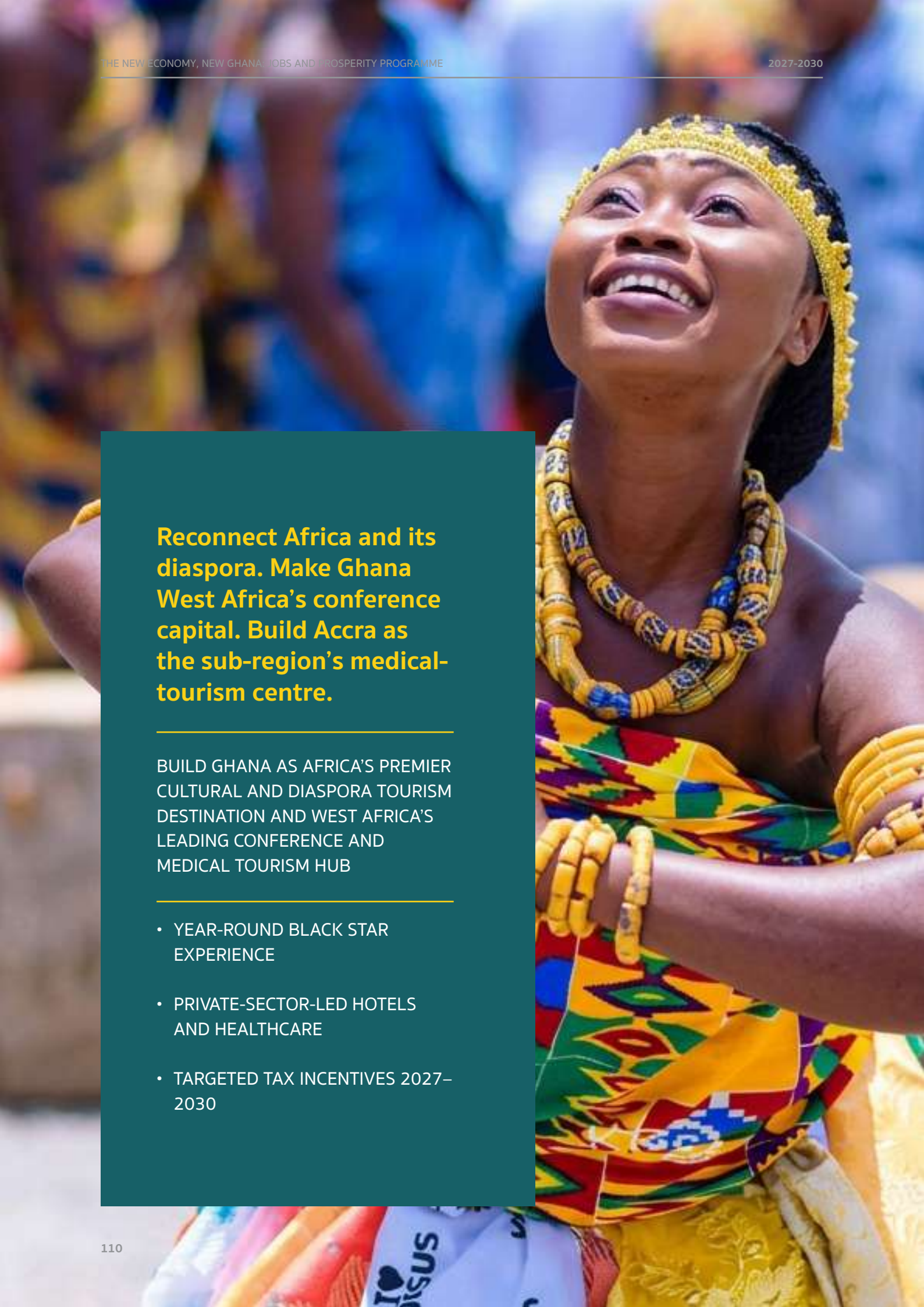
- Annual implementation report: Government will publish progress, financing, contracts, risks, delays and corrective actions before Parliament.
- Mid-term review in 2028: Government will test bankability, energy integration, infrastructure delivery, investment commitments, jobs, safeguards and fiscal exposure.
- Final evaluation in 2030: Government will enforce the end-2030 raw manganese and bauxite export ban, commissioning of the core Western Corridor, Takoradi's operation as the Sahel gateway and commencement of the Hamile extension; measure domestic value retained; and publish lessons.
- Corrective-action triggers: Government will restructure, suspend or terminate projects in response to persistent cost overruns, missed processing milestones, non-compliance, weak local content or unmanageable fiscal risk.



PILLAR FIVE

TOURISM, CULTURE AND CREATIVE ARTS

INVEST US$1 BILLION IN HERITAGE, CONFERENCE AND MEDICAL TOURISM FOR JOBS, FOREIGN EXCHANGE AND NATIONAL RENEWAL



Reconnect Africa and its diaspora. Make Ghana West Africa's conference capital. Build Accra as the sub-region's medical-tourism centre.

BUILD GHANA AS AFRICA'S PREMIER CULTURAL AND DIASPORA TOURISM DESTINATION AND WEST AFRICA'S LEADING CONFERENCE AND MEDICAL TOURISM HUB

- YEAR-ROUND BLACK STAR EXPERIENCE
- PRIVATE-SECTOR-LED HOTELS AND HEALTHCARE
- TARGETED TAX INCENTIVES 2027–2030

Government will implement Pillar Five as a coordinated tourism, culture and services investment programme. Ghana's history – the Transatlantic Slave Trade, its forts and castles, living cultures and creative industries – will anchor a dignified, world-class year-round proposition for millions of people of African descent. Ghana's peace, constitutional democracy and reputation for good governance will underpin a major push into conference and business tourism. Private capital will lead the development of new hotels and an Accra Medical Tourism Hub, while Government invests in heritage, destination infrastructure, a National Theatre in Kumasi, land facilitation, standards, marketing and targeted, performance-based tax incentives.



1.3M 2025 INTERNATIONAL ARRIVALS

Year-round market base



12 MONTHS BLACK STAR EXPERIENCE

All Year Programming



2 NEW FIVE STAR HOTELS

Across Accra and Kumasi



KUMASI NEW NATIONAL THEATRE

Culture and Conference



3 AFFORDABLE FOUR-STAR HOTELS

Heritage corridor



GHANA MEDICAL TOURISM HUB

Private-sector Led

By 2030, Ghana will operate a year-round visitor economy built on authentic heritage, world-class conferences, creative excellence and trusted specialist healthcare; generate higher visitor spending and foreign exchange; and create better jobs across the country.

THE INTEGRATED POLICY TEST

HERITAGE INTEGRITY TEST

Slave-trade and national heritage will be conserved and interpreted with historical accuracy, dignity, memorial purpose and community participation.

PRIVATE-INVESTMENT TEST

Hotels, conference facilities and medical-tourism assets must be commercially bankable, transparently procured and independently financed.

JOBS AND LOCAL VALUE TEST

Projects must create measurable Ghanaian jobs, skills, supplier opportunities, creative incomes and regional economic benefits.

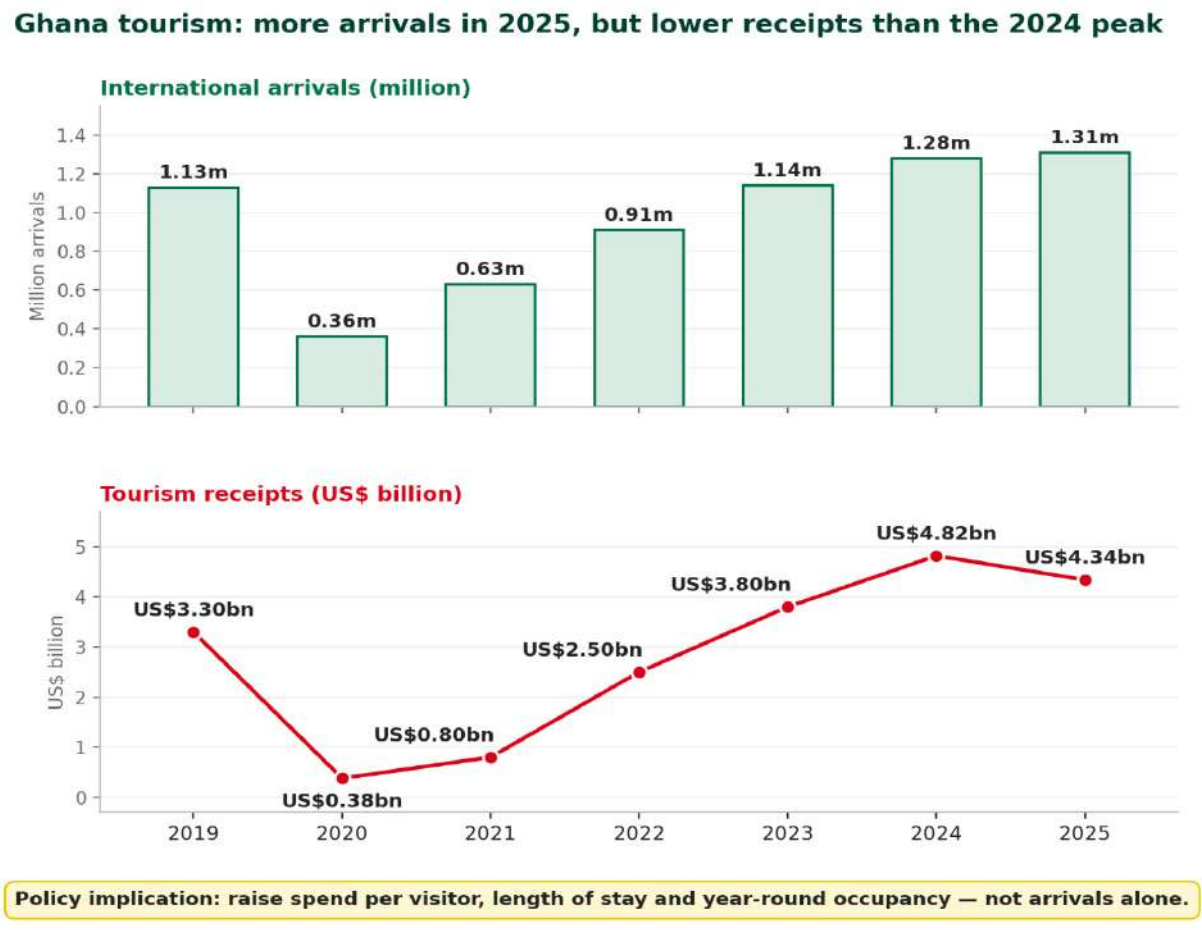
PUBLIC-VALUE TEST

Every tax exemption, land intervention and public investment must be time-bound, disclosed, performance-linked and subject to value-for-money review.

THE STRATEGIC DIAGNOSIS: DISTINCTIVE ASSETS, UNDERDEVELOPED DESTINATIONS

Ghana possesses tourism and cultural assets that are distinctive and difficult to replicate: an extraordinary concentration of forts and castles linked to the Transatlantic Slave Trade; deep connections to the African diaspora; festivals, kente, craft traditions, cuisine, music, film, fashion and literature; and a reputation as a peaceful and welcoming democracy. Yet many heritage sites remain under-maintained, access and visitor facilities are weak, quality accommodation is insufficient in key destinations, tourism remains overly seasonal, and investment has not matched the scale of the opportunity.

Figure 17: Ghana international arrivals and tourism receipts, 2019–2025



THE POLICY SHIFT:
Ghana will move from hosting events and preserving isolated sites to building complete, year-round destinations that combine history, hospitality, conferences, healthcare, creativity and local enterprise

THE STRUCTURAL PROBLEM

HERITAGE WITHOUT DESTINATION INFRASTRUCTURE
Many forts, castles, monuments and cultural sites function as stand-alone attractions without high-quality museums, interpretation, public realm, transport, hospitality or linked itineraries.

SEASONAL DEMAND
December in Ghana is a powerful anchor, but concentration in a short period limits hotel utilisation, jobs, airlift and visitor spending across the rest of the year.

CONFERENCE CAPACITY GAP
Ghana's peace, democracy and connectivity are not yet matched by sufficient five-star hotel rooms, modern venues, exhibition capacity and an aggressive international events-bidding system.

MEDICAL-TOURISM GAP
West African patients continue to travel farther afield for specialist treatment because Ghana has not yet assembled a dedicated, internationally accredited medical-tourism ecosystem.

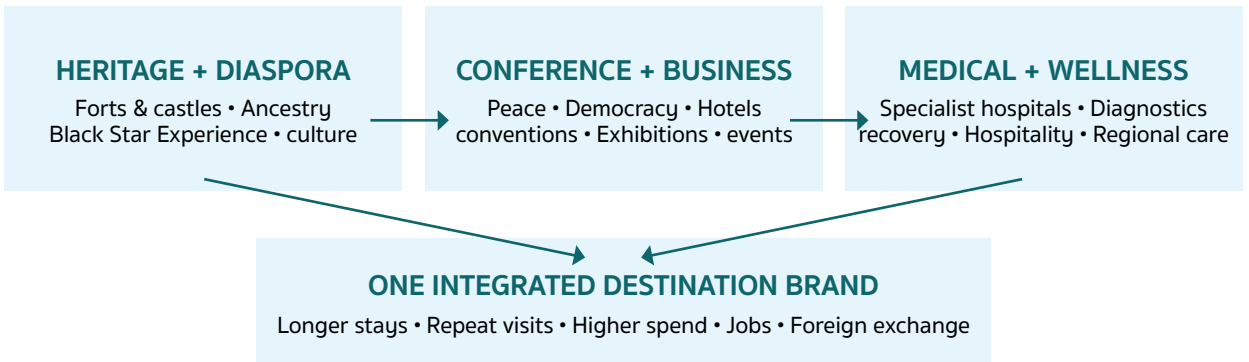
JOB QUALITY AND PRODUCTIVITY
World Bank analysis for 2012–2024 shows hospitality value added growing only 0.8%, productivity declining 1.9% and real wages falling 12.1%, even as employment rose 2.8%. Investment must improve job quality as well as job numbers.

FRAGMENTED DELIVERY
Heritage, tourism, aviation, roads, local government, culture, health, investment promotion and private developers are not yet coordinated through one investable national destination plan.

BUILD THREE MUTUALLY REINFORCING VISITOR ECONOMIES

Pillar Five will be organised around three engines that share aviation, hotels, transport, digital services, food, retail, entertainment and skilled labour. Heritage and diaspora tourism creates identity and emotional connection; conference tourism fills rooms and venues throughout the year; medical tourism supports longer stays, specialist services and high-value regional demand.

Figure 18: THREE ENGINES OF GHANA'S YEAR-ROUND VISITOR ECONOMY



EXPAND THE BLACK STAR EXPERIENCE INTO A YEAR-ROUND GLOBAL BRAND

The Black Star Experience will go beyond festivals and entertainment. It will integrate slave-trade history, ancestry, heritage education, memorial travel, family reunions, music, film, fashion, cuisine, literature, visual art and contemporary Ghanaian culture into bookable itineraries throughout the year. December in Ghana will remain an anchor, but marketing, events and packages will be deliberately distributed across all twelve months and across multiple regions. Specific events, dates and host destinations will be finalised through the Black Star Experience annual calendar and competitive destination-bidding process.

Figure 19: Illustrative annual programming architecture

ILLUSTRATIVE YEAR-ROUND BLACK STAR EXPERIENCE

JAN	FEB	MAR	APR	MAY	JUN
Homecoming & Wellness	Black History +Heritage	Independence + Pan Africanism	Easter + Culture	Business Events & Investment	Film, Fashion & Literature
JUL	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**
Youth, Music & Summer	Emancipation & Remembrance	Roots, Learning & Ancestry	Arts, Crafts & Cuisine	Conference & Health	December in Ghana

December remains an anchor but programming, packages and marketing will generate demand in every month and across the country.

YEAR-ROUND DELIVERY MEASURES

- Diaspora market development: ancestry services, genealogical research, educational travel, family reunions, memorial journeys, repeat-visit programmes and diaspora investment experiences.
- Bookable national circuits: integrated air, road, rail, guide, museum, food, performance and hotel packages rather than isolated attraction visits.
- International distribution: partnerships with airlines, travel platforms, universities, diaspora organisations, tour operators, conference organisers and cultural institutions.
- Creative-content engine: Ghanaian music, film, fashion, literature, cuisine, visual arts and digital storytelling will continuously refresh the destination brand.

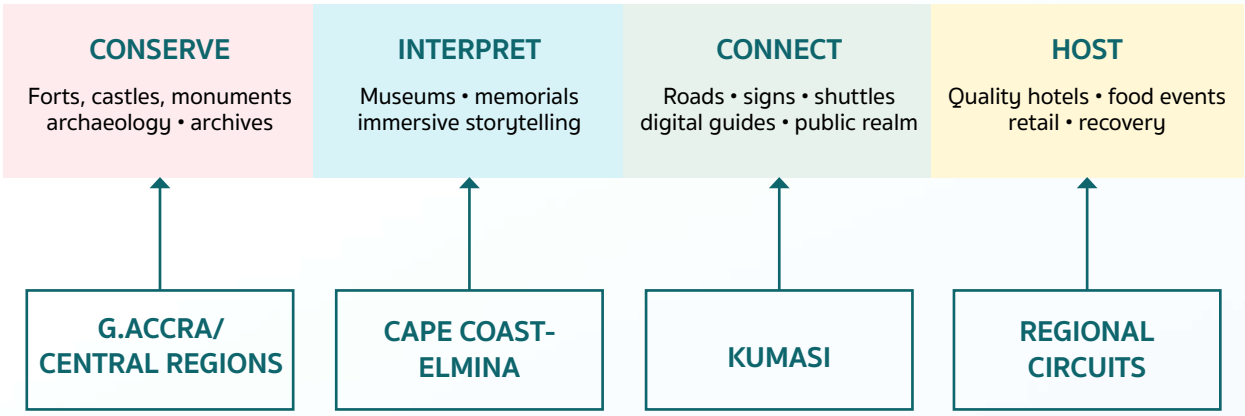
REDEVELOP GHANA'S TRANSATLANTIC SLAVE TRADE SITES AND NATIONAL HERITAGE AS WORLD-CLASS DESTINATIONS

Ghana occupies a unique place in the history of the Transatlantic Slave Trade. Its coastline contains an exceptional concentration of forts and castles that connect the African continent to millions of people of African descent. Government will invest in these places not as commercial backdrops, but as sites of memory, truth, education, reconciliation and cultural renewal.

The objective is to conserve the assets, improve interpretation and transform surrounding destinations so visitors can stay longer, learn more, spend locally and return.

The locations below are illustrative nodes in a connected national network. Final project lists will be based on conservation need, visitor potential, community readiness and value for money.

Figure 20: Heritage Destination Investment Architecture
FROM HISTORIC SITE TO WORLD-CLASS HERITAGE DESTINATION



A connected national heritage network will increase length of stay, visitor spending and repeat travel rather than treating sites as stand-alone attractions.

HERITAGE PRINCIPLES

- Dignity before spectacle: interpretation will be historically rigorous and centred on remembrance, human experience and education—not trivialisation or commodification of suffering.
- Conservation before construction: new commercial facilities will respect protected sites, buffer zones, carrying capacity, landscape integrity and independent heritage assessment.
- Communities as partners: land, livelihoods, customary rights, local histories and benefit-sharing will be addressed through documented consultation and fair arrangements.
- Transparent revenue use: site revenues, concessions and public support will be independently accounted for and reinvested in conservation, maintenance and community value.



HERITAGE INVESTMENT PROGRAMME



FORTS, CASTLES AND MONUMENTS

Conservation plans, structural stabilisation, drainage, climate protection, archaeological work, archives, maintenance endowments and qualified conservation management.



MUSEUMS AND INTERPRETATION

Modern museums, memorial spaces, immersive and multilingual interpretation, oral histories, digital archives, education programmes and authentic curatorial standards.



VISITOR INFRASTRUCTURE

Accessible visitor centres, sanitation, ticketing, lighting, security, signage, parking, shuttles, public realm, emergency services and high-quality guide systems.



DESTINATION CONNECTIVITY

Road rehabilitation, wayfinding, transport links, digital maps, integrated itineraries and reliable connections among Accra, the coastal heritage corridor, Kumasi and regional circuits.



COMMUNITY ENTERPRISE

Local guiding, food, crafts, performance, accommodation, transport and retail opportunities, supported by transparent community-benefit and supplier-development plans.



CONSERVATION SKILLS

Train conservators, curators, archaeologists, museum professionals, archivists, guides, storytellers, heritage engineers and site managers.

GHANA'S HERITAGE PROMISE: preserve the truth, honour the memory, reconnect the diaspora and convert visitor interest into lasting conservation, jobs and community prosperity.

MAKE GHANA WEST AFRICA'S CONFERENCE AND BUSINESS TOURISM CAPITAL

Ghana will leverage its peace, constitutional democracy, good governance, regional standing, air connectivity and hospitality culture to compete for major African and international conferences, exhibitions, corporate meetings and summits. Accra will be positioned as the primary conference hub, while Kumasi will be developed as a complementary cultural, events and business destination. Conference tourism will create all-year demand for aviation, hotels, restaurants, transport, entertainment, retail and professional services.

THE CONFERENCE COMPETITIVENESS TEST

- No venue without a demand plan: every major venue or hotel project must identify target events, calendar, operator, room-night demand, transport plan and lifecycle maintenance model.
- No event subsidy without value: bid support must be transparent and tested against delegate spend, global visibility, local procurement, knowledge transfer and repeat-event potential.
- One destination calendar: national, regional and private events will be coordinated to reduce clashes, manage seasonality and increase utilisation of hotels, venues and flights
- Service quality is infrastructure: standards, training, safety, digital connectivity, cleanliness and reliability will be treated as essential parts of the conference product.

GHANA'S CONFERENCE ADVANTAGE: a peaceful democracy in a volatile sub-region, connected to Africa and the world, offering business, culture and hospitality in one destination.

As illustrated below, the conference operating model demonstrates the peace, democracy, hotel and venue propositions.

Figure 21: Conference-hub operating model



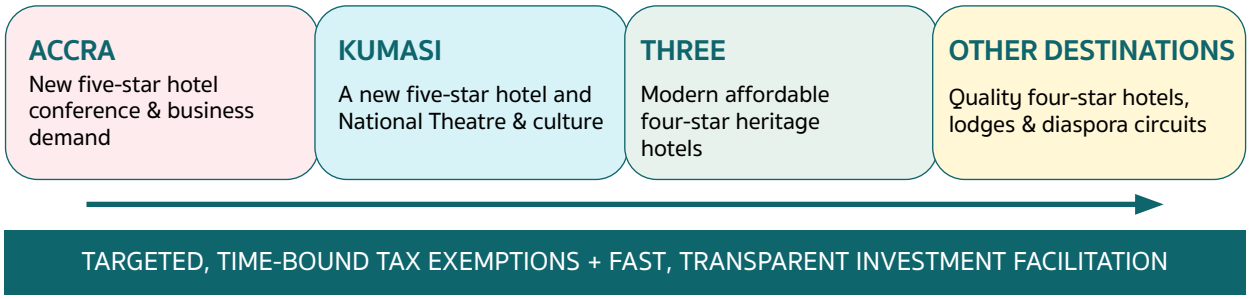
Accra will be the primary international conference hub; Kumasi will be developed as a complementary cultural, events and business destination.

BUILD THE HOSPITALITY CAPACITY FOR YEAR-ROUND TOURISM AND CONFERENCES

Hotel capacity and quality must expand alongside heritage, conference and medical-tourism demand. The hospitality programme will be private-sector-led, with Government concentrating on investment facilitation, destination infrastructure, transparent incentives, standards and skills. New hotels will be integrated into demand-generating assets and itineraries rather than constructed as isolated real-estate projects.

The programme commitment is two new five-star hotels across Accra and Kumasi, modern affordable four-star hotels in Central, Volta and Northern Regions, and additional quality accommodation in designated tourism destinations.

Figure 22: Priority hospitality investment pipeline



Two new private-sector-led five-star hotels will be delivered across Accra and Kumasi.

CONFERENCE-HUB INVESTMENTS

TWO NEW FIVE-STAR HOTELS

Facilitate two new private-sector-led five-star hotels in total across Accra and Kumasi. Sites, brands and room capacity will follow transparent demand and bankability studies.

KUMASI NATIONAL THEATRE

Construct a new National Theatre in Kumasi as a flagship cultural, performance, conference and creative-industry asset capable of supporting major national and international events.

AIRPORT AND GROUND EXPERIENCE

Improve arrival, protocol, immigration facilitation, conference shuttles, transport information, safety, accessibility, wayfinding and reliable last-mile movement.

MODERN VENUES

Upgrade existing convention assets and crowd in modern conference, exhibition, meeting and event facilities with flexible halls, digital systems, simultaneous interpretation and broadcast capability.

EVENTS BID AND SALES UNIT

Create a professional national convention bureau to identify opportunities, prepare bids, coordinate venues and hotels, provide destination data and secure recurring global and African events.

EVENT-SERVICES ECOSYSTEM

Develop Ghanaian firms in audio-visual production, staging, interpretation, security, catering, event technology, marketing, logistics, design and delegate services.

TARGETED TAX EXEMPTIONS FOR QUALIFYING NEW HOTELS

Government will provide targeted tax exemptions to the newly planned qualifying hotels in order to attract private investment. The exemptions will be established in the applicable legislation or approved investment framework and will be time-bound, transparent and linked to verified delivery. They will not be automatic entitlements or open-ended concessions.

ELIGIBILITY
Greenfield or materially transformative hotel investment within the approved Accra, Kumasi, Cape Coast or designated tourism-development pipeline, with clear ownership and financing

DELIVERY CONDITIONS
Minimum investment and room standards, financial close, construction milestones, international classification, opening date, accessible design and operational readiness.

JOBS AND SKILLS
Binding Ghanaian employment, apprenticeship, management development, supplier-procurement and hospitality-training commitments.

ENVIRONMENTAL PERFORMANCE
Energy and water efficiency, waste management, climate resilience, responsible sourcing, safe working conditions and compliance with planning and environmental rules.

DISCLOSURE AND VALUATION
The value, duration, beneficiary, legal basis and performance conditions of every tax exemption will be published and treated as a fiscal cost.

CLAWBACK
Failure to meet construction, opening, quality, jobs or operating milestones will trigger suspension, recovery or cancellation of incentives under the approved agreement.



PUBLIC AND PRIVATE INVESTMENT RESPONSIBILITIES

INVESTMENT AREA	GOVERNMENT / CATALYTIC ROLE	PRIVATE SECTOR ROLE
Five-star hotels — Accra and Kumasi	Site and approval facilitation, destination infrastructure, targeted tax exemptions, standards and conference-demand development.	Finance, design, construct, brand, own or lease, operate and maintain.
Four-star hotels in Central, Volta and Northern Regions	Facilitate a strategic site, access, utilities, heritage integration, tax exemption eligibility and transparent investor selection.	Deliver and operate a modern, affordable four-star hotels along the heritage corridors and enhance domestic tourism.
Other designated destinations	Identify demand-backed locations, improve roads and public realm, support planning and destination marketing.	Develop quality four-star hotels, lodges and complementary accommodation matched to heritage and conference demand.
Kumasi National Theatre	Lead project preparation, public-interest financing structure, land, cultural programming and governance.	Participate through operations, sponsorships, concessions, event production and ancillary commercial services where appropriate.

COSTING INTEGRITY RULE: the 2027 costed implementation plan will publish the validated public investment, private requirement and fiscal cost of tax exemptions.

ESTABLISH GHANA AS WEST AFRICA'S MEDICAL TOURISM CENTRE

Medical tourism will be a major private-sector-led plank of Pillar Five. Ghana will attract investment into internationally competitive specialist hospitals, diagnostics centres, rehabilitation, wellness and recovery services serving Ghana and the wider West African market. Government will facilitate the acquisition and servicing of land for a Ghana Medical Tourism Hub and provide targeted tax incentives to qualifying investors. The Hub will be connected to air travel, hotels, pharmacies, laboratories, digital health, insurance and patient-support services.

Figure 23: Conceptual Ghana Medical Tourism Hub Ecosystem



Targeted tax incentives will be conditional on international-quality accreditation, patient safety, local skills, transparent pricing, operational milestones and measurable benefit to Ghana's health system.

Final clinical specialties, site, land structure, scale and tax package will be determined through market, health-needs, land, infrastructure and investment studies.

NON-NEGOTIABLE MEDICAL-TOURISM RULES

- Private-sector-led, independently regulated: Government will facilitate investment but will not weaken clinical, professional, environmental, competition or patient-protection standards.
- No parallel enclave that harms local care: the Hub must expand national capacity, train Ghanaian professionals and avoid unmanaged diversion of scarce public-sector health workers.
- No tax incentive without quality: benefits will be conditional on accredited facilities, operational milestones, patient-safety systems, transparent ownership and audited performance.
- No land without due process: title, compensation, planning, environmental assessment, community interests and public infrastructure obligations will be resolved before financial close.

THE MEDICAL-TOURISM PROMISE: enable West Africans to receive trusted specialist care closer to home while expanding skills, infrastructure, jobs and quality healthcare capacity for Ghanaians.

MEDICAL-TOURISM INVESTMENT PACKAGE

LAND FACILITATION
Government will identify, assemble, regularise and facilitate access to suitable land; provide clear title and planning certainty; and coordinate trunk roads, power, water, sewerage, digital connectivity and emergency access.

PRIVATE SPECIALIST FACILITIES
Attract credible operators into specialist hospitals, advanced surgery, cardiology, neurology, nephrology, oncology, orthopaedics, fertility, diagnostics, day procedures, rehabilitation and other demand-backed services.

TARGETED TAX INCENTIVES
Provide time-bound incentives for qualifying greenfield medical tourism facilities and associated diagnostics and recovery infrastructure, subject to law, investment thresholds, quality standards and delivery milestones.

PATIENT JOURNEY
Integrated international patient desk, transparent package pricing, digital records, visa and travel facilitation, airport transfer, accommodation, interpretation, family support and post-treatment continuity of care.

QUALITY AND ACCREDITATION
Independent licensing, internationally recognised accreditation pathways, infection prevention, clinical governance, data protection, malpractice cover, emergency response and published outcomes.

GHANAIAN HEALTH BENEFIT
Investment agreements will include local workforce training, specialist education, research, referral pathways, emergency capacity and measurable access or knowledge benefits for Ghana's health system.

TURN VISITOR SPENDING INTO CREATIVE INDUSTRIES, LOCAL ENTERPRISE AND BETTER JOBS



Tourism succeeds when value spreads beyond hotels and tickets. Pillar Five will connect visitor demand to Ghanaian food, agriculture, transport, entertainment, film, fashion, music, publishing, digital services, healthcare and professional services. The Black Star Experience will therefore function as a national market platform for creative enterprises and local suppliers, while conference and medical tourism deepen year-round demand.

CREATIVE-ECONOMY AND SKILLS MEASURES

CREATIVE PRODUCTION
Support investable music, film, fashion, literature, visual arts, crafts, cuisine and digital content pipelines linked to tourism campaigns, venues, festivals, museums and global distribution.

INTELLECTUAL PROPERTY AND MARKETS
Strengthen rights administration, contracting, royalty systems, export promotion, digital monetisation and professional management so creators retain more value.

CREATIVE SKILLS
Train producers, technicians, designers and managers through apprenticeships linked to venues, festivals and hotels.

LOCAL SUPPLIER DEVELOPMENT
Publish procurement opportunities; certify Ghanaian food, clothing, furniture, cosmetics, craft, technology and service suppliers; and connect SMEs to hotels, hospitals, venues and airlines.

CREATIVE FINANCE
Provide transparent grants, guarantees and co-financing for bankable creative projects, with beneficiaries and results published every year.

SERVICE QUALITY AND STANDARDS
Enforce hotel classification, tour operator licensing, health and food safety, consumer protection, accessibility, professional conduct and transparent complaint resolution.

THE JOBS STANDARD: numeric targets will be established in the costed implementation plan and validated by occupation, skill, wage quality, gender, age, region, seasonality and duration.

ANNUAL PUBLIC PILLAR FIVE SCORECARD

12 months of programming	2 new Five-Star hotels	Four-star hotels	1 Kumasi National Theatre	US$ visitor spend and FX	JOBS quality tourism
Black Star calendar	Accra + Kumasi	Affordable heritage stay	Culture + events	Beyond 2025 baseline	employment, wage, skill, gender, region

FINANCING, GOVERNANCE AND SAFEGUARDS



PUBLIC INVESTMENT

Heritage conservation, public realm, access roads, visitor infrastructure, Kumasi National Theatre, destination marketing, standards, training and land-servicing functions.



PRIVATE CAPITAL

Hotels, conference facilities, restaurants, transport, entertainment, specialist hospitals, diagnostics, rehabilitation, recovery accommodation and commercial services.



PUBLIC–PRIVATE PARTNERSHIPS

Use competitively procured structures for suitable venues, heritage services, parking, visitor centres, theatres and mixed-use destination infrastructure where public value is clear.



DEVELOPMENT PARTNERS

Mobilise grants and concessional support for heritage conservation, museum systems, skills, digital archives, destination planning, health quality, SMEs and climate resilience.



CABINET-LEVEL DELIVERY

Coordinate tourism, culture, finance, trade, health, roads, aviation, local government, lands, environment, investment promotion, immigration and security through one delivery plan.



ENVIRONMENT AND COMMUNITY

Protect coasts, heritage landscapes, biodiversity, water, waste, community rights, local access, cultural authenticity and fair benefit-sharing across destination projects.

DELIVERY MEASURES

- **Annual report to Parliament:** publish investments, contracts, incentives, financing, visitor and jobs outcomes, heritage condition, medical quality, risks, delays and corrective actions.
- **Mid-term review in 2028:** test market demand, investor commitments, heritage integrity, conference competitiveness, hotel bankability, medical-tourism quality and fiscal exposure.

- **Final evaluation in 2030:** measure visitor spending, foreign exchange, job quality, private capital, conservation outcomes, creative incomes and value delivered for every public cedi and tax exemption.
- **Corrective-action triggers:** missed milestones, poor maintenance, quality failures, tax-incentive abuse, non-compliance, cost overruns or weak public value will trigger restructuring, clawback, suspension or termination under contract.

GHANA'S VISITOR-ECONOMY RESET: honour Ghana's history, reconnect the diaspora, host Africa's major gatherings, provide trusted specialist care, empower local creators and turn every visit into jobs and shared prosperity.

IMPLEMENTATION PROGRAMME 2027–2030

YEAR	PRIORITY	DELIVERY MILESTONES
2027	Foundations, costing and investor preparation	Adopt Pillar Five; establish the delivery structure and convention bureau; publish the Black Star annual calendar; complete heritage asset audits and conservation plans; identify hotel and medical-hub sites; undertake demand, land, health needs, tax-expenditure, feasibility, environmental and value-for-money studies; launch transparent investor processes.
2028	Financial close and construction	Reach financial close on priority hotel and medical-tourism investments; commence selected heritage works, visitor infrastructure and the Kumasi National Theatre; begin four-star hotels and initial five-star hotel construction in Accra and Kumasi; upgrade convention and destination services; launch skills and local-supplier programmes.
2029	Commission first assets and scale global marketing	Commission priority heritage sites and visitor facilities; open or advance first hotel projects; operationalise the national conference-bidding pipeline; secure major recurring events; progress the Ghana Medical Tourism Hub, specialist facilities and recovery ecosystem; expand year-round diaspora programming.
2030	Operate, integrate and evaluate	Deliver and commission two new private-sector-led five-star hotels in Accra and Kumasi; complete and commission the Kumasi National Theatre and the modern affordable four-star hotels; establish functioning medical tourism services; grow arrivals, spend and length of stay beyond the 2025 baseline; and independently evaluate jobs, incentives, heritage outcomes and public value.

Box 16: Key Tourism Deliverables

HERITAGE
Sites conserved, condition ratings, museums and interpretation opened, visitor satisfaction, maintenance funding, community procurement and conservation compliance.

DIASPORA AND YEAR-ROUND DEMAND
Arrivals, length of stay, repeat visits, ancestry and education packages, monthly hotel occupancy, regional spread and Black Star calendar performance.

CONFERENCE
Bids submitted and won, delegate numbers, room nights, venue utilisation, event spend, recurring conferences, aviation demand and local event services procurement.

HOSPITALITY INVESTMENT
Financial close, rooms under construction and opened, hotel classification, occupancy, private capital mobilised, costs, schedules, local jobs and supplier spend.

MEDICAL TOURISM
Land and infrastructure milestones, private investment, accredited facilities, international patients, specialties, outcomes, patient satisfaction, skills and health system linkages.

CREATIVE ECONOMY
Creative contracts, performances, content exports, royalties, enterprises supported, local craft and food sales, digital reach and creator incomes.

FISCAL AND INCENTIVES
Value of tax exemptions and incentives, beneficiaries, legal basis, investments delivered, jobs, compliance, clawbacks, contingent liabilities and value-for-money findings

DELIVERY AND SAFEGUARDS
Permits, procurement, construction progress, cost and schedule variance, environmental and social compliance, grievances, accessibility, safety and corrective actions.



PILLAR SIX

TEXTILES AND GARMENTS

FROM GHANAIAN TEXTILES AND GARMENTS TO GLOBAL FASHION: MASS JOBS, MANUFACTURING AND EXPORTS THROUGH A US$1 BILLION INVESTMENT

Government will implement Pillar Six as a private-sector-led industrial compact under the 24-Hour Economy and the Accelerated Export Development Programme.

The purpose is to build a complete Ghanaian textile and garment value chain that creates formal jobs at scale, strengthens manufacturing capability and earns foreign exchange from finished products.

BUILD AN END-TO-END, 24-HOUR TEXTILE AND GARMENT INDUSTRY

THE INDUSTRIAL COMPACT

- FABRIC + FINISHING
- GARMENTS + BRANDS
- AfCFTA EXPORTS



24-HOUR INDUSTRIAL ENCLAVE



FROM THE FACTORY FLOOR TO THE FASHION RUNWAY



FORMAL JOBS AT SCALE



LOCAL VALUE FABRIC • APPAREL



WOMEN + YOUTH SKILLS AND WAGES



AFCFTA REGIONAL EXPORTS

POLICY VISION

By 2030, Ghana will have established an integrated, competitive and environmentally responsible textile and garment industry, anchored by a 24-Hour Economy manufacturing enclave capable of creating decent jobs, expanding non-traditional exports and positioning Ghana as a major textile and garment manufacturing hub in Africa.



THE INTEGRATED POLICY TEST

JOBS + WAGES
FORMAL, PRODUCTIVE AND SAFE

EXPORTS
COMPETITIVE DELIVERY

LOCAL VALUE
RISING GHANAIAN INPUT SHARE

INCLUSION
• WOMEN • YOUTH

PRODUCTIVITY
TECHNOLOGY + CAPABILITY

INTEGRITY
TRANSPARENT INCENTIVES

THE STRATEGIC DIAGNOSIS
GHANA NEEDS A LABOUR-INTENSIVE MANUFACTURING ENGINE

Ghana's economy is not creating enough productive jobs for its growing working-age population. Ghana Statistical Service data show that unemployment among persons aged 15 and above rose from 5.8 per cent in 2010 to 13.4 per cent in 2021, before easing to 12.8 per cent in 2025. Youth unemployment stands at 32.5 per cent, while 1.34 million young people are neither in education, employment nor training. More than two-thirds of employed persons are in vulnerable work.

Manufacturing has generated jobs and productivity gains, but earnings across the economy have increasingly lagged productivity.

The New Economy Programme will address this challenge by directing investment towards sectors that can create jobs at scale, raise productivity and translate economic growth into secure employment and higher incomes.

THE POLICY INFERENCE

Textiles and garments are a strong fit for Ghana's jobs challenge because they support labour-intensive manufacturing, create employment across several skill levels, and generate products that can compete in domestic, regional and international markets. The industry can help convert structural transformation into jobs, wages and exports.

THE INDUSTRIAL MODEL

BUILD THE TEXTILE AND GARMENT VALUE CHAIN IN GHANA

Pillar Six will link textile processing and industrial production to garment manufacturing, design, branding and exports. The objective is to ensure that each additional stage completed in Ghana creates income, capability and jobs in Ghana.

Figure 24: The integrated textile and garment value chain under Pillar Six
FROM FIBRE TO FACTORY TO FASHION

The policy builds the complete chain in Ghana rather than exporting raw value and importing finished value.

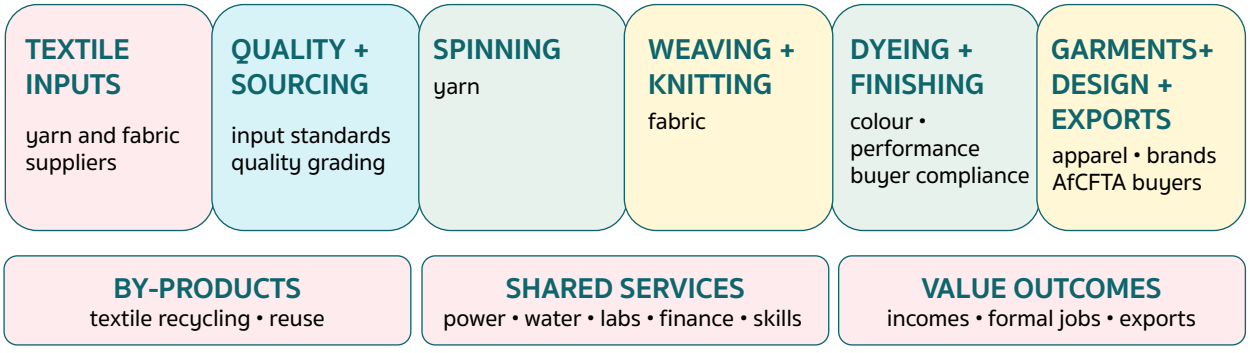


Table 5: Core principles

VALUE CAPTURE AT EVERY STAGE	
Research and design:	Textile quality, product development and innovation
Textile suppliers:	Reliable inputs, structured markets and stronger local incomes and supply chains.
Input quality:	Quality testing, grading and traceability for textile inputs.
Spinning and textiles:	Yarn, woven and knitted fabric made locally.
Dyeing and finishing:	Colour, feel, performance and buyer compliance.
Garments and design:	Formal factory jobs, Ghanaian brands and export orders.
Logistics and trade:	Faster delivery, lower costs and foreign-exchange earnings.

2030 DIRECTION

The industry must progress from cut-make-trim assembly toward locally sourced yarn and fabric, full-package manufacturing, design, branding and specialised textile products. The rising local-value share will be published annually.





PRIORITY ONE

DEVELOP 24-HOUR ECONOMY TEXTILES AND GARMENTS ENCLAVES

Ghana's manufacturing sector is creating employment but constrained by weak productivity, rising producer prices and declining real wages. Pillar Six will address this directly. Competitiveness will come from technology, scale, quality management, reliable power and efficient supply chains – not from suppressing wages.

Figure 25: Operating architecture of the 24-Hour Economy Textiles and Garments Enclaves

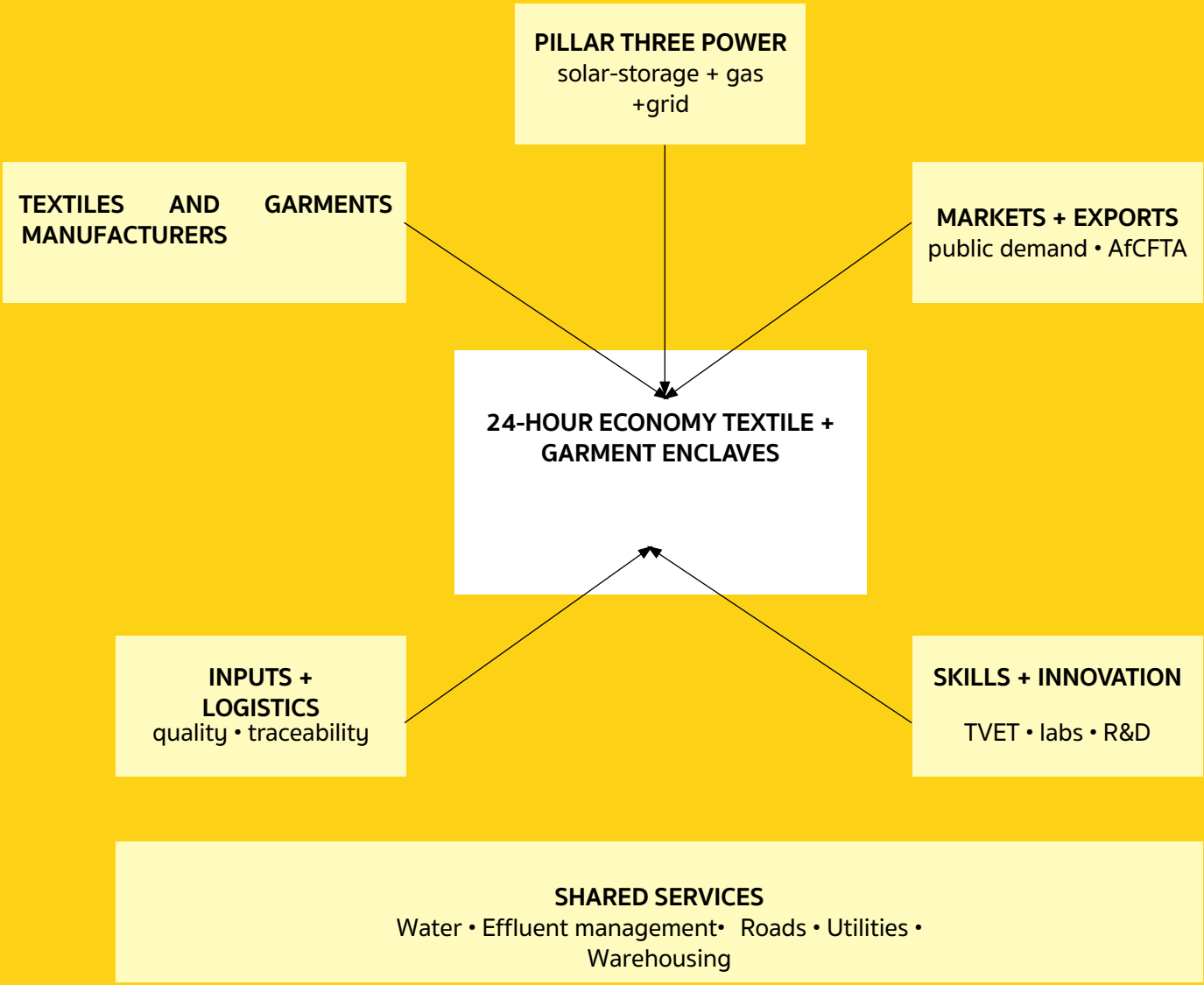


Table 6: Shared infrastructure package and site-selection rules

THE SHARED INFRASTRUCTURE PACKAGE	SITE SELECTION AND DELIVERY RULES
Serviced industrial land, modular factory shells and expansion plots for anchor firms and SMEs	The site will be selected transparently in 2027 using bankability, textile and garment industry catchment, power, water, labour, logistics and environmental criteria.
Dedicated high-voltage connections, quality power and time-of-use tariffs linked to Pillar Three.	A professionally governed special-purpose vehicle will develop and manage shared assets under published service standards.
Industrial water, wastewater and effluent treatment, water recycling and environmental monitoring.	Government will focus on catalytic infrastructure and market-shaping reforms; private investors will finance textile mills and manufacturing facilities.
Internal roads, warehousing, customs support, bonded logistics and rapid connections to export gateways.	This pillar will fund enclave-specific connections and internal systems.

THE 24-HOUR ECONOMY STANDARD

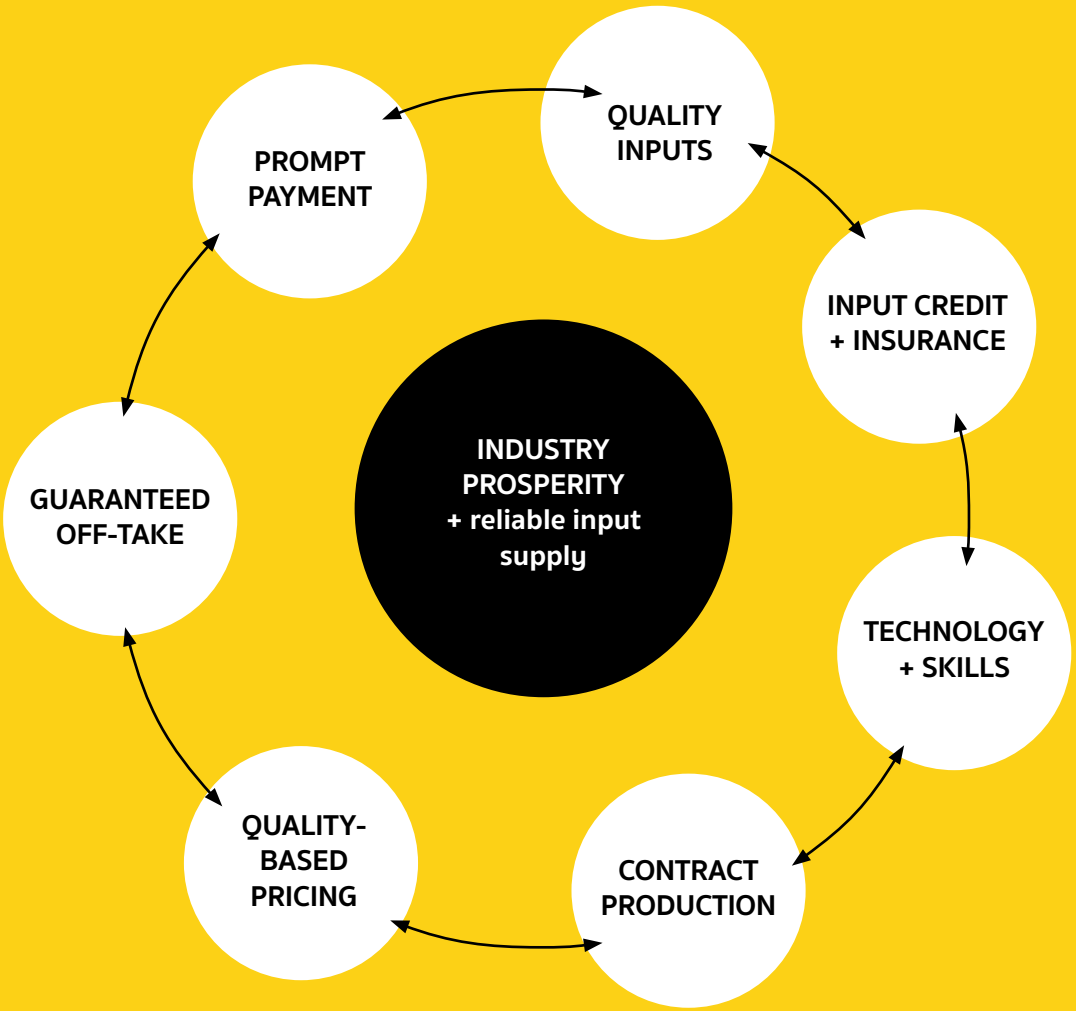
Around-the-clock production will be driven by reliable power, efficient logistics, digital systems, safe shift design and predictable buyer orders – not by longer working hours alone.

PRIORITY TWO

UPGRADE INDUSTRIAL PRODUCTIVITY — NOT LOW-WAGE ASSEMBLY

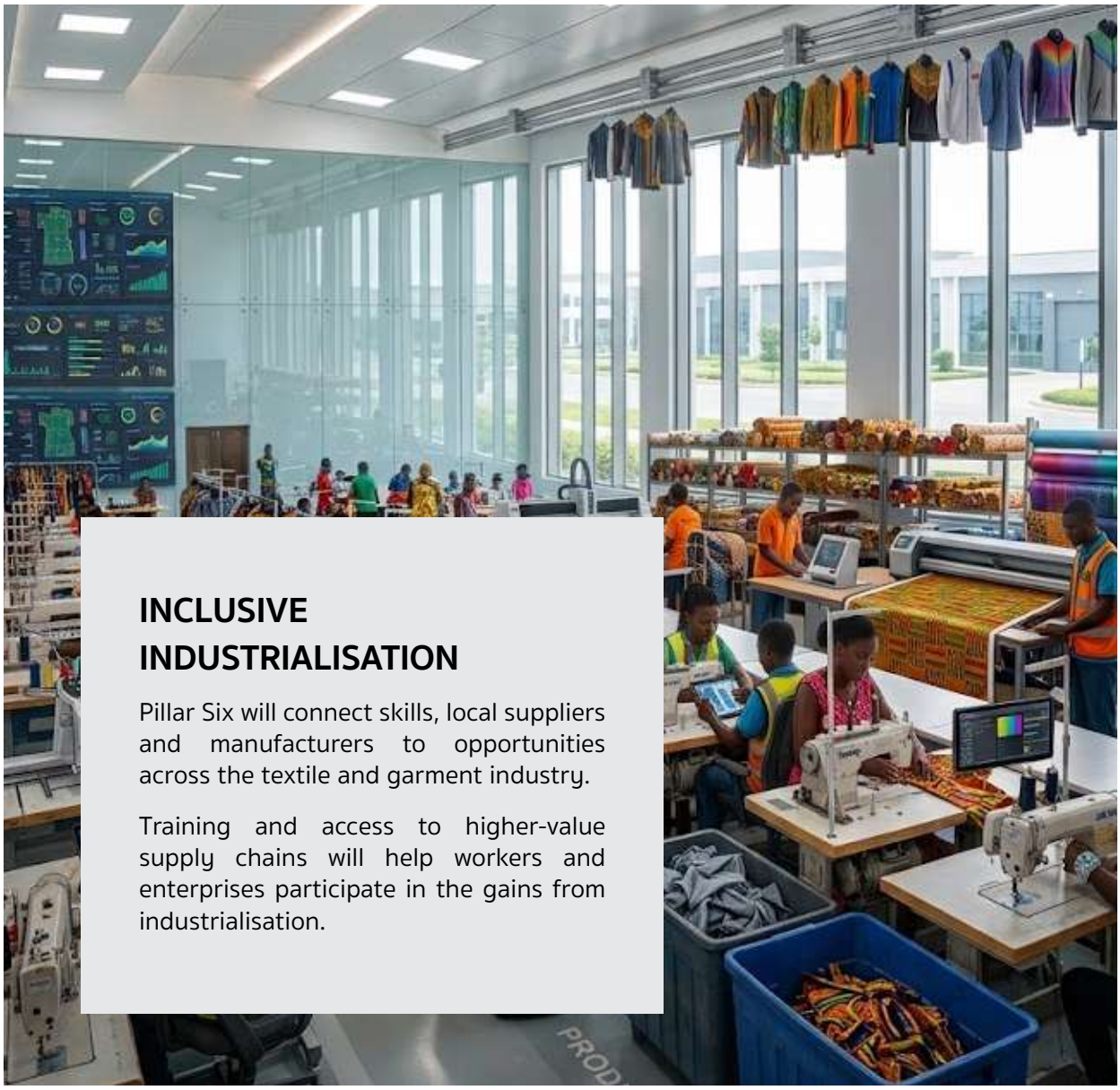
Figure 26: The commercial partnership cycle for textile suppliers and manufacturers

A COMMERCIAL PARTNERSHIP - NOT A ONE-OFF INPUT DISTRIBUTION



Every contract must disclose input costs, quality rules, price formula, repayment terms and payment dates.

- Textile Research and Design. Support product development, quality testing and innovation to meet the requirements of manufacturers and buyers.
- Commercial Production Clusters. Connect textile and garment manufacturers to reliable power, water, roads, storage and logistics.
- Supplier Contracts. Link textile suppliers and manufacturers through transparent contracts with quality-based pricing, reliable off-take and prompt payment.
- Technology and Skills. Use equipment leasing, training and technical services to raise productivity and reduce unit costs.
- Quality, Traceability and Recycling. Strengthen yarn and fabric standards, trace inputs through the production chain, and support textile recycling and reuse.
- Inclusion and Safeguards. Protect workers' rights, prohibit child labour, create grievance mechanisms and expand opportunities for women and young people.



INCLUSIVE INDUSTRIALISATION

Pillar Six will connect skills, local suppliers and manufacturers to opportunities across the textile and garment industry.

Training and access to higher-value supply chains will help workers and enterprises participate in the gains from industrialisation.



PRIORITY THREE:

EXPAND TEXTILE AND GARMENT PRODUCTION AND RAISE INCOMES

A competitive textile and garment industry requires reliable inputs and strong manufacturing capacity. Government will support production systems linking textile suppliers, mills and garment manufacturers. Expansion will be demand-led, environmentally responsible and based on transparent commercial contracts.

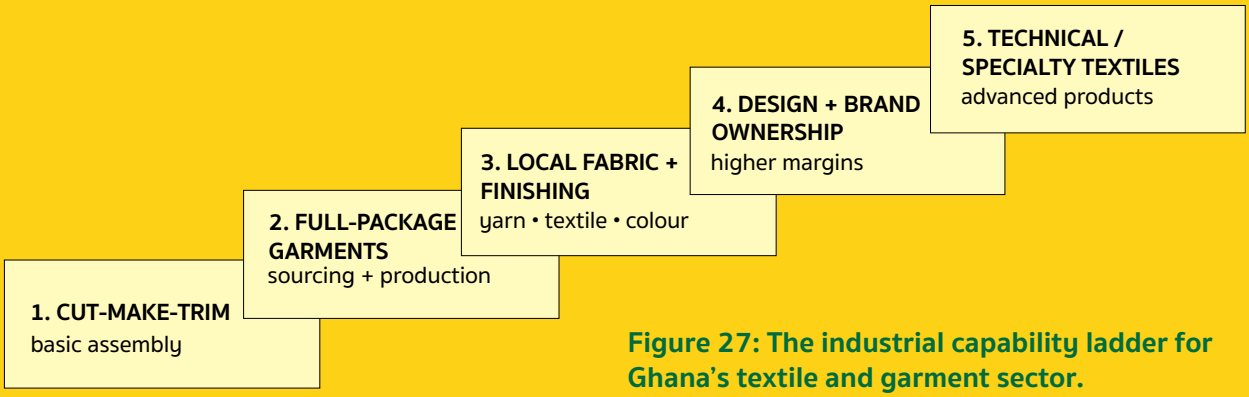


Figure 27: The industrial capability ladder for Ghana's textile and garment sector.

Table 7: Industrial upgrade and firm-level performance

INDUSTRIAL UPGRADING MEASURES	THE FIRM-LEVEL PERFORMANCE TEST
Modernise textile mills with quality testing, contamination control and input traceability.	Output and value added per worker.
Attract investment into spinning, weaving, knitting, dyeing, printing and finishing — the missing middle of the value chain.	Capacity added in the missing middle.
Introduce quality-management systems, testing and certification to buyer standards.	Defect, rejection and rework rates.
Establish a phased and commercially realistic increase in the local yarn and fabric content of supported garment production.	Energy and water consumed per unit
Support equipment leasing, industrial maintenance, digital production planning, quality systems and lean manufacturing.	On-time delivery and buyer retention
Develop local suppliers of thread, buttons, zips, labels, packaging and other garment accessories	Average real wages and formal employment Local yarn, fabric and accessory share. Export orders, product complexity and brand ownership

NO PERMANENT PROTECTION FOR INEFFICIENCY

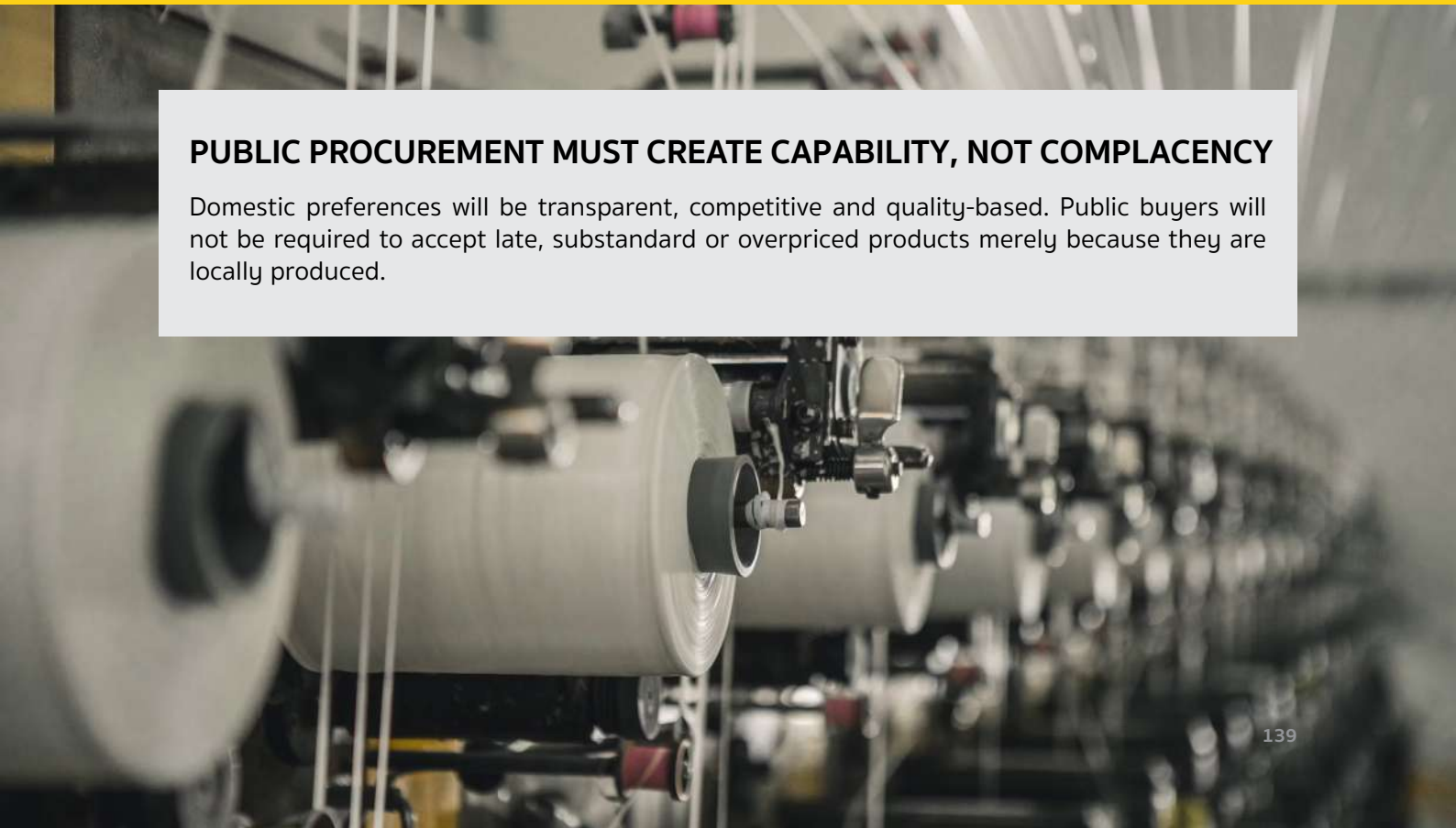
Government support will be time-bound, transparent and contingent on measurable productivity, local-value, jobs, skills, environmental and export results. Firms that fail agreed milestones will lose access to incentives and public contracts.

PRIORITY FOUR

BUILD MARKETS BEFORE BUILDING CAPACITY

Factories are bankable only when they have credible demand. Ghana will therefore combine industrial investment with transparent market development: public procurement, domestic retail, AfCFTA trade and global buyer contracts. This is essential to reduce Ghana's dependence on a narrow basket of raw commodity exports and to grow more sophisticated, manufactured exports.

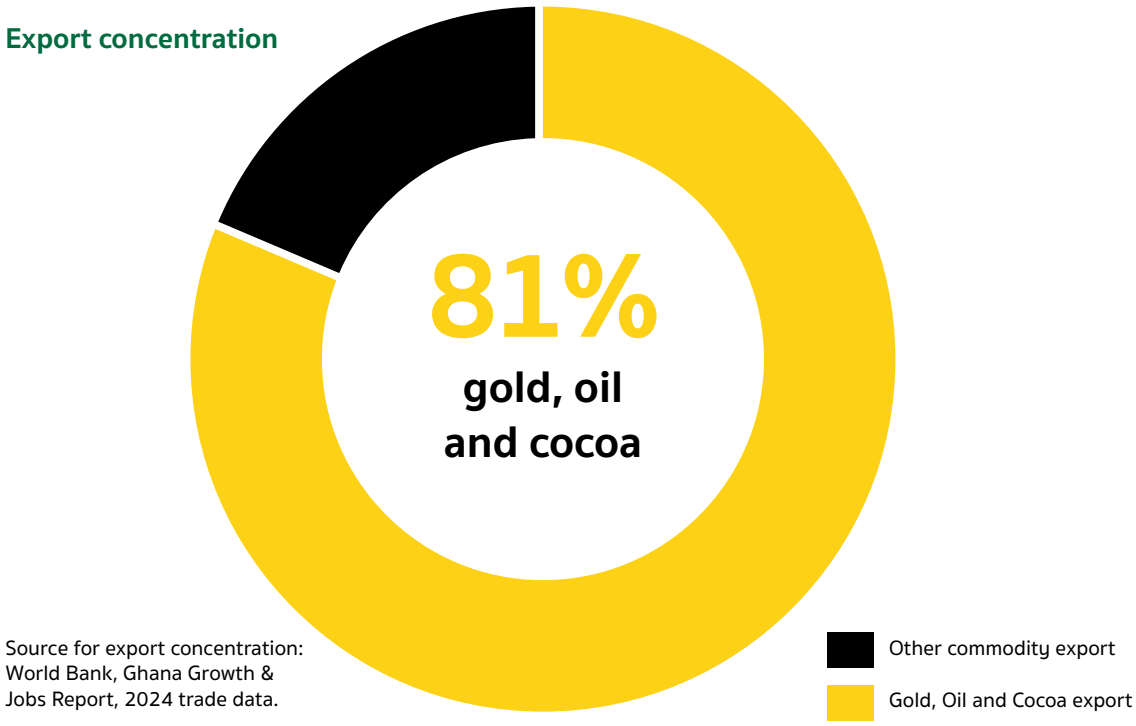
- **Strategic Public Procurement.** Use competitive multi-year framework contracts for school and service uniforms, hospital textiles, bedding, protective wear and other standard products. Contracts will specify quality, delivery, local value and prompt payment rules.
- **Domestic Retail and Ghanaian Brands.** Support reliable distribution, e-commerce, design, merchandising and consumer confidence in quality Ghana-made products.
- **ECOWAS and AfCFTA Exports.** Use rules of origin, export finance, standards, customs facilitation, buyer missions and regional distribution to build a scalable African market.
- **Global Buyer Partnerships.** Attract compliant private-label and full-package orders through audited factories, predictable lead times, responsible labour practices and traceable inputs.
- **Trade Enforcement.** Strengthen action against smuggling, under-invoicing, counterfeit textiles and abuse of transit arrangements while complying with Ghana's trade obligations.
- **Performance-Linked Investment Incentives.** Offer only legally approved, time-bound incentives tied to verified capital investment, jobs, local yarn and fabric purchases, training, export delivery and environmental compliance.

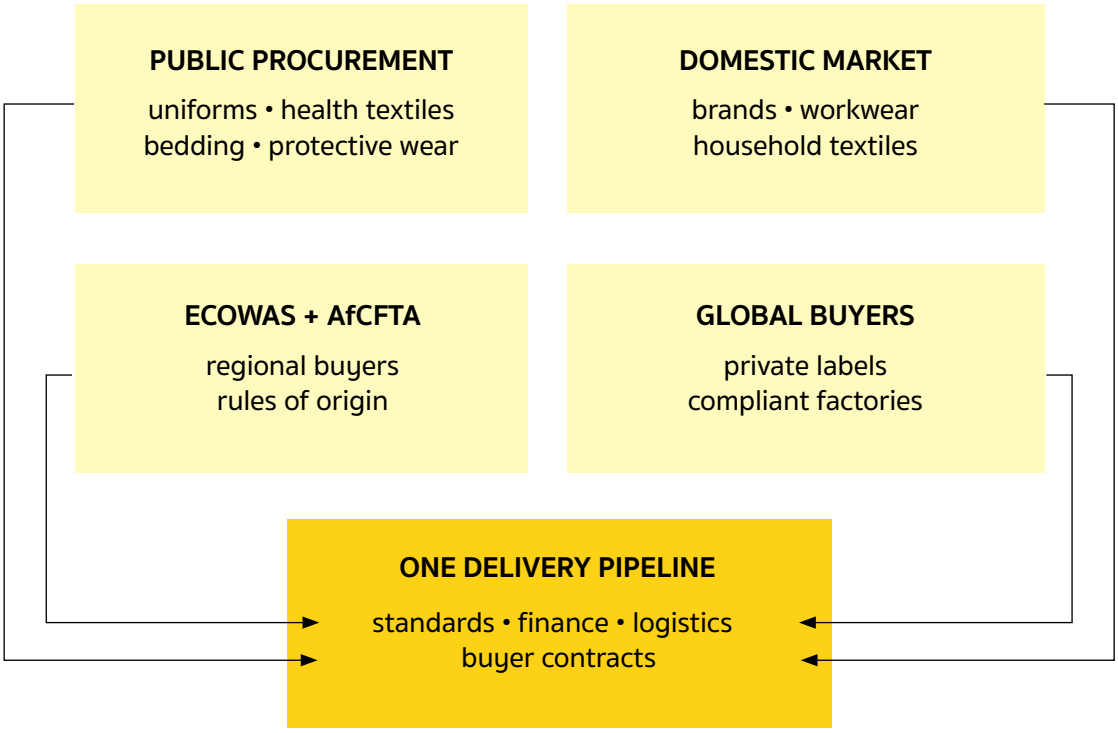


PUBLIC PROCUREMENT MUST CREATE CAPABILITY, NOT COMPLACENCY

Domestic preferences will be transparent, competitive and quality-based. Public buyers will not be required to accept late, substandard or overpriced products merely because they are locally produced.

Figure 28: Ghana's export concentration and the four demand channels for textiles and garments
DIVERSIFY GHANA'S EXPORTS WITH MANUFACTURED TEXTILES AND GARMENTS





PRIORITY FIVE

MAKE DECENT JOBS THE PRIMARY OUTPUT

The ultimate test of Pillar Six is whether it creates secure, productive and better-paid work. The World Bank reports that between 2012 and 2024, Ghana created about two own-account jobs for every wage job outside agriculture. This compact will create formal employment in factories, technical services, design, logistics and exports.

Figure 29: The employment architecture of the textile and garment compact

JOBS ARE THE PRIMARY OUTPUT — NOT A SIDE EFFECT

The compact will report jobs by occupation, gender, age, wage, contract type and duration.

INPUTS + SUPPLY

- supply managers
- machine operators
- quality inspectors
- supplier services

FACTORY + TECHNICAL

- textile technicians
- spinners / weavers
- dyeing specialists
- maintenance / QA

GARMENT + CREATIVE

- sewing operators
- pattern cutters
- industrial engineers
- design / merchandising

SERVICES + EXPORT

- logistics
- customs / compliance
- sales / finance
- digital commerce

DECENT-WORK ENABLERS

formal contracts • social security • safe shifts • childcare • transport • equal opportunity



Table 8: Approach, Focus and Finance

SKILLS, WOMEN AND YOUTH	FINANCE AND GREEN COMPETITIVENESS
Establish a Textile and Garment Skills Academy within the enclave, linked to TVET institutions and employers.	Mobilise long-tenor DFI financing, export credit, working capital facilities, guarantees, private equity and equipment leasing.
Deliver apprenticeships and short courses in machine operation, industrial engineering, maintenance, quality, dyeing, pattern cutting, merchandising and export compliance.	Link financing to buyer contracts, production milestones, payroll, skills delivery and environmental compliance.
Create school-to-work pathways, graduate internships and recognition of prior learning for experienced informal workers.	Require modern effluent treatment, safe chemicals, water reuse, energy efficiency, waste segregation and textile recycling.
Provide safe transport, childcare, anti-harassment systems, equal-opportunity recruitment and advancement pathways for women.	Use traceability and responsible production standards to protect market access and reduce environmental and reputational risk.
Publish employment outcomes by occupation, age, gender, wage, contract type and duration.	Set the numeric jobs target only after the 2027 investment plan validates production capacity, occupation structure and realistic private commitments.

THE JOBS TEST

Every major public investment, incentive and procurement contract under this pillar will disclose the expected and verified number of direct, indirect and induced jobs; the wages and skills attached to those jobs; and the share benefiting women, young people and host communities.

DELIVERY FRAMEWORK

IMPLEMENTATION, FINANCING AND ACCOUNTABILITY

Pillar Six will be implemented through a disciplined four-year sequence. Government will establish the enabling framework and catalytic infrastructure; private investors will build and operate commercially viable textile mills and garment facilities; and development finance partners will provide patient capital, guarantees and technical support.

Table 9: Principal Actions

YEAR	PHASE	PRINCIPAL ACTIONS
2027	DESIGN AND MOBILISE	Adopt the compact; establish a delivery unit; complete the textile and garment industry and industrial baseline; select and secure the enclave sites; prepare feasibility, master plan, safeguards and financing; register production clusters; issue anchor-investor and buyer solicitations; design skills and procurement frameworks.
2028	BUILD AND START	Begin enclave civil works, power, water and effluent systems; modernise textile mills; strengthen supplier networks; establish the Skills Academy; commission initial factory shells; award transparent public procurement frameworks.
2029	INTEGRATE AND SCALE	Commission spinning, weaving/knitting and garment modules; expand textile and garment industry supply and quality systems; introduce 24-hour shifts; increase local fabric use; secure regional and global buyer orders; scale export finance, logistics and supplier development.
2030	COMPETE AND EXPORT	Operate the integrated chain at commercial scale; deepen finishing, design and branding; expand AfCFTA exports; publish final local-value, jobs, wage and environmental results; complete an independent evaluation and adopt the post-2030 scale-up plan.

ANNUAL PUBLIC SCORECARD

Textile and garment output, quality, productivity and local value added.

Domestic sales, export orders, export value, buyers & product complexity

Formal jobs, real wages, women and youth participation, training and safety

Public procurement delivery and prompt payment

Private capital mobilisation, incentives granted and milestones achieved

Energy, water, effluent, waste, traceability and environmental compliance.

FINANCING ARCHITECTURE

- Public capital: land servicing, shared utilities, research, skills, trade facilitation and selected logistics.
- Private capital: textile mills, garment factories, accessories, logistics and working capital.
- Development finance: concessional lines, guarantees, sustainability-linked finance and technical assistance.
- Incentives: time-bound, published and released only against independently verified milestones.
- A costed implementation and investment prospectus will be published in 2027.



PILLAR SEVEN

PHARMACEUTICAL AND BIOMANUFACTURING INDUSTRY

A US$1 BILLION NATIONAL COMPACT FOR HEALTH SOVEREIGNTY, INDUSTRIALISATION AND EXPORT GROWTH



Ghana National Pharmaceutical and Biomanufacturing Policy

Acceleration Programme 2027-2030

PHASE ONE

The State will acquire, masterplan, service, develop and retain ownership of the Pharmaceutical and Biomanufacturing Hubs. Qualified Ghanaian and international manufacturers will enter through transparent leases and operating agreements, plug into ready GMP- compliant infrastructure, and concentrate their capital on technology, equipment, production and markets.

THE NATIONAL COMPACT

STATE-OWNED HUBS | PLUG-AND-PLAY MANUFACTURING | ESSENTIAL MEDICINES | APIS | BIOLOGICS | VACCINES | SKILLED JOBS | EXPORTS

Government will implement Pillar Seven as the four-year acceleration phase of the Ghana National Pharmaceutical and Biomanufacturing Policy 2027–2035. The land and strategic infrastructure will be acquired, developed and owned by the State through a wholly state-owned special-purpose vehicle. The Hubs will operate as a professionally managed plug-and-play industrial platform that reduces entry costs for private manufacturers, accelerates production, protects the health system from global supply shocks, creates skilled jobs and establishes Ghana as West Africa's leading pharmaceutical manufacturing and distribution centre.

PHARMA HUBS
STATE-ACQUIRED + STATE-OWNED SITES

9+ 13
PLUG-AND-PLAY CMES + FACTORY SHELLS

>200
PRIORITY ESSENTIAL+ MEDICINES

20,000
DIRECT + INDIRECT JOBS

80%
LOCAL MANUFACTURE BY 2035

≥30%
QUALITY-ASSURED OFF-TAKE

POLICY VISION

By 2035, Ghana will manufacture 80 per cent of its essential medicine needs locally and operate as a trusted West African centre for pharmaceuticals, vaccines, biologics and, progressively, active pharmaceutical ingredients (APIs) — delivering affordable quality-assured medicines, stronger health security, skilled jobs and competitive exports.

THE INTEGRATED POLICY TEST

ACCESS
SAFE MEDICINES + FEWER STOCKOUTS

JOBS
FORMAL, SKILLED + WELL-PAID

LOCAL VALUE
MANUFACTURING + SUPPLIERS

QUALITY
GMP + TRACEABILITY

EXPORTS
ECOWAS + AfCFTA

DISCIPLINE
BANKABLE + ACCOUNTABLE

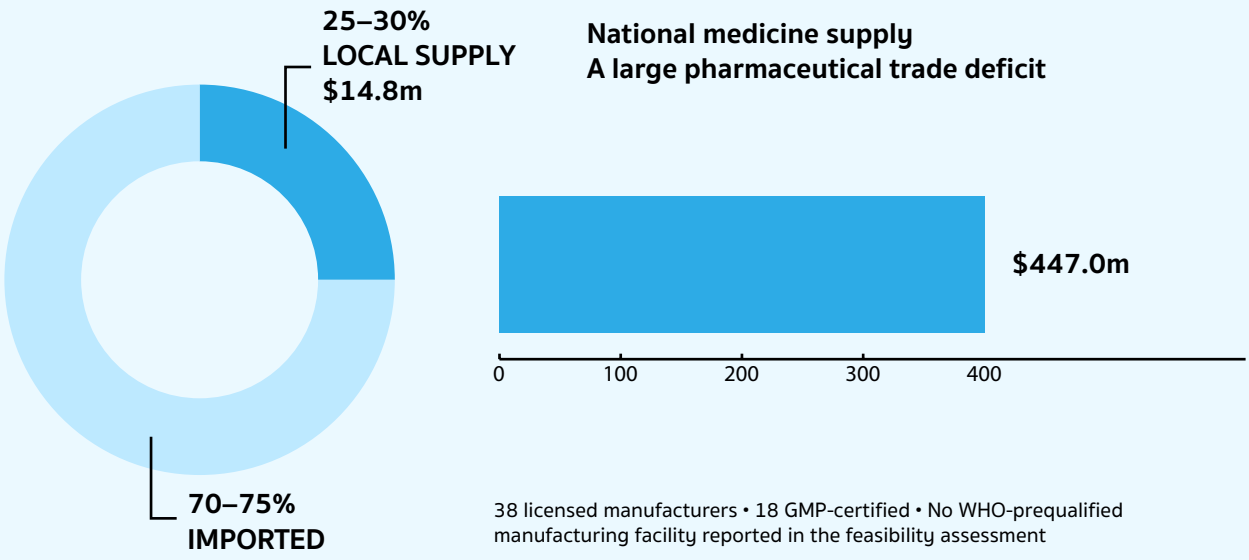
THE STRATEGIC DIAGNOSIS

GHANA CANNOT OUTSOURCE THE MEDICINES ON WHICH ITS PEOPLE DEPEND

Ghana's health security remains exposed by a pharmaceutical market in which local manufacturers supply only about 25–30 per cent of national demand and 70–75 per cent is imported. The feasibility report records pharmaceutical imports of approximately US$447 million in 2024 against exports of only US$14.8 million. It also identifies a scale and quality gap: 38 licensed manufacturers, 18 GMP-certified facilities and no WHO-pre-qualified manufacturing facility at the time of assessment.

Figure 30: Ghana's pharmaceutical dependence and 2024 trade gap

GHANA CANNOT OUTSOURCE HEALTH SOVEREIGNTY



Demand will rise further as NHIS coverage expands and Free Primary Healthcare and the Ghana Medical Trust Fund increase access to treatment. Without a deliberate local manufacturing strategy, this growth in health spending will deepen import dependence, foreign-exchange pressure and vulnerability to emergency procurement and global supply disruption.

THE GROWTH AND JOBS INFERENCE

The World Bank's March 2026 diagnostic shows that Ghana needs productive, export-oriented industries that convert rising skills and labour supply into formal jobs and better wages. Pharmaceutical manufacturing is a high-value response: it creates technical employment, deepens manufacturing capability, replaces imports and diversifies exports beyond commodities.

THE POLICY SHIFT

Public health demand will no longer be treated only as expenditure. It will also be used — transparently and competitively — to build national industrial capacity and medicine security.

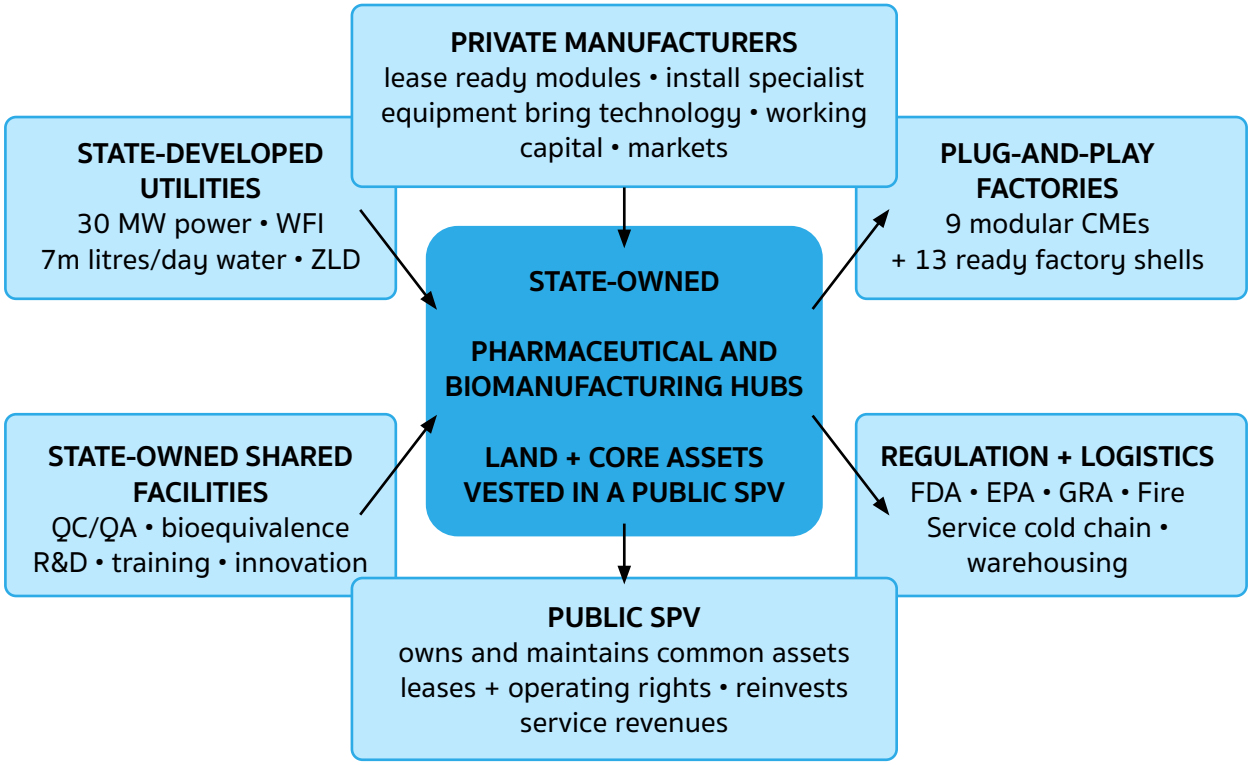
PRIORITY ONE

BUILD STATE-OWNED PHARMACEUTICAL AND BIOMANUFACTURING HUBS

The State will lawfully acquire lands, settle compensation and community interests, register the lands and vest them in a wholly state-owned special-purpose vehicle. The State will master plan, service, develop, own and maintain the Hubs' lands, factory shells, modular manufacturing facilities and common-user infrastructure. Qualified private manufacturers will lease ready facilities, plug into shared utilities and services, install product-specific equipment where required, and focus on production, technology, working capital and markets.

Figure 31: The integrated operating architecture of the State-Owned Pharmaceutical and Biomanufacturing Hubs

STATE BUILDS AND OWNS THE PLATFORM | PRIVATE INDUSTRY PLUGS IN AND PRODUCES



THE STATE-OWNED PLUG-AND-PLAY PLATFORM

- The land, nine modular WHO-GMP controlled manufacturing environments, up to 13 factory shells and all strategic common-user assets will be owned by the State through the Hub SPV.
- The State will provide the 30 MW power system, purified water and Water-for- Injection backbone, 7 million litres per day treatment capacity and zero-liquid-discharge environmental systems.
- The State-owned platform will include central QC/QA, microbiology and bioequivalence laboratories; R&D and training facilities; digital systems and business advisory services.

- Private manufacturers will enter through transparent long-term leases, licences, operating agreements or contract manufacturing arrangements; the strategic land and core assets will not be sold.
- Tenants will plug into warehousing, pooled-input storage, cold chain, logistics and on-site FDA, EPA, GRA and Fire Service support, while financing specialised equipment, technology, working capital and production.

IMPLEMENTATION READINESS

- Land entry arrangements, survey and environmental and social assessment have been completed, according to the feasibility report.
- Government will complete the legal acquisition, fair compensation, title registration, zoning and vesting of the site in the state-owned Hubs SPV before full construction.
- Road designs and costings have been prepared; power and industrial-water solutions have undergone technical assessment.
- FDA Ghana has committed to an on-site regulatory facility anchored on its WHO Maturity Level 3 status.





PRIORITY TWO

PRODUCE THE MEDICINES GHANA NEEDS FIRST — THEN DEEPEN INTO APIs, BIOLOGICS AND VACCINES

Pillar Seven will sequence industrial development around national disease burden, public procurement demand, import dependence, stockout risk, price stability and export potential. Phase 1 will establish reliable local production of high-volume and high-impact medicines. Phase 2 will progressively capture higher-value upstream and biomanufacturing activities once quality systems, workforce capabilities and market demand are proven.

PHASE 1: ESSENTIAL MEDICINES + EARLY EXPORTS

- Prioritise more than 200 essential formulations, including the highest-volume and highest-cost medicines under the NHIS.
- Produce Ghana Medical Trust Fund and oncology products, maternal, newborn and child health medicines, paediatric formulations and chronic-disease treatments.
- Close critical gaps in sterile injectables, antibiotics, antimalarials, cephalosporins, oral solids and liquids, suppositories, gels and ointments.
- Use modular contract manufacturing to serve Ghanaian firms, importers shifting offshore production home and selected international clients.

PHASE 2: INDUSTRIAL DEEPENING

- Develop active pharmaceutical ingredient and excipient production to reduce Africa's extreme upstream import dependence.
- Add biologics, complex sterile production, vaccine drug-substance formulation and advanced cold-chain capability.
- Use technology licensing, joint ventures and structured transfer of know-how to build Ghanaian technical ownership.
- Scale only when regulatory maturity, market commitments, workforce readiness, utilities and commercial viability are independently verified

Figure 32: Phased product sequencing

STATE BUILDS AND OWNS THE PLATFORM - PRIVATE INDUSTRY PLUGS IN AND PRODUCES

PHASE 1 - HEALTH SECURITY + EARLY EXPORTS

- NHIS / Ghana Medical Trust Fund medicines
- maternal, newborn and child health products
- sterile injectables and antibiotics
- oral solids, liquids, gels and ointments
- oncology and cephalosporins

→

PHASE 2 - VALUE-CHAIN DEEPENING

- active pharmaceutical ingredients
- excipients and raw-material processing
- biological products
- vaccine drug-substance formulation
- complex sterile and export-grade products

800 million–1.2 billion ORAL SOLID UNITS DESIGNED ANNUAL CAPACITY	**100m** INJECTABLE VIALS DESIGNED ANNUAL CAPACITY	**50m** VACCINE DOSES PLANNED ANNUAL CAPACITY

PRODUCT SELECTION TEST

• disease burden • import dependence • stockout risk • value for money • export demand

HEALTH FIRST. QUALITY ALWAYS. EXPORTS NEXT.
No product will receive preference solely because it is locally produced. Local production must meet required standards, demonstrate value for money, deliver on time and protect patients.



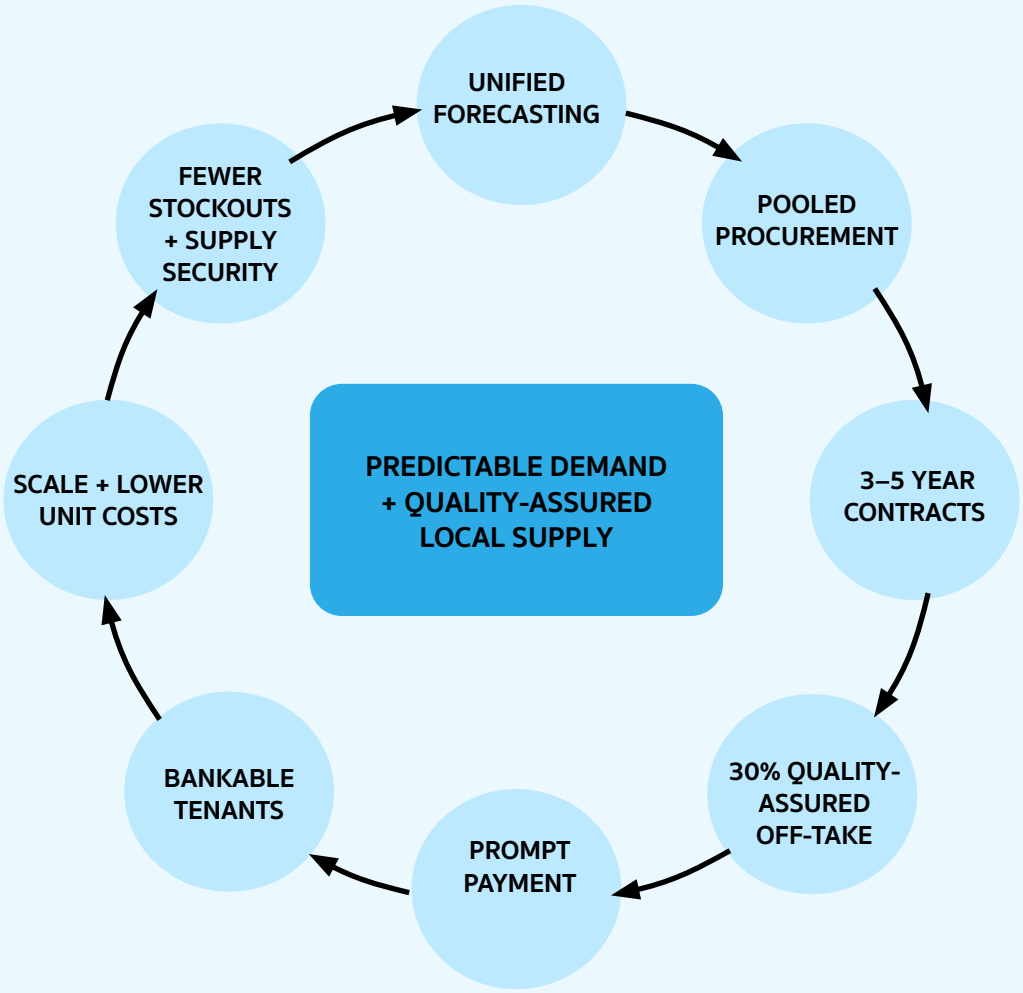
PRIORITY THREE

USE PUBLIC DEMAND TO MAKE QUALITY-ASSURED LOCAL MANUFACTURING BANKABLE

Supply-side investment will be matched by demand-side reform. Ghana's fragmented procurement system does not currently act as a unified national buyer and therefore weakens bargaining power, supply security and investor confidence. Pillar Seven will aggregate demand, move from annual spot purchasing to transparent multi-year contracts and create a predictable market for firms that meet price, quality and delivery requirements.

Figure 33: The proposed procurement-to-production flywheel

TURN PUBLIC MEDICINE DEMAND INTO INDUSTRIAL CAPACITY



UNIFIED NATIONAL PROCUREMENT

- Establish a Unified Procurement Authority for pharmaceuticals with a clear legal mandate, professional governance and digital audit trail.
- Aggregate forecasting and purchasing across the Ministry of Health, Ghana Health Service, NHIA, public facilities and participating institutional buyers.
- Replace fragmented annual tenders progressively with three-to-five-year framework contracts, competitive call-offs and aggregated volume commitments.
- Integrate procurement with GhiLMIS and other supply-chain systems for real-time visibility, stock monitoring, traceability and accountability.

BANKABILITY WITH PUBLIC-VALUE SAFEGUARDS

- Guarantee purchase of at least 30 per cent of the Hub's quality-assured output, subject to procurement law, competitive price, verified demand, delivery and quality.
- Require prompt payment and published payment-performance data so public arrears do not undermine manufacturers and medicine supply.
- Pool APIs, excipients and packaging materials to target 15–25 per cent input-cost reductions and improve quality consistency.
- Use framework contracts to reduce emergency procurement premiums, stockouts and foreign-exchange exposure—not to shield inefficient producers.

PRIORITY FOUR
A STATE-OWNED PLUG-AND-PLAY HUB

Government will lead the mobilisation of public, concessional, development-finance, grant and other appropriate capital through a wholly state-owned SPV, which will acquire and hold the land and own the Hubs' core industrial assets. Private manufacturers will not be required to purchase land or duplicate expensive common infrastructure; they will finance specialised fit-outs, process equipment, technology, working capital and operations. The model will combine public ownership with professional management, commercial discipline and protection against open-ended fiscal risk.

State-owned shared infrastructure

State-owned nine modular Controlled Manufacturing Environments (CMEs)

State-owned factory shells + administration

FINANCING ARCHITECTURE

- Government will acquire the land to develop state-owned roads, utilities, factory shells, modular CMEs, laboratories, warehousing, cold chain, environmental systems and administration.
- Private and DFI capital will support tenant-specific cleanrooms, specialised equipment, production lines, technology transfer, working capital and export development — not the purchase of state land or core assets.
- A government-backed private-equity vehicle will help Ghanaian pharmaceutical firms finance fit outs, meet GMP requirements, scale production and take long-term operating space in the Hub.

BANKABILITY + FISCAL DISCIPLINE

- The state-owned SPV will maintain a complete asset register, retain title to the land and core facilities, and grant only transparent leases, licences and operating rights to qualified tenants
- Use fixed-price and performance-based construction contracts, independent engineering review, value-for-money assessment and competitive selection of private operators and tenants.
- Ring-fence lease, utility, shared-service and contract-manufacturing revenues for maintenance, debt service, technology renewal and expansion of the public industrial asset.
- Publish SPV accounts, land and asset records, tenant agreements, procurement awards, public contributions, debt, guarantees, incentive costs and material fiscal risks.

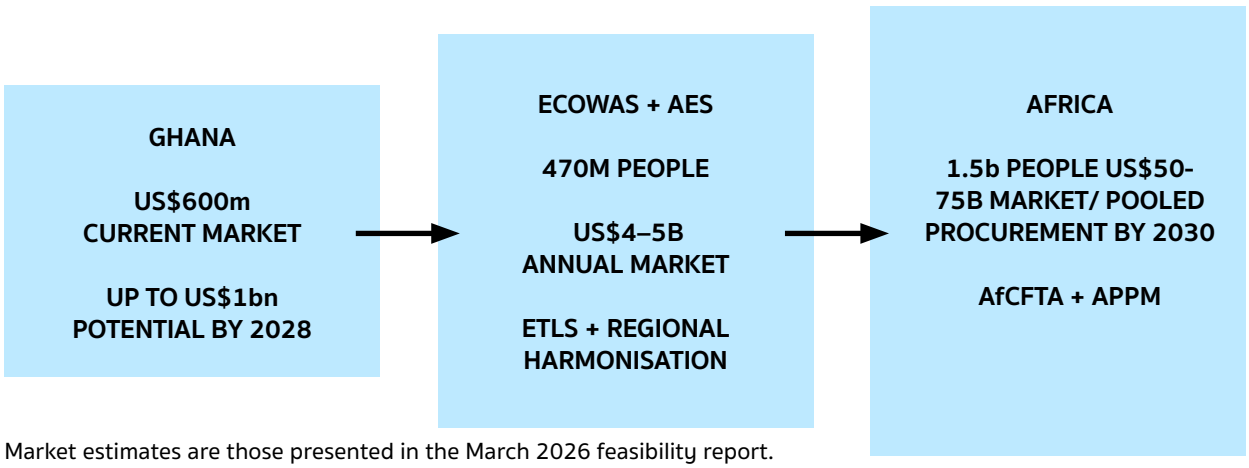
PRIORITY FIVE

MAKE GHANA WEST AFRICA'S PHARMACEUTICAL MANUFACTURING AND EXPORT HUB

Pillar Seven will begin with national medicine security but will be designed for scale from the outset. The domestic market provides a credible base; ECOWAS and the Alliance of Sahel States provide a 470-million-person regional market; and AfCFTA and the African Pooled Procurement Mechanism create a pathway into the wider African market. Ghana's location, regulatory capacity and role as host of the AfCFTA Secretariat strengthen this export proposition.

Figure 34: Market opportunity identified in the feasibility assessment

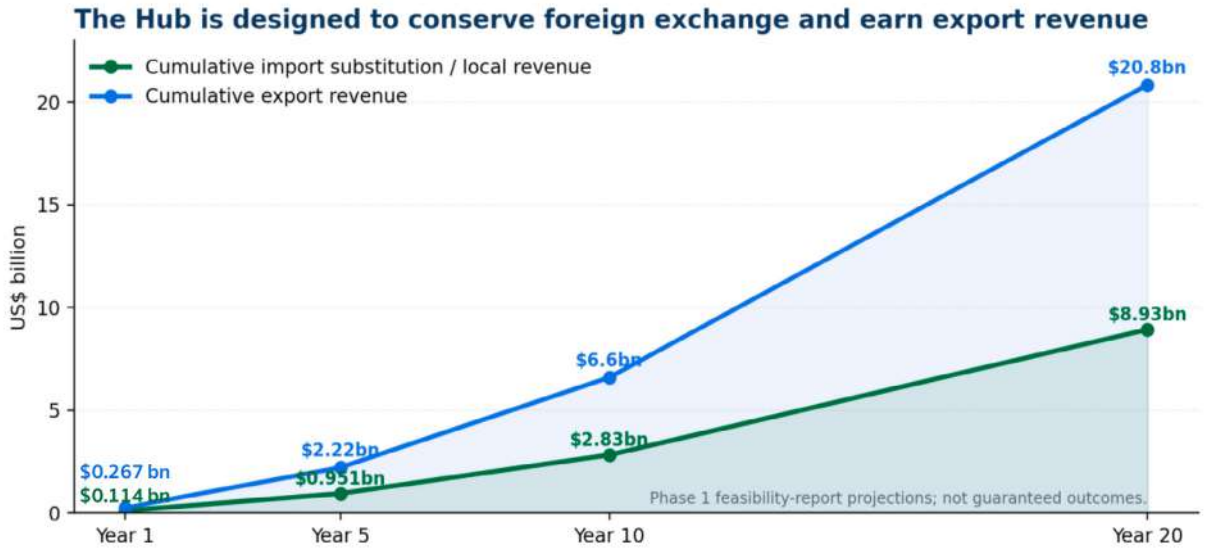
FROM DOMESTIC MEDICINE SECURITY TO WEST AFRICAN AND CONTINENTAL EXPORTS



Market estimates are those presented in the March 2026 feasibility report.

Figure 35: Cumulative import-substitution and export-revenue projections for Phase 1

PHASE 1 IMPORT SUBSTITUTION AND EXPORT REVENUE



EXPORT DEVELOPMENT

- Prioritise generics, sterile injectables, paediatric formulations, antibiotics, oncology products and contract manufacturing for regional buyers.
- Use ECOWAS Trade Liberalisation Scheme access, AfCFTA rules and regulatory harmonisation through WAHO and the African Medicines Agency pathway.
- Build regional warehouses, cold-chain, export certification, trade finance, market authorisation support and reliable delivery systems.

MACROECONOMIC OUTCOMES

- Conserve foreign exchange through import substitution and reduce exposure to medicine-price and supply shocks.
- Increase non-traditional exports and diversify Ghana's export basket beyond gold, crude oil and cocoa.
- Create approximately 20,000 direct and indirect jobs and, under the feasibility model, contribute about 1 per cent to annual GDP growth.



FROM IMPORT SUBSTITUTION TO EXPORT LEADERSHIP

Ghana will not stop at replacing imported medicines. It will build the quality, scale and delivery capability to supply West Africa and compete for continental pooled procurement.

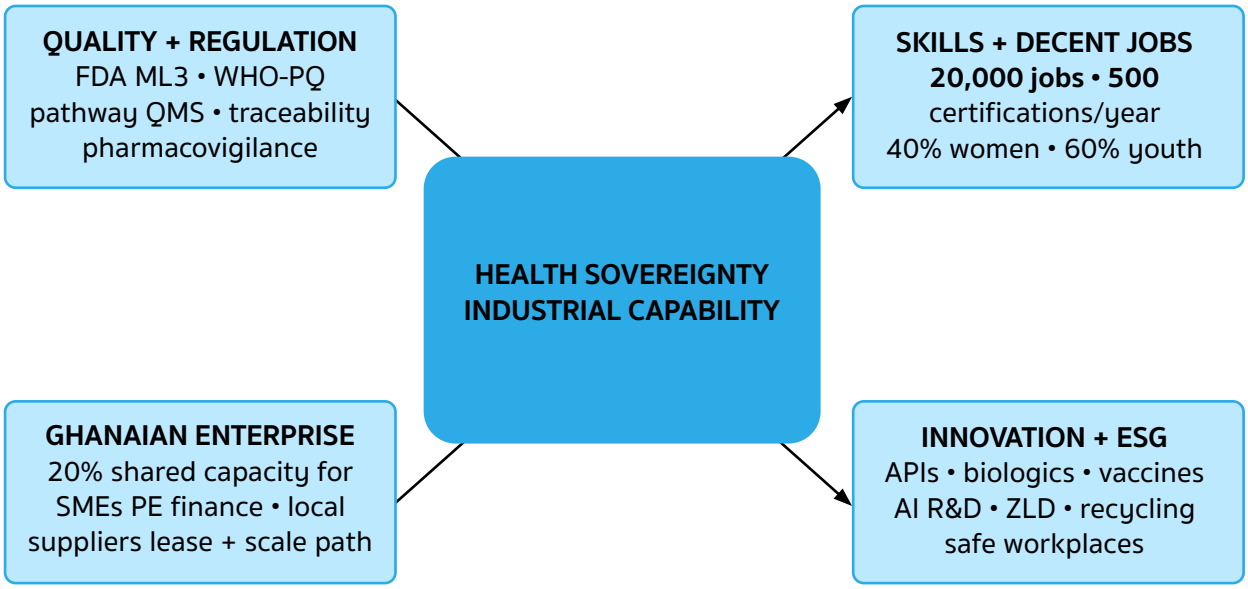
PRIORITY SIX

BUILD QUALITY, SKILLS, INNOVATION AND GHANAIAN INDUSTRIAL CAPABILITY

The World Bank's growth-and-jobs analysis warns that manufacturing can create employment without sufficiently raising productivity or real wages. Pillar Seven will therefore be judged not only by factory jobs but by technical capability, formal employment, better earnings, Ghanaian enterprise participation, technology transfer and international quality performance.

Figure 36: The quality, jobs, enterprise, innovation, sustainability and durable health sovereignty

QUALITY BEFORE PREFERENCE - SKILLS BEFORE SCALE - INNOVATION BEFORE DEPENDENCE



QUALITY + REGULATORY COMPETITIVENESS

- Convert FDA Ghana's WHO Maturity Level 3 status into an on-site regulatory centre for inspections, scientific advice, registration, pharmacovigilance and export-readiness support.
- Build stepwise pathways to WHO prequalification, PIC/S and ICH alignment, with EUGMP, MHRA or USFDA compliance where commercially justified.
- Use electronic quality-management systems, laboratory information systems, serialisation, traceability and post-market surveillance to protect patients and brands.
- Apply a strict quality-before-preference rule to public procurement and export support.

SKILLS + GHANAIAN ENTERPRISE + ESG

- Deliver at least 500 industry certifications each year in GMP, aseptic processing, validation, QA/QC, regulatory science, bioprocessing and industrial management.
- Reserve at least 20 per cent of shared capacity for eligible Ghanaian SMEs at accessible rates, with pathways to larger long-term operating modules, private ownership of equipment and brands, and regional expansion — while the land and core Hub assets remain state-owned.
- Target 40 per cent female and 60 per cent youth participation in jobs and training; provide safe shifts, childcare, professional progression and social protection.
- Develop R&D, bioequivalence, AI-supported discovery, clinical research and technology-transfer partnerships with Ghanaian and international institutions.
- Enforce zero-liquid-discharge, water and solvent recovery, hazardous-waste controls, occupational safety and annual ESG audits.

IMPLEMENTATION, GOVERNANCE AND ACCOUNTABILITY

The four-year Pillar Seven acceleration programme will move the policy from feasibility to operating production while preserving the long-term 2035 horizon. The Presidential Coordinating Office for Pharmaceutical Development will provide high-level leadership. A wholly state-owned, professionally managed SPV will acquire and hold the land, develop and own the Hub's core assets, execute construction, maintain the platform and grant transparent operating rights to private manufacturers. Relevant ministries, agencies, industry associations, investors, universities, development-finance institutions and host communities will share defined responsibilities.

GOVERNANCE + DELIVERY INTEGRITY

- The SPV will be wholly state-owned and will hold registered title to the land and ownership of the Hub's factory shells, modular CMEs and strategic common-user infrastructure.
- An independent professional board with private-sector, industry, regulatory and public-interest expertise will protect commercial efficiency while preserving public ownership and accountability.
- Land and core assets will not be sold to tenants; access will be through transparent leases, licences, management agreements and contract-manufacturing arrangements with enforceable performance conditions.
- Ring-fenced accounts, annual audits, a public asset register and published procurement, tenant agreements, related-party transactions.

ANNUAL PUBLIC PILLAR SCORECARD

- Land acquisition completion; registered state title; state-owned assets delivered; factory shells commissioned; occupancy and tenant-onboarding rates.
- Local share of medicine demand; priority products; prices; stockouts; import value; FX savings; exports and market authorisations.
- Capacity utilisation; lease and service revenues; procurement volumes; payment days; off-take performance; input-cost savings and delivery reliability.
- GMP, WHO-prequalification, jobs, wages, women, youth, SMEs, training, technology transfer, local suppliers, private capital and environmental performance.

Table 10: Principal Actions

PERIOD	PHASE	PRINCIPAL ACTIONS
2027	ACQUIRE + FINANCE	Approve the Pillar and legal framework; complete lawful acquisition, compensation, title registration and vesting of the 625-acre site in a wholly state-owned SPV; establish the Unified Procurement Authority pathway; conclude anchor and technology partnerships; and complete permits and detailed GMP designs.
2028	BUILD + INSTALL	The state-owned SPV will develop and retain ownership of roads, power, water, drainage, environmental systems, warehouses, laboratories, training and regulatory facilities, priority CMEs and factory shells; transparently select and onboard private tenants and operators; establish the private-equity vehicle; recruit and train the first operational workforce.
2029	PLUG IN + PRODUCE	Complete installation, operational and performance qualification; execute long-term leases and operating agreements; private manufacturers install specialised production lines and commence commercial and contract manufacturing; operationalise multi-year procurement, the 30 per cent off-take framework, prompt payment, pooled inputs, digital traceability and initial ECOWAS exports.
2030	SCALE + EXPORT	Raise capacity utilisation and local supply; reduce priority stockouts; secure WHO-prequalification pathways and selected regional authorisations; expand exports and local supplier linkages; complete a public mid-term evaluation; approve bankable Phase 2 API, biologics and vaccine investments.
2031–35	DEEPEN + LEAD	Progressively expand APIs, excipients, biologics, vaccines and complex formulations; establish regional distribution; increase local medicine production to 80 per cent; strengthen Ghana's position in ECOWAS, AfCFTA and African pooled procurement.



A STATE-OWNED PLATFORM FOR PRIVATE INDUSTRIAL PRODUCTION

The State will acquire and own the land, factories and common infrastructure; private manufacturers will plug in, produce and compete. Pillar Seven will turn public industrial assets and public medicine demand into reliable care, Ghanaian enterprise, skilled jobs and exports for Africa.



PILLAR EIGHT

TECHNOLOGY ECONOMY

CONNECT EVERY REGION.
BUILD GHANAIAN AI CAPABILITY.
RAISE PRODUCTIVITY.
CREATE DIGITAL OPPORTUNITY.

- **US$300 MILLION FOR UNIVERSAL 4G,**
- **NATIONAL AI CAPABILITY AND DIGITAL JOBS**

BUILD A PRODUCTIVE, INCLUSIVE AND TRUSTED TECHNOLOGY ECONOMY

Government will invest US$300 million during 2027–2030 to establish a National AI Centre and modernise rural telephony by upgrading 2G networks to reliable 4G. The compact will combine connectivity, computing infrastructure, trusted data, skills, enterprise adoption and cyber resilience so that digital technology raises productivity across the whole economy rather than remaining a narrow urban service.



US$300M

A CATALYTIC PUBLIC INVESTMENT COMPACT TO CROWD IN PRIVATE CAPITAL, LOWER DIGITAL COSTS

AI

NATIONAL AI CENTRE SHARED COMPUTE + APPLIED R&D

2G to 4G

RURAL NETWORK UPGRADE COVERAGE + QUALITY + AFFORDABILITY

JOBS

DIGITAL SKILLS, ENTERPRISE PRODUCTIVITY + INNOVATION

WHY THIS MATTERS FOR ECONOMIC DEVELOPMENT

- Reliable 4G connects rural producers and households to market prices, digital payments, e-commerce, public services, health, education and climate information.
- Shared national AI capacity lowers the cost of compute, data tools and specialised expertise for Ghanaian firms, researchers, startups and public institutions.
- Digital adoption raises output per worker, improves logistics and quality control, reduces transaction costs and makes Ghanaian enterprises more competitive.
- A nationwide digital backbone allows every other pillar – agriculture, energy, minerals, tourism, textiles and pharmaceuticals – to operate with better data, traceability and innovation.



POLICY VISION:

BY 2030, LOCATION SHOULD NO LONGER DETERMINE WHETHER A GHANAIAN CAN ACCESS MODERN DIGITAL SERVICES, BUILD A TECHNOLOGY-ENABLED BUSINESS OR BENEFIT FROM ARTIFICIAL INTELLIGENCE.

DIGITAL INFRASTRUCTURE IS ECONOMIC INFRASTRUCTURE

CONNECTIVITY + CAPABILITY + ADOPTION -----> PRODUCTIVITY + JOBS

THE CONNECTIVITY GAP

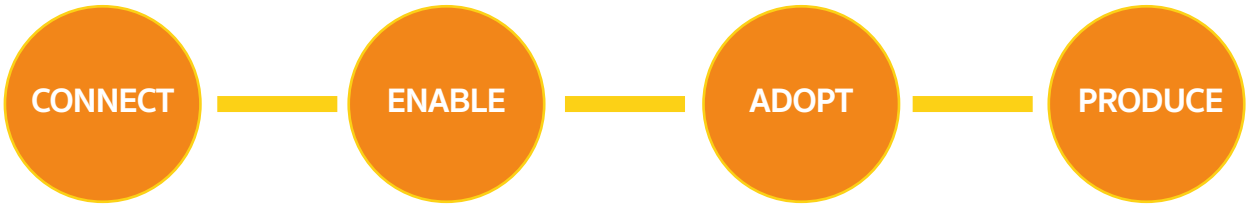
Rural 2G can support basic voice and messaging but cannot reliably carry modern digital services. Upgrading to 4G enables richer applications, faster transactions and new business models.

THE CAPABILITY GAP

Many firms and institutions cannot afford advanced computing infrastructure, trusted data environments or specialised AI talent. Shared national capacity reduces the entry cost.

THE ADOPTION GAP

Infrastructure creates value only when enterprises, workers and public services can use it. Skills, standards, finance and procurement must turn access into productive use.



•

THE SIX-POLICY TECHNOLOGY ECONOMY ARCHITECTURE

ONE DELIVERY BACKBONE - DISTINCT INVESTMENT AND REGULATORY TASKS

1

RURAL 4G UPGRADE

Convert 2G-only rural sites to reliable 4G using shared infrastructure, resilient power, backhaul and enforceable service standards.

2

NATIONAL AI CENTRE

Provide shared compute, secure data environments, applied research, model testing, skills and innovation support for firms, universities and public institutions

3

FIBRE, CLOUD + RESILIENCE

Strengthen national and regional backhaul, public digital infrastructure, data exchange, cloud resilience and disaster recovery.

4

DIGITAL SKILLS + JOBS

Build practical capability in software, data, AI, cybersecurity, network operations and technology-enabled business processes.

5

ENTERPRISE ADOPTION

Help SMEs and productive sectors adopt digital payments, e-commerce, automation, quality systems and AI tools tied to measurable productivity gains.

6

TRUST, SAFETY + RIGHTS

Embed cybersecurity, privacy, responsible AI, open standards, accessibility, procurement integrity and transparent public reporting.

THE DELIVERY RULE: PUBLIC MONEY FUNDS SHARED CAPABILITY, UNIVERSAL ACCESS AND TRUSTED INFRASTRUCTURE. PRIVATE CAPITAL AND COMPETITION SHOULD DRIVE COMMERCIAL SERVICES, APPLICATIONS AND SCALE.

COSTING AND INVESTMENT PRINCIPLES

- Every investment will have a verified baseline, business case, delivery owner, open procurement route and measurable public-value test.
- Infrastructure sharing, performance-based subsidies and competitive private investment will be used to stretch the US$300 million envelope.
- No project will duplicate fibre, cloud, data or connectivity assets already financed elsewhere under the New Economy Programme.

A. ESTABLISH A NATIONAL ARTIFICIAL INTELLIGENCE CENTRE

SHARED CAPABILITY FOR GHANAIAN RESEARCH, ENTERPRISE AND PUBLIC VALUE

The National AI Centre will be a shared national platform, not a closed government laboratory. It will lower the cost of advanced compute and specialist capability, help Ghanaian institutions develop locally relevant solutions, and create a trusted environment for testing and deploying AI in productive sectors and public services.

COMPUTE

Secure high-performance compute, cloud access and model-development tools.

DATA

Governed data environments, standards, anonymisation and sector data partnerships.

APPLIED LABS

Agriculture, energy, health, mining, logistics, language and public-service use cases.

SKILLS

Fellowships, professional training, researcher access and industry placements.

INNOVATION

Startup sandboxes, challenge funds, procurement pathways and commercialisation support.

TRUST

Responsible-AI testing, cybersecurity, privacy, transparency and human oversight.

THE ECONOMIC DEVELOPMENT CASE

- Lower entry costs allow Ghanaian startups, SMEs, researchers and public institutions to use tools that would otherwise be unaffordable.
- Locally relevant models and datasets improve agriculture, health, education, logistics, language access and public administration.
- A domestic talent and research pipeline supports higher-value jobs, technology transfer, intellectual property and exportable digital services.

PUBLIC INTEREST TEST:

AI DEPLOYMENT MUST PROTECT RIGHTS, KEEP HUMANS ACCOUNTABLE FOR HIGH-IMPACT DECISIONS AND PUBLISH MEASURABLE ECONOMIC AND SERVICE OUTCOMES.

B. UPGRADE RURAL TELEPHONY FROM 2G TO RELIABLE 4G

CLOSE THE LOCATION GAP IN MARKETS, SERVICES AND OPPORTUNITY

Rural connectivity is productive infrastructure. A 4G upgrade changes what a network can carry: from basic voice and messaging to digital finance, e-commerce, remote learning, telehealth, agronomic advice, government services, logistics and enterprise applications. The programme will prioritise communities and productive corridors where 2G-only service constrains participation in the modern economy.

1 **MAP**

Identify 2G-only and weak-service communities using transparent coverage and quality data.

2 **UPGRADE**

Modernise radio equipment, backhaul, power and shared towers for reliable 4G service.

3 **AFFORD**

Use competition, infrastructure sharing, targeted support and device-access measures to reduce cost.

4 **USE**

Connect people and enterprises to payments, markets, skills, health, education and public services.

SECTOR BENEFITS OF RURAL 4G

FARMS + MARKETS

Prices, extension, payments, traceability and buyer access.

HEALTH + EDUCATION

Telehealth, learning content, referrals and professional support.

SMEs + JOBS

E-commerce, digital bookkeeping, remote work and service businesses.

GOVERNMENT

Accessible digital services, civil registration and emergency communication.

SERVICE QUALITY AND INCLUSION TEST

Success will be measured by verified coverage, uptime, speed, latency, affordability and actual use – not tower counts alone. Reporting will be disaggregated by region, gender, age, disability and income, where lawful and practicable.

GOVERNANCE, DELIVERY AND THE PUBLIC SCORECARD

MEASURE COVERAGE, CAPABILITY, ADOPTION, PRODUCTIVITY AND TRUST

DELIVERY GOVERNANCE

- A dedicated Pillar Eight delivery unit will be led by the Ministry of Communication, Digital Technology and Innovation and supported by the Ministry of Finance, regulators, universal-access institutions, data-protection and cybersecurity bodies, academia, industry and local government.
- Open, competitive procurement will be used for networks, compute, platforms and services; public support will be milestone-driven and independently verified.
- Private operators will invest, operate and innovate under transparent coverage, quality, interoperability, competition and consumer-protection rules.
- A 2028 mid-term review and 2030 independent evaluation will test value for money and the post-2030 scale-up path.

ANNUAL PUBLIC TECHNOLOGY ECONOMY SCORECARD

4G
rural population and communities covered

QUALITY
uptime, speed, latency and resilience

AFFORDABILITY
data, device and service cost

AI CAPACITY
compute use, projects and research access

ADOPTION
SMEs, sectors and public services using tools

JOBS + SKILLS
certifications, employment and enterprises

TRUST
cyber incidents, privacy & responsible-AI compliance

PUBLIC VALUE
private capital, productivity and cost savings

ONE TECHNOLOGY BACKBONE FOR THE SIX PRODUCTIVE PILLARS

AGRICULTURE
registries, extension, markets

ENERGY
grid monitoring, maintenance

MINERALS
traceability, safety, logistics

TOURISM
content, bookings, visitor services

TEXTILES
production planning, exports

PHARMA
supply chains, AI-supported R&D

THE TECHNOLOGY ECONOMY STANDARD
CONNECTIVITY MUST BE RELIABLE. AI MUST CREATE PUBLIC AND PRODUCTIVE VALUE. DATA MUST BE TRUSTED. INVESTMENT MUST CROWD IN INNOVATION. DIGITAL TRANSFORMATION MUST EXPAND OPPORTUNITY IN EVERY REGION.



CONCLUSION

FROM STABILITY TO PRODUCTION, JOBS AND PROSPERITY

STABILITY IS THE FOUNDATION. JOBS AND PROSPERITY ARE THE PURPOSE.

From Stability to Production, Jobs and Prosperity. Stability is the foundation. Jobs and prosperity are the purpose.

A Decisive National Transition

The New Economy, New Ghana: Jobs and Prosperity Programme marks a deliberate break with Ghana's recurring boom-and-bust development cycle. For too long, periods of growth and optimism have been followed by fiscal slippages, excessive borrowing, debt distress, exchange rate depreciation, high inflation and painful adjustments.

The lesson from this history is unambiguous: Ghana cannot build lasting prosperity on temporary stability, commodity windfalls or debt-financed consumption. The reforms undertaken since 2025 have rebuilt an important foundation. Inflation has fallen sharply, fiscal and debt indicators have improved, external buffers have strengthened and confidence has returned.

These gains must be protected. But stability is not an end in itself. It becomes meaningful only when it lowers the cost of living, reduces the cost of capital, unlocks private investment, expands productive capacity and creates decent, sustainable jobs. The New Economy Programme therefore moves Ghana from crisis management to structural transformation. It combines disciplined macroeconomic management with strategic public investment, private-sector-led production, value addition, export diversification and a national commitment to measure economic progress by the quality of work and opportunity available to Ghanaians.

One Programme, Eight Integrated Pillars

The Programme is built on eight pillars – not eight isolated sector plans, but one mutually reinforcing production system. Affordable finance is embedded in Pillar One as the channel through which macroeconomic stability and policy credibility reach productive enterprises and households; it is not a separate pillar.

No.	Pillar	Strategic Role
1	Macroeconomic Stability and Affordable Finance	Affordable finance is embedded in Pillar One as the channel through which macroeconomic stability and policy credibility reach productive enterprises and households.
2	Commercial Agriculture, Agri-Industry and Agribusiness	Deploy the US$3 billion compact across eight integrated industries, including cocoa value addition; strengthen food security, processing, exports and rural jobs.
3	Energy Infrastructure	Mobilise about US$2.2 billion for state-owned thermal and solar-storage capacity, transmission modernisation, distribution reform, gas infrastructure and nuclear readiness.
4	Critical Minerals Value Addition	Invest US$1.5 billion to process manganese, bauxite, lithium and ASM gold locally; enforce the end-2030 mineral export restrictions; and develop Phase 1 of the Western Corridor railway line from Takoradi through Nsuta-Awaso to Nyinahin; and the Western Minerals Processing Enclave.
5	Tourism, Culture and Creative Arts	Turn heritage, diaspora connection, conferences, creative industries and medical tourism into year-round jobs, enterprise and foreign exchange through a US$1 billion investment.
6	Textiles and Garments	Invest US$1 billion to build a complete textile and garment value chain through manufacturing, design and exports, creating formal jobs at scale.
7	Pharmaceutical and Biomanufacturing Industry	Develop the state-owned plug-and-play platform for private production, medicine security, technology transfer, skills and regional exports by investing US$1 billion.
8	Technology Economy	Invest US$300 million in a National AI Centre, rural 2G-to-4G upgrades, digital skills, enterprise adoption and trusted infrastructure to raise productivity and widen access to services and markets.

How the Eight Pillars Work as One Economy

Pillar One provides stability, credibility and affordable finance.

Pillar Two expands food production and supplies raw materials to agro-industry.

Pillar Three supplies reliable state-owned power and the grid required for 24-Hour production.

Pillar Four uses that power and the Western Corridor to process Ghana's minerals before export.

Pillar Five broadens foreign exchange through heritage, conference, creative and medical tourism.

Pillar Six takes Ghanaian textiles and garments to the global fashion market.

Pillar Seven uses a state-developed pharmaceutical platform and predictable public demand to attract private production.

Pillar Eight connects every region to the technology economy, builds national AI capability and equips firms and public services to use data and technology productively.

Together, the pillars shift Ghana from consumption to production; from raw exports to value-added exports; from analogue exclusion to digital participation; and from informal work to more productive and formal employment.

A Disciplined Investment Compact

The New Economy Programme will mobilise and spend US$10 billion over 2027–2030. This is nota licence for indiscriminate spending. It is a disciplined reallocation of fiscal space towards bankable infrastructure and productive sectors with the strongest capacity to crowd in private capital, create jobs, reduce imports and generate exports.

Government's role is to preserve stability; provide strategic infrastructure; facilitate land, regulation and project preparation; mobilise concessional finance; own or retain strategic platforms where national interest requires it; and create transparent, predictable conditions for investment.

The private sector's role is to invest, operate, innovate, transfer technology, build markets, export and create sustainable employment.

Development partners will be engaged principally for concessional finance, risk-sharing, technical support and long-tenor infrastructure funding.

Public-private partnerships will be used only where they provide demonstrable value for money and allocate risks to the parties best able to manage them.

What Success Must Mean by 2030

By the end of the Programme period, Ghana should be demonstrably more stable, productive, industrial, self-reliant and opportunity-rich. The national test will include:

- Sustained fiscal and debt discipline, single-digit inflation, a stable cedi and credible progress towards investment-grade sovereign status;
- Annual real GDP growth moving towards approximately 8 per cent, driven increasingly by investment, productivity, exports and value addition rather than temporary commodity windfalls;
- Unemployment reduced below 8 per cent, with more formal jobs, higher real wages, stronger labour-force participation and clear opportunities for women and young people;
- Affordable long-term capital reaching productive Ghanaian enterprises, especially firms operating within the value chains;
- Greater food self-sufficiency, lower structural food inflation and stronger agricultural incomes supported by irrigation, mechanisation, storage, processing and reliable markets;
- Reliable industrial power, expanded state-owned generation, stronger transmission and

reduced dependence on costly emergency and take-or-pay power arrangements;

- A measurable shift from raw mineral exports to domestic refining, processing and manufacturing;
- A stronger non-traditional export base spanning agro-industry, processed minerals, textiles, pharmaceuticals, tourism, digital services and other modern services; and
- More balanced regional development, with productive investments and quality jobs distributed beyond Accra to farming zones, industrial corridors, heritage destinations and emerging commercial centres.

Delivery, Accountability and Policy Continuity

The credibility of the Programme will rest on execution. Every major intervention must have a clearly identified implementing institution, a costed delivery plan, a financing structure, a timetable, measurable outputs and a transparent account of fiscal risks. No project should enter the budget or receive a sovereign commitment without rigorous appraisal, value-for-money assessment, environmental and social safeguards and a credible jobs and local-content plan.

A Cabinet-level Jobs and Prosperity Committee, supported by technical delivery units, will coordinate the eight pillars and resolve cross-government bottlenecks. An annual Jobs and Prosperity Scorecard will report publicly on investment mobilised, projects delivered, businesses supported, jobs created, wages, productivity, exports, import substitution, regional distribution, women and youth participation, and fiscal exposure.

The 2028 mid-term review will permit reprioritisation; the 2030 independent evaluation will determine what worked, what did not and what must continue. The non-financing Policy Coordination Instrument will help anchor policy discipline and continuity through the implementation period, but ownership must remain Ghanaian.

Fiscal rules, the Fiscal Council, transparent procurement, effective commitment controls, stronger public-investment management, professional governance of state-owned enterprises and full disclosure of guarantees, tax incentives and contingent liabilities must ensure that transformation does not recreate the vulnerabilities it is intended to overcome.

The Conditions for Success

1. Fiscal discipline must remain non-negotiable. The shift to a 0.5 per cent primary surplus must create space for productive investment without weakening debt sustainability or opening the door to unbudgeted expenditure.
2. Implementation must be coordinated and professional. The eight pillars must operate as one programme, with clear responsibilities, empowered delivery teams and rapid resolution of land, finance, power, infrastructure and regulatory constraints.
3. The private sector must remain the principal engine of production and employment. Government support must crowd in – not displace – credible Ghanaian and international investors.
4. Data must drive decisions. High-frequency information on jobs, wages, prices, investment, production, exports and project delivery must shape resource allocation and corrective action.
5. Growth must be inclusive and sustainable. Women, young people, smallholders, SMEs, host communities and lagging regions must participate meaningfully, while environmental protection, climate resilience, labour standards and community rights are enforced.

The Jobs and Prosperity Standard

Growth must create jobs.
Stability must improve lives.
Public investment must crowd in productive private capital.
Policy must deliver measurable results.

These are not slogans. They are the performance criteria against which the New Economy will be judged. Every cedi raised, borrowed or spent belongs to the people and must be answered for.

Every major policy must therefore demonstrate how it expands production, raises productivity, creates decent work, strengthens resilience and improves living standards.

Ghana now has a narrow but consequential window to convert restored stability into lasting transformation.

The country has the resources, the people, the democratic legitimacy, the regional market and the strategic location.

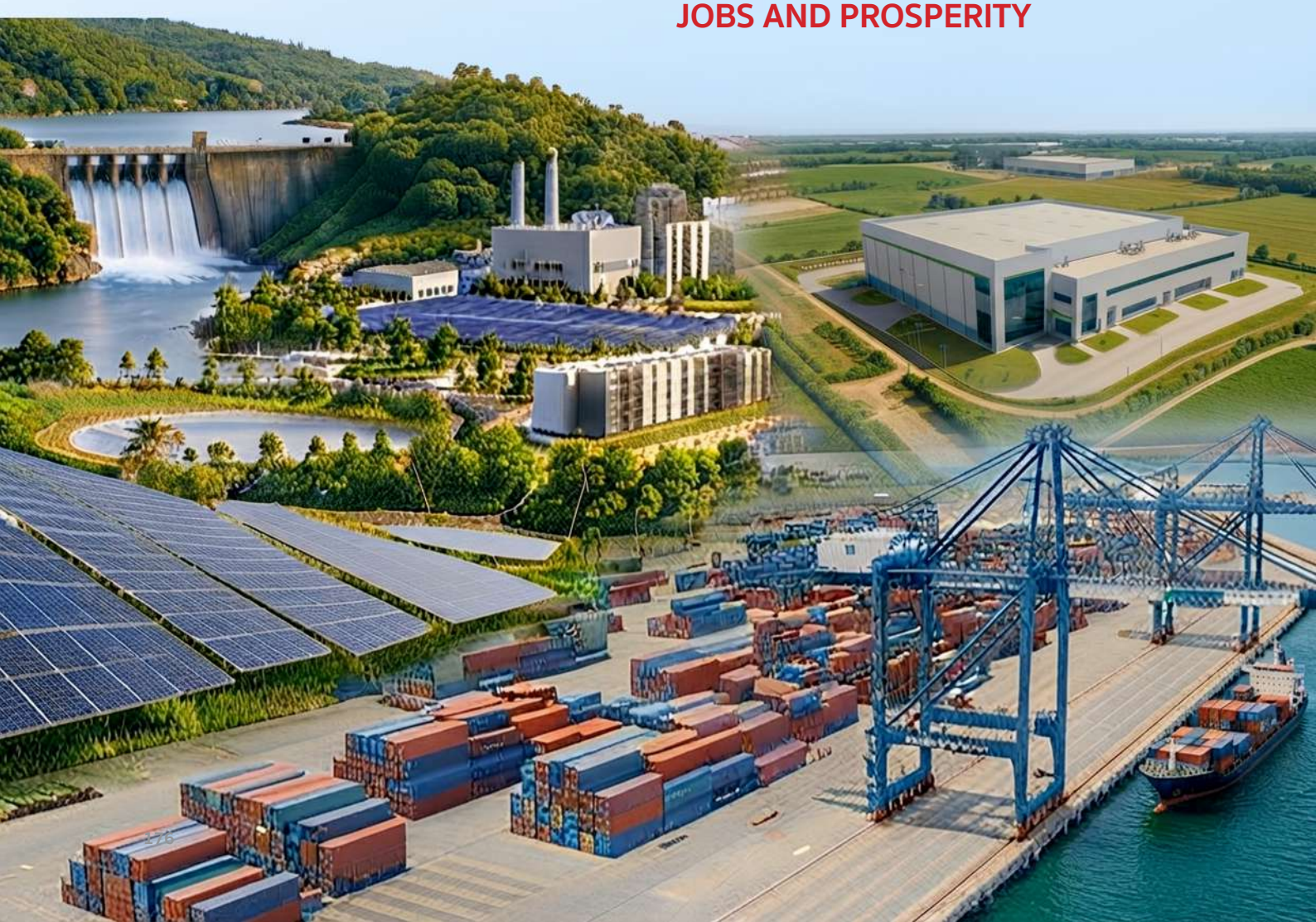
What is required is disciplined ambition, policy continuity and relentless execution.

A New Economy will not be declared into existence. It will be built—farm by farm, factory by factory, megawatt by megawatt, railway by railway, hotel by hotel, laboratory by laboratory and job by job.

If Ghana executes these eight pillars with discipline and purpose, 2030 will mark more than the end of a programme. It will mark the beginning of a more productive, self-confident and prosperous national economy in which growth is sustained, opportunity is broader and prosperity is shared.

The New Economy will create a Ghanaian dream that will ensure that every Ghanaian, regardless of background, has the opportunity to achieve their full potential through hard work and perseverance.

NEW ECONOMY >
NEW GHANA >
JOBS AND PROSPERITY



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