Ministry of Trade, Agribusiness and Industry (MoTAI)

NATIONAL AGRIBUSINESS POLICY

Final Draft

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Accra, Ghana

POLICY APPROVAL

This National Agribusiness Policy (NAP) has been prepared by the Ministry of Trade, Agribusiness and Industry (MoTAI) in consultation with key Ministries, Departments and Agencies (MDAs), private-sector associations, development partners, and academic and research institutions through various national and regional stakeholder fora.

The Policy provides a ten-year national framework to transform Ghana's agribusiness ecosystem into a competitive, inclusive, and climate-resilient engine of growth, industrialisation, food security, and job creation. It should be read alongside existing national policies, including the National Agriculture Policy (2010), Ghana CARES, the Feed Industry Programme, the 24-Hour Economy Framework, Export24, and Ghana's Industrial Transformation Programme.

Signed:
Hon. Minister for Trade, Agribusiness and Industry

FOREWORD

Agribusiness constitutes a core pillar of Ghana's medium-term development agenda and remains one of the most effective levers for inclusive growth, industrialisation, and long-term national prosperity. The sector engages approximately 30–35 percent of the national labour force, sustains over 70 percent of rural households, and contributes about 20–22 percent of GDP, with its impact significantly amplified through downstream processing, logistics, services, and trade (GSS, 2023; World Bank, 2023). Agribusiness is therefore central to employment creation, poverty reduction, food security, and the structural transformation of the economy.

Despite its strategic importance, Ghana's agribusiness system continues to face persistent structural constraints that limit productivity, value addition, and competitiveness. These include a growing food import bill—driven in part by over US$1.2 billion annually in processed food imports, and systemic inefficiencies such as post-harvest losses estimated at USD 1.9–2.0 billion each year, which undermine farmer incomes, weaken raw material supply to industry, and exert upward pressure on food prices (World Bank, 2023; Graphic Communications Group, 2024; WFP 2024). Addressing these constraints is essential to strengthening domestic value chains, improving agro-industrial capacity utilisation, and enhancing Ghana's competitiveness in regional and global markets. Agribusiness also offers a practical pathway for responding to Ghana's demographic and external sector challenges. With youth unemployment estimated at **13–15 percent** and underemployment remaining widespread, particularly in rural areas, the sector presents scalable opportunities for productive employment in agro-processing, logistics, mechanisation services, and digital agribusiness platforms (GSS, 2023; World Bank, 2022). At the same time, agricultural exports, particularly cocoa and other high-value commodities, remain critical sources of foreign exchange, with evidence showing that processed products generate substantially higher economic returns than raw exports.

The National Agribusiness Policy (NAP) provides a coherent and results-oriented framework to address these challenges in line with the Medium-Term National Development Policy Framework. The Policy seeks to modernise production systems, strengthen value addition, enhance standards and regulatory effectiveness, expand market access, and build a resilient and competitive agribusiness sector. It positions the private sector as the principal driver of investment and job creation, with Government playing an enabling, coordinating, and facilitative role. Developed through rigorous diagnostics and broad-based consultations—including the 2025 National Agribusiness Dialogue, regional engagements, and stakeholder validation—the Policy provides a practical implementation framework to guide investments, strengthen institutional coordination, and accelerate agro-industrialisation and exports over the medium term.

The NAP advances inclusion, resilience, and sustainability by expanding opportunities for women, youth, SMEs, persons with disabilities, and rural communities, while strengthening the sector's capacity to withstand economic and climate-related shocks. Its successful implementation will require strong coordination, accountability, and sustained partnership among public institutions, the private sector, development partners, and civil society. Through disciplined execution and collective commitment, Ghana can unlock the full potential of agribusiness as a driver of shared prosperity and national development.

Hon. Elizabeth Ofosu-Adjare (MP)
Minister
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CONTENTS

LIST OF ABBREVIATIONS

ADB:	Agriculture Development Bank
AfCFTA	African Continental Free Trade Area
AGI	Association of Ghana Industries
AGRA	Alliance for a Green Revolution in Africa
AIL	Agri-Impact Limited
BIIs	Budget Implementation Instructions
CSA	Climate Smart Agriculture
DBG	Development Bank, Ghana
DFI	Development Finance Institution
ECOWAS	Economic Community of West African States
ECOQUAL	ECOWAS Quality Policy
EPA	Environmental Protection Agency
ESG	Environmental, Social, and Governance
EXIM (Bank)	Ghana Export–Import Bank
FDA	Food and Drugs Authority
GEPA	Ghana Export Promotion Authority
GIFMIS	Ghana Integrated Financial Management Information System
GIDA	Ghana Irrigation Development Authority
GIPC	Ghana Investment Promotion Centre
GRA	Ghana Revenue Authority
GPHA	Ghana Ports and Harbours Authority
GSA	Ghana Standards Authority
GSS	Ghana Statistical Service
ICT	Information and Communication Technology
LUSPA	Land Use and Spatial Planning Authority
MDAs	Ministries, Departments, and Agencies
MMDAs:	Metropolitan, Municipal and District Assemblies
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MoTAI	Ministry of Trade, Agribusiness and Industry
NAP	National Agribusiness Policy
NDPC	National Development Planning Commission
NIC	National Insurance Commission
PFM	Public Financial Management
PPCP	Public-Private-Community Partnership
PPP	Public-Private Partnership
PPRSD	Plant Protection and Regulatory Services Directorate
PWDs	Persons with Disabilities
RCC	Regional Coordinating Council
SLA	Service Level Agreement
SME(s)	Small and Medium Enterprise(s)
SOP	Standard Operating Procedure
SPS	Sanitary and Phytosanitary
TBT	Technical Barriers to Trade
TCDA	Tree Crops Development Authority
TSA	Treasury Single Account
TWG	Technical Working Group
VCWG	Value Chain Working Group
WR	Warehouse Receipt
WRC	Water Resources Commission
WTO	World Trade Organization

EXECUTIVE SUMMARY

Overview

Ghana's ambition to achieve sustained economic growth, quality employment, food and nutrition security, and export competitiveness depends critically on transforming its agribusiness sector. Agribusiness links farms to factories and markets, supports rural livelihoods, supplies industry, and contributes significantly to trade and foreign exchange earnings. Despite its importance, Ghana's agribusiness system continues to underperform relative to its potential due to fragmentation, high transaction costs, regulatory complexity, weak value-chain coordination, and limited private investment.

The National Agribusiness Policy (2026-2036) provides a coherent national framework to address these constraints and reposition agribusiness as a competitive, inclusive, climate-resilient, and private-sector-led engine of industrialisation and growth. Covering the full farm-factory-market continuum, the Policy establishes a single, predictable way of working across government to reduce uncertainty, lower the cost of doing business, and crowd in private capital.

Policy Vision and Goal

The Policy envisions a modern agribusiness economy that seamlessly links farms, factories, and markets, delivering quality products at scale for domestic, regional, and global markets. Its goal is to transform Ghana's agribusiness potential into sustained industrial growth, quality employment, and reliable export earnings, while safeguarding people and the environment.

Policy Approach

The Policy adopts a private-sector-led and enabling-state approach. Private enterprises lead investment, production, processing, logistics, and market delivery, while the government focuses on facilitating, regulating, coordinating, and providing strategic public goods. The Policy moves Ghana away from fragmented, project-based, state-led interventions toward a national, system-wide framework anchored in fair regulation, predictable services, and results-oriented delivery.

Strategic Focus

The Policy addresses system-wide bottlenecks through regulatory simplification, coordinated inspections, corridor-based service standards, reliable quality and conformity services, and targeted risk-sharing finance. Mobilisation of private capital is central, supported by bankable financial instruments deliverable through mainstream financial institutions. Inclusion of SMEs, women, youth, and persons with disabilities is embedded by design across all interventions, alongside climate resilience and environmental sustainability.

Policy Framework

The Policy is structured around eight mutually reinforcing Policy Objectives (PO1–PO8) organised within a farm–factory–market framework:

1. Institutional coordination and policy coherence;
2. Competitive, smart production systems;
3. Value addition, industrialisation, and market systems;
4. Finance, de-risking, and investment mobilisation;

5. Infrastructure, logistics, and energy reliability;
6. Standards, SPS/TBT, and compliance capacity;
7. Innovation, technology, and digitalisation; and
8. Inclusion, jobs, and environmental sustainability.

Together, these objectives address binding constraints, strengthen value-chain integration, unlock private investment, and improve competitiveness, resilience, and scale.

Implementation, Monitoring, and Accountability

Implementation is coordinated by the Ministry of Trade, Agribusiness and Industry through a dedicated delivery mechanism, supported by inter-ministerial coordination, technical working groups, and regional and district delivery compacts. The private sector is leveraged as the primary delivery partner through value-chain compacts, PPPs, and concession arrangements. All actions are linked to approved programmes, budgets, and cash plans under Programme-Based Budgeting.

Monitoring and evaluation are fully integrated into NDPC-approved planning and reporting systems, with quarterly dashboards and annual progress reports to ensure transparency, accountability, and timely course correction.

Expected Outcomes

The Policy is expected to deliver measurable improvements in productivity and agro-industrial capacity utilisation; reduced compliance time and costs; lower logistics and energy costs along priority corridors; increased access to finance for viable agribusiness SMEs; expanded value addition and export competitiveness; inclusive job creation; strengthened climate resilience; and improved public accountability.

Overall, the National Agribusiness Policy establishes a unified, investment-ready national framework to unlock the full potential of agribusiness as a driver of industrialisation, exports, decent jobs, and inclusive economic transformation.

1. INTRODUCTION

1.1 Background and Rationale

Agribusiness is central to Ghana's economic growth, employment creation, and export earnings. It connects farms to factories and markets, enabling agricultural produce to be transformed into higher-value products for domestic, regional, and international markets. Despite its importance, performance across agribusiness value chains has been uneven. Persistent disconnections between production, processing, and markets increase costs, reduce efficiency, and weaken competitiveness, particularly for small and medium-sized enterprises (SMEs).

The binding constraints are well established. Raw material supply is often irregular or off-specification, while processing facilities operate below capacity. Standards compliance remains slow and costly, logistics and energy reliability increase the operating expenses, and access to finance is limited due to weak risk-sharing mechanisms. Land identification, site preparation, and the provision of basic infrastructure are time-consuming, and coordination across ministries, agencies, and subnational authorities is inconsistent. These challenges disproportionately affect SMEs, women- and youth-led enterprises, and new entrants to agribusiness value chains. Addressing these constraints requires a different way of working. The government's role is to provide clear rules, predictable services, and a single, coordinated approach that the private sector can rely on to plan and invest.

1.2 Agribusiness Definition and Conceptual Framework

The Policy is grounded in a clear Farm-Factory-Market framework that treats agribusiness as an integrated economic system linking production, processing, and markets. Agribusiness encompasses all activities and services across input supply, production, logistics, processing, marketing, and trade, involving both formal and informal actors. The framework emphasises private-sector leadership supported by public facilitation, market- and standards-driven productivity and quality, value addition through processing, efficient value-chain coordination, climate resilience, and inclusive participation. Organised across upstream, midstream, and downstream segments and enabled by standards, finance, digital systems, energy, logistics, and sustainability safeguards, this approach positions agribusiness as a key driver of food security, industrialisation, rural economic development, exports, jobs, and long-term structural transformation.

1.3 Process of Preparing the Policy

This Policy is grounded in a structured national evidence and consultation process. Strategic direction was set through the National Agribusiness Dialogue and subsequently tested in real value chains through Regional Dialogues, with further validation through direct engagement with firms and financiers.

The Policy was developed in line with NDPC guidelines using an evidence-based and inclusive approach. Key steps included: a National Agribusiness Dialogue (2025) to define strategic priorities and reform directions; regional consultations across Ghana's ecological zones to ground-test policy options; targeted engagement with private firms, financial institutions, regulators, academia, and development partners; technical diagnostics covering standards, logistics, finance, climate risks, and institutional coordination; and a national validation workshop to review, refine, and confirm the final policy directions. This process ensured strong stakeholder ownership and complete alignment with national planning, budgeting, and reporting frameworks.

1.4 Policy Scope

This Policy applies across the complete farm-factory-market system. It covers crops (including tree crops), livestock, fisheries, aquaculture, animal feed and nutraceuticals; commercial production, processing and packaging; logistics and cold chain services; distribution of agricultural products, standards and export facilitation; finance and risk-sharing instruments; digital public services; and innovation. The Policy focuses on actions that reduce the time and cost of doing business and unlock private investment in viable clusters and corridors. All instruments are designed to be accessible at the national, regional and district levels, with clear pathways for SMEs, women, youth, and persons with disabilities. The Policy does not replace sector-specific technical strategies of line ministries; instead, it aligns and coordinates them under a single, coherent approach to delivery, ensuring predictability, accountability, and measurable results.

1.5 Policy Approach

The Policy translates evidence into bankable action by establishing clear rules, aligned laws and processes, and direct links between plans, Programme-Based Budgets, and financing. Implementation follows a single, coordinated system, anchored in a unified regulatory window and a risk-based inspection calendar to reduce uncertainty, delays, and compliance costs. Corridor and laboratory service standards improve logistics reliability and turnaround times. At the same time, a blended finance stack (delivered by commercial banks at the branch level) reduces risk and expands access to capital. Inclusion is embedded across all instruments by design, rather than treated as a stand-alone intervention. This approach addresses systemic bottlenecks, strengthens investor confidence, and shifts the sector towards higher productivity, improved quality, and sustained competitiveness.

1.6 Policy Coherence and Alignment

The Policy is fully aligned with national development planning and public financial management frameworks, as well as Ghana's regional and international obligations. It follows the National Development Planning Commission's guidelines on policy formulation and links actions to programme codes, Programme-Based Budgets, and results reporting. Implementation is consistent with the Public Financial Management framework and the annual Budget Implementation Instructions for cash planning and execution.

The Policy supports market integration under AfCFTA and ECOWAS through mutual recognition arrangements, faster border processes for compliant exporters, and the acceptance of digital certificates. It complements and aligns the strategies of MoTAI, MoFA, and other relevant MDAs, ensuring coherence, reducing duplication, and reinforcing collective impact across the agribusiness ecosystem.

1.7 Content and Structure of the Policy

This Policy is organised in line with the National Development Planning Commission (NDPC) guidelines for public policy formulation. It comprises seven main chapters, each serving a distinct and complementary purpose:

- *Chapter One - Introduction:* Background, situational analysis, scope, policy preparation process, and structure.
- *Chapter Two - Policy Context:* Global, regional, and national contexts, vision, mission, and guiding principles.
- *Chapter Three - Institutional, Legal, and Fiscal Frameworks:* Governance, regulatory, and financing arrangements.
- *Chapter Four - Policy Goals and Directions:* Policy goals, objectives, directions, and key issues.
- *Chapter Five - Implementation Framework:* Roadmap, sequencing, financing, and delivery arrangements.
- *Chapter Six - Monitoring, Evaluation, and Review:* M&E systems, reporting, and policy review mechanisms.
- *Chapter Seven - Communications Strategy:* Stakeholder communication, awareness, dialogue, and feedback mechanisms.

2. POLICY CONTEXT

This Chapter examines global, regional, and national agribusiness issues, as well as international conventions, protocols, and commitments that affect Ghana's agribusiness development.

2.1 Global Context

Global agribusiness systems are undergoing profound transformation, driven by rising demand for safe, nutritious, and sustainably produced food; increasing climate variability; rapid technological advancement; and tighter international trade, quality, and sustainability standards. Consumers and markets now place heightened emphasis on traceability, quality assurance, environmental stewardship, and social responsibility across agribusiness value chains. The global agribusiness market was valued at approximately USD 4.7 trillion in 2024 and is projected to reach USD 7.3 trillion by 2033, reflecting a compound annual growth rate of about 6.8 percent (Verified Market Reports, 2025).

At the same time, the Food and Agriculture Organization (FAO) estimates that global food production will need to increase by approximately 60 percent by 2050 to meet the demands of population growth, urbanisation, and changing dietary patterns. Agribusiness now extends beyond primary food production to underpin manufacturing, retail, healthcare, nutraceuticals, and plant-based pharmaceutical inputs, with strong growth in processed foods, modern distribution systems, cold-chain logistics, and digital commerce.

Despite this expansion, the Middle East and Africa together account for only about 5 percent of the global agribusiness market, underscoring both the region's marginal participation and its significant untapped potential. This evolving global context highlights the strategic imperative for countries such as Ghana to reposition agribusiness as a competitive, value-added, and export-oriented sector aligned with emerging global standards and market opportunities.

At the multilateral level, Ghana's agribusiness development agenda is shaped by binding global commitments and standards, including the Sustainable Development Goals (SDGs), the Paris Agreement on Climate Change, World Trade Organization (WTO) rules, and international food safety and sanitary and phytosanitary (SPS) frameworks such as the Codex Alimentarius, the International Plant Protection Convention (IPPC), and the World Organisation for Animal Health (WOAH). These instruments increasingly define market access conditions, competitiveness, and compliance requirements for agricultural and agro-industrial products, particularly in high-value and export markets.

In this evolving global context, agribusiness transformation is no longer measured solely by increases in primary production, but by countries' capacity to integrate production, processing, logistics, technology, and markets in an efficient, resilient, climate-smart, and standards-compliant manner. The National Agribusiness Policy (NAP) is therefore strategically positioned to align Ghana's agribusiness sector with emerging global market expectations while safeguarding food security, sustaining livelihoods, and promoting environmental sustainability.

2.2 Regional Context

Ghana's agribusiness aligns with Africa's development goals, including the African Union's Comprehensive Africa Agriculture Development Programme (CAADP) and Agenda 2063, with a focus on agricultural transformation, value addition, and intra-African trade. The African Continental Free Trade Area (AfCFTA), which is expected to increase intra-African trade by $70 billion by 2040 (projections by UNECA) opens opportunities for Ghana to expand exports, enhance regional value chains, and become a hub for agro-processing and trade. However, these also increase competition, thereby demanding greater productivity, quality, logistics, and regulatory compliance.

Within ECOWAS, regional agricultural and trade policies, including the ECOWAS Agricultural Policy (ECOWAP), continue to shape market integration, cross-border trade, and standard harmonisation. The NAP is therefore designed to strengthen Ghana's competitiveness in regional markets, support compliance with regional protocols, and facilitate the integration of domestic agribusinesses into regional and continental value chains.

2.3 National Context

Agriculture and agribusiness remain central to Ghana's economy, employment, and food security. The sector provides livelihoods for a significant share of the population, supplies raw materials to industry, contributes to export earnings, and supports rural development. According to Ghana Statistical Services, 2023, agri-food products exported from Ghana is value at $3.4billion

National development frameworks increasingly recognise agribusiness as critical to industrialisation, trade competitiveness, and job creation. The National Agribusiness Policy (NAP) aligns with the Government's flagship initiatives, including the 24-Hour Economy Initiative, the Feed Industry Programme, export expansion and import substitution strategies, food systems transformation efforts, and broader industrial and private-sector development policies.

Institutionally, repositioning agribusiness within a trade- and industry-oriented policy framework marks a strategic shift toward treating agribusiness as an economic and industrial sector rather than solely as a subsistence or primary production activity. The NAP provides a coherent policy anchor to align national aspirations, sector strategies, and stakeholder actions around a common transformation agenda.

2.4 Situational Analysis

Ghana's agribusiness sector is central to economic transformation yet continues to underperform relative to its potential. Agriculture contributes about 20-21 percent of GDP and roughly one-third of total employment, underscoring its structural importance for growth, employment, and rural livelihoods. At the same time, Ghana loses an estimated 30 percent of fruits and vegetables before they reach consumers or markets along the value chain and around 5-15 percent of cereals due to weak value chain organisation, inadequate storage, and limited processing capacity.

These structural inefficiencies, combined with financing gaps, infrastructure bottlenecks, standards and regulatory challenges, and rising climate risks, significantly constrain the competitiveness of agribusiness and the scale-up of agro-industry. Against this backdrop, the NAP identifies six interlinked constraints.

2.4.1 Value chain disconnections

A central binding constraint is the persistent disconnect among raw material supply, processing capacity, and reliable markets. High post-harvest losses (PHL) estimated at US$1.9billion serve as a stark proxy: recent field evidence indicates that 30-50 percent of fruits and vegetables produced in Ghana are lost along the value chain before reaching consumers. At the same time, broader estimates for Sub-Saharan Africa suggest that up to half of fruits and vegetables are lost to post-harvest. Across the region, recent estimates indicate that, on average, approximately 23 percent of food produced is lost between harvest and retail, significantly higher than in other areas due to infrastructure, storage, and logistics gaps. These losses reflect persistent value-chain inefficiencies that undermine food availability, agribusiness competitiveness, and rural incomes.

In advanced Agribusiness systems such as Europe and North America, food loss and waste occur predominantly at the retail and household levels, with consumer waste averaging 95-115 kg per capita annually.This reflects more efficient upstream logistics, storage, and processing. Kenya's export horticulture demonstrates similar upstream efficiencies, with structured outgrower arrangements and cold-chain investments enabling smallholders to supply high-value markets through consistently coordinated logistics and compliance frameworks.

A similar divergence is evident within West Africa's cashew belt. Ghana processes less than 10 percent of its raw cashew nut (RCN) domestically, exporting the majority to Asia and thereby forfeiting significant value added. By contrast, Côte d'Ivoire has increased domestic processing from roughly 6 percent in 2016 to an estimated 21-28 percent by 2023/24, with a declared ambition to process at least 50 percent of national output by 2030. This progress demonstrates how deliberate industrial policy, investment incentives, and coordinated implementation can shift commodity economies from raw exports toward value-added production. Similar lessons emerge from Vietnam, where sustained investment in processing and integration with global markets led to coffee export values nearly doubling from US$ 2.97 billion in 2020 to US$ 5.62 billion in 2024, driven by coordinated value-chain upgrading and integration with global buyers.

The analysis indicates that Ghana's losses are disproportionately concentrated at the interface between primary production and the first point of sale, reflecting weak value-chain coordination, inadequate storage and processing capacity, and limited use of structured off-take arrangements. The National Agribusiness Policy is designed to address these systemic gaps by strengthening coordination, improving post-harvest infrastructure and services, and enabling more reliable market linkages.

2.4.2 Governance fragmentation and coordination weaknesses

Governance fragmentation and weak coordination continue to constrain agribusiness performance. Despite institutional reforms, responsibilities for standards, food safety, export certification, and trade facilitation remain dispersed across multiple agencies, resulting in overlapping mandates, duplicate inspections, delayed approvals, and unclear accountability. These weaknesses increase compliance costs and uncertainty for firms, undermining investment and competitiveness.

International experience highlights the importance of coherent governance frameworks. European Union member states operate under harmonised regulatory systems with clear delegation to national authorities, while experience in some Latin American countries demonstrates that rapid agribusiness expansion without coordinated oversight can lead to uneven enforcement and sustainability risks, Ghana therefore faces the imperative of combining regulatory coherence with private-sector dynamism, while avoiding governance and environmental gaps.

The situational analysis confirms the need for an integrated policy framework that holistically addresses these constraints, strengthens coordination, mobilises private investment, and delivers measurable gains in competitiveness, resilience, and inclusiveness across agribusiness value chains.

2.4.3 Macroeconomic and investment constraints

Macroeconomic volatility, particularly exchange-rate fluctuations and inflation, raises input costs and compresses margins in agribusiness, with SMEs most exposed due to limited risk-mitigation options. Despite agriculture (including agribusiness) contributing about 20-22 percent of GDP, it receives only around 4 percent of bank lending, reflecting high perceived risk and weak de-risking mechanisms, a pattern typical in many low- and middle-income economies.

International experience demonstrates that targeted financial instruments can unlock private investment at scale. In Africa, blended finance and agricultural guarantee schemes in Kenya and Nigeria have increased lending to processors and SMEs by reducing credit risk and improving repayment. In Asia, continued public-private and export-focused investments in Vietnam's coffee and rice sectors have attracted private and FDI flows into processing and logistics. In the Americas, robust commodity finance markets support investments in soybeans and maize, despite the high logistics costs of long-haul freight.

These dynamics underline the need for a coordinated policy response. Accordingly, the NAP prioritises risk-sharing mechanisms, value-chain finance, and targeted incentives to mobilise long-term private capital and strengthen resilience to macroeconomic shocks.

2.4.4 Infrastructure, logistics, and cost of compliance

High transport and energy costs limited cold-chain and storage capacity, weak rural roads, and slow laboratory processes increase agribusiness costs in Ghana. Approximately 30 percent of fruits and vegetables spoil before reaching markets, highlighting value-chain issues. Regional studies indicate 15-30 percent post-harvest losses in sub-Saharan Africa, particularly for perishable commodities. Transport and intermediaries reduce farmers' returns as much value is lost before the market. Conversely, farmers in systems with better logistics, such as South Africa, benefit from integrated storage and cold chains that reduce losses.

These comparisons reveal that, in Ghana, logistics and compliance costs are key constraints on competitiveness, not merely technical bottlenecks. Addressing this requires targeted investments in rural roads, reliable energy, storage, cold chains, and strengthened laboratory and certification capacity to boost value-chain efficiency and export readiness.

2.4.5 Agritech, digitalisation, and innovation gaps

Ghana's agribusiness transformation is increasingly constrained by low and uneven adoption of agritech and digital solutions across production, aggregation, processing, logistics, and trade, with evidence showing that adoption of digital agricultural solutions remains limited among smallholder farmers despite the increasing presence of digital services in the sector (Miine et al., 2023).

While an emerging ecosystem of agritech firms and digital platforms exists—covering advisory services, market information, and financial inclusion—uptake remains limited by gaps in rural connectivity and devices, low digital literacy, fragmented and non-interoperable platforms, high last-mile delivery costs, weak data governance, and constrained access to growth capital for agritech SMEs. These constraints undermine value-chain coordination and hinder compliance with evolving market requirements for traceability, quality assurance, and climate resilience, particularly in export-oriented value chains.

Evidence indicates that limited adoption of agritech and digital solutions in Ghana contributes to high transaction costs, weak price discovery, persistent post-harvest losses, constrained access to finance and insurance, increased climate vulnerability, and reduced agro-industrial capacity utilisation, collectively weakening agribusiness competitiveness and market access *(FAO & ITU, 2022; World Bank, 2023; Miine et al., 2023)*.

International experience demonstrates that targeted investments in digital public infrastructure, interoperable platforms, and innovation systems can significantly improve productivity, market integration, and competitiveness. Successful models from Africa (Kenya's digital agriculture ecosystem), Asia (India's e-NAM and e-Choupal platforms), Europe (the Netherlands' high-tech horticulture and precision agriculture systems), and the Americas (Brazil's digitally enabled climate-smart agriculture framework) highlight the importance of integrating technology with markets, logistics, finance, and standards compliance.

In this context, the National Agribusiness Policy (NAP) prioritises the scaling of digital public goods, interoperable agribusiness platforms, data-enabled finance, digital advisory and climate services, and innovation financing anchored in agro-industrial hubs. These measures are intended to reduce transaction costs, strengthen value-chain coordination, improve resilience, and position Ghana's agribusiness sector to compete effectively in regional and global markets

2.4.6 Inclusion, jobs, and participation barriers

Ghana's agribusiness sector is large and labour-intensive, yet it delivers insufficient levels of decent and inclusive employment across the value chain. Youth continue to face persistent underemployment and prolonged school-to-work transitions despite rising educational attainment (GSS, 2023; World Bank, 2022). Women, who account for approximately 50–52 percent of the agricultural labour force, remain concentrated in low-margin farm-gate activities and petty trading, with limited access to land, productive assets, finance, and decision-making power (GSS, 2023; FAO, 2022). Persons with disabilities are significantly under-represented in formal agribusiness roles, particularly in processing, logistics, and quality control, reflecting gaps in accessible training systems, workplaces, and employer awareness (GSS, 2021; ILO, 2022). High levels of informality, characterising most micro and small agribusinesses—further constrain participation by limiting access to finance, formal contracts, skills upgrading, and social protection, especially during economic and climate-related shocks (GSS, 2023; World Bank, 2023).

These inclusion and participation barriers have had measurable negative impacts on agribusiness performance and competitiveness. Weak business records and high informality compel financial institutions to rely on hard collateral, excluding many micro and small firms, particularly women- and youth-led enterprises, from access to credit and insurance (World Bank, 2023; GSS, 2023). Complex buyer onboarding processes, delayed payments, and fragmented quality assurance systems further deter small suppliers from participating in structured markets, including public procurement (World Bank, 2022).

Although digital services have expanded, limited local-language and USSD options, accessibility constraints in training centres and workplaces, and gaps in practical skills, especially in cold-chain operations, maintenance, quality assurance, and data use, continue to restrict entry into higher-value segments of the agribusiness value chain (FAO & ITU, 2022; ILO, 2022). The combined effect is constrained enterprise growth, persistent post-harvest losses, under-utilisation of agro-industrial capacity, and missed opportunities for job creation and value addition (World Bank, 2023; World Food Programme, 2024).

Best practices from across the globe demonstrate that inclusion-focused agribusiness transformation can simultaneously enhance productivity and equity. In Africa, integrated agro-industrial parks, such as Ethiopia's IAIP model, have successfully linked farmers, SMEs, processors, and service providers to reduce transaction costs and create decent jobs (UNIDO, 2021). In Asia, micro-enterprise upgrading and digital market platforms, including India's PMFME Scheme and e-NAM, illustrate scalable pathways for formalisation, skills development, and market access (Government of India, 2023; World Bank, 2018). Europe's Common Agricultural Policy and LEADER programmes demonstrate the effectiveness of targeted youth, women, and rural enterprise support in strengthening inclusive value chains (European Commission, 2023), while the Americas provide examples of structured finance and training for new entrants and family farming through programmes such as Brazil's PRONAF and the United States' Beginning Farmer and Rancher Development Program (FAO, 2022; USDA, 2023).

Drawing on these lessons, the **National Agribusiness Policy (NAP)** positions inclusion as a core productivity and industrialisation strategy. The Policy prioritises the creation of decent jobs beyond farm-gate activities, supports SME formalisation and supplier development, strengthens demand-led skills pipelines aligned with real vacancies, expands access to finance and structured markets, and embeds accessibility and inclusion standards across agribusiness investments. These measures are intended to ensure broad-based participation, improved competitiveness, and sustainable growth of Ghana's agribusiness sector in line with national development objectives.

2.4.7 Standards, sanitary and phytosanitary (SPS), and technical barriers to trade (TBT) compliance, and regulatory complexity

Compliance with sanitary and phytosanitary (SPS) and technical barriers to trade (TBT) requirements remains a significant constraint to Ghana's agribusiness competitiveness. Exporters face stringent standards in key markets, including the EU, the UK, and North America, while limited testing capacity, fragmented regulatory oversight, and high compliance costs disproportionately affect SMEs.

Similar hurdles persist across Africa, with traceability, pesticide registration, and residue limits often restricting market access, especially for women- and youth-led enterprises. Kenya has made progress in coordinated export horticulture compliance, with industry associations, laboratories, and exporter services supporting SPS and quality standards for French beans and cut flowers. This contrasts with Ghana's more fragmented domestic compliance systems. Harmonised EU food-safety standards and domestic support, along with North American processors, absorb much of the compliance cost and complexity. Vietnam's upgrades to SPS and quality systems show how reforms can maintain access to strict markets.

For Ghana, strengthening SPS and TBT systems is therefore a strategic competitiveness reform rather than a purely regulatory obligation, with direct implications for effective participation in AfCFTA, access to premium export markets, and integration into global value chains.

2.4.8 Climate and sustainability risks

Climate variability and environmental degradation are limiting agribusiness in Ghana, and changing rainfall patterns, dry spells, and flooding cause 30-40 percent production losses in rain-fed systems. The cocoa sector is experiencing yield declines due to rainfall and disease, resulting in shortfalls relative to the 650,000-ton target for 2024/25.

Global projections highlight climate risks. Models predict that, despite adaptation, climate change could reduce yields of key crops by 16-25 percent by century's end under high warming, affecting North America and Europe. In Latin America, crop expansion, such as soy cultivation, has driven deforestation, raising sustainability and market-access issues under new deforestation-free rules.

Ghana’s vulnerability stems from reliance on rain-fed farming, limited irrigation, watershed management, and land-use pressures. The NAP prioritises smart and sustainable agribusiness to boost productivity, protect natural resources, and access premium markets demanding deforestation-free sourcing.

2.4.9 Comparative international experience and lessons for Ghana

International experience shows that sustained agribusiness transformation occurs where governments provide clear policy direction, coordinated institutions, and strategic public goods, while the private sector leads investment, production, and market expansion. Successful cases in Africa and beyond emphasise reducing fragmentation, strengthening value-chain coordination, and crowding in private capital rather than expanding direct state delivery.

Examples from Morocco, Rwanda, Kenya, and South Africa demonstrate that predictable regulation, public–private coordination on standards and market access, and shared accountability frameworks enable firms to scale, compete, and export. The key lesson for Ghana is that agribusiness competitiveness improves when policy coherence and reliable services support private-sector-led innovation and investment. The National Agribusiness Policy applies these lessons by establishing an integrated, enabling framework to address system-wide constraints and position agribusiness as a driver of industrialisation, jobs, and export growth.

2.5 The Agribusiness Vision

To build a competitive, inclusive, and Smart Agribusiness Economy that seamlessly links farms, factories, and markets, operates under clear and predictable rules, and enables firms to deliver quality products at scale for domestic, regional, and global markets—driving industrialisation, food security, exports, and decent jobs.

2.6 The Agribusiness Mission

To enable private-sector-led agribusiness transformation by aligning laws, institutions, and public investments into a single, predictable system that reduces costs and risk, strengthens logistics, energy, and standards systems, mobilises accessible risk-sharing finance, and ensures inclusive, sustainable delivery with clear service standards and measurable results.

2.7 Core Values and Guiding Principles

The National Agribusiness Policy is anchored in the following core values and guiding principles, which shape policy design, implementation, and accountability. In this context, *Government* refers to MoTAI and implementing MDAs, Regional Coordinating Councils (RCCs), and Metropolitan, Municipal, and District Assemblies (MMDAs); the *private sector* refers to firms and producer organisations; and *partners* include regulators, financial institutions, academia, and civil society.

- Private-sector–led growth: The private sector is recognised as the primary driver of investment, innovation, and job creation, with government acting as facilitator and regulator through clear rules and catalytic, time-bound public interventions.

- Policy coherence and coordination: Effective alignment and collaboration across MDAs, MMDAs, regulators, and stakeholders to ensure a single, predictable way of working and reduce fragmentation.

- Competitiveness and value addition: Promotion of efficiency, innovation, and integrated value chains to enhance productivity, value addition, and domestic and export competitiveness.

- Inclusiveness: Expansion of economic opportunities for women, youth, persons with disabilities, smallholders, and SMEs across agribusiness value chains.

- Sustainability: Adoption of smart-agribusiness, environmentally responsible, and resource-efficient production and industrial practices to ensure long-term resilience.

- Standards and quality assurance: Strengthening SPS, quality, safety, and certification systems to protect consumers and enable market access.

- Accountability and results orientation: Commitment to measurable targets, transparency, and disciplined implementation to deliver tangible outcomes.

- Partnership and subsidiarity: Collaboration with the private sector and communities, with delivery anchored at regional and district levels through RCCs and MMDAs, promoting fair competition and practical public–private solutions.

3. INSTITUTIONAL, LEGAL, AND FISCAL FRAMEWORKS

The National Agribusiness Policy is anchored in a private-sector-led, enabling-state model in which firms drive investment, production, processing, and market expansion. At the same time, the government provides clear rules, coordinated institutions, and strategic public goods. Public action focuses on policy coherence, predictable regulation, risk-sharing finance, standards and compliance systems, export facilitation, and reliable infrastructure to crowd in private capital rather than substitute for it. Implementation is anchored in structured public–private platforms and value-chain compacts that reduce fragmentation, accelerate delivery, and ensure the inclusion of SMEs, women, youth, and persons with disabilities.

This chapter sets out the institutional, legal, and fiscal arrangements that underpin policy implementation. It clarifies roles and responsibilities, applicable legal and regulatory frameworks, and linkages to national budgeting and financing instruments, while situating the Policy within regional and international commitments that influence market access and competitiveness.

3.1 Institutional Arrangements for Agribusiness

The Policy requires predictable leadership, regular coordination, and clear accountability from the national to the district level. These institutional arrangements establish a coherent system for collaboration across the farm–factory–market continuum, ensuring aligned decision-making, effective delivery, and measurable results.

3.1.1 Lead ministries, regulators, and national institutions

Stakeholder	Roles and Responsibilities
Ministry of Trade, Agribusiness and Industry	Overall policy lead and coordinator for the National Agribusiness Policy. Provides strategic oversight of delivery; leads standards and regulatory reform, trade facilitation, market systems, agro-industrial development, logistics, and investment promotion; and oversees monitoring, reporting, and performance tracking across MDAs.
Ministry of Food and Agriculture	Co-leads on production systems and farm-level competitiveness. Responsible for smart, irrigation and water management, mechanisation services, research and extension linkages, and structured production and aggregation systems that feed into processing, trade, and export markets.
24-Hour Economy and Accelerated Export Development Authority	Collaborate with the MOTAI to support agribusinesses operating to operate under the 24hour economy and accelerated export development programme.
Core Regulators and Implementing Agencies	The Ghana Standards Authority (GSA), Food and Drugs Authority (FDA), Plant Protection and Regulatory Services Directorate (PPRSD), Veterinary Services Directorate (VSD), Ghana Export Promotion Authority (GEPA), Ghana Revenue Authority-Customs Division (GRA-Customs), Tree Crops Development Authority (TCDA), Environmental Protection Agency (EPA), Ghana Investment Promotion Centre (GIPC), and related bodies implement their statutory mandates in a coordinated and risk-based manner under the Policy, including standards, SPS/TBT

	compliance, export certification, border processes, investment facilitation, and environmental safeguards.
National Development Planning Commission (NDPC)	Ensures alignment of the Policy with national development plans, Medium-Term Development Frameworks, and Programme-Based Budgeting (PBB); supports results-based planning, monitoring, and reporting.

3.1.2 Inter-ministerial and technical coordination mechanisms

Mechanism	Roles and Responsibilities
Inter-Ministerial Steering Committee	Provides strategic policy direction, resolves cross-ministerial bottlenecks, and ensures coherence across MDAs. Meets quarterly, with each meeting producing a concise action log with responsibilities and timelines.
MoTAI–MoFA Directorate-Level Interface	Serves as the operational coordination platform between MoTAI and MoFA. Includes relevant directorates and agencies (e.g. PPRSD, VSD, WIAD, GIDA). Meets quarterly to align work plans, coordinate delivery issues, and report to the Steering Committee.
Technical Working Groups (TWGs)	Value-chain-specific and cross-cutting TWGs provide technical input and real-time feedback on regulation, standards, trade facilitation, finance, infrastructure, and digital systems. TWGs support annual work planning, implementation, troubleshooting, and results tracking.

3.1.3 Private sector and stakeholder participation

Stakeholder/ Platform	Roles and Responsibilities
National Agribusiness Platform	A structured, open platform bringing together firms, producer organisations, industry associations, financial institutions, and relevant stakeholders. Convenes regularly to review implementation progress, surface constraints, and provide market-based feedback to the government.
Public-Private-Community Participation (PPCP)	Applied to projects with significant local impact. Ensures early community engagement, transparency, and shared ownership, reducing implementation risks and social resistance and supporting inclusive, sustainable outcomes.

3.1.4 Sub-national delivery arrangements

Stakeholder	Roles and Responsibilities
Regional Coordinating Councils and MMDAs	Responsible for sub-national coordination and delivery. Enter into Delivery Compacts that define local roles in land and site identification, permitting, basic infrastructure provision, inspections, market facilitation, and data reporting. RCCs and MMDAs focus on enabling services and enforcement of agreed service standards, while commercial facilities are financed, built, and operated by the private sector through PPPs and concession arrangements.

Across all levels of implementation, government provides leadership through coordination, regulation, and the provision of strategic public goods, while private enterprises lead investment, operations, and market delivery. These institutional arrangements are designed to reduce fragmentation, enhance predictability, and ensure inclusive participation, accountability, and measurable results in agribusiness transformation.

3.2 Regional and International Frameworks

The Policy aligns with regional and international trade standards and sustainability frameworks to ensure market access and competitiveness for Ghanaian agribusinesses. It supports mutual recognition arrangements under AfCFTA and ECOWAS and promotes simplified, risk-based border processes (including trusted trader mechanisms) for compliant exporters. Consistent with African Union and CAADP priorities, the Policy advances value addition and agribusiness transformation; aligns with ECOWAS protocols on agricultural development, quality harmonisation, and border cooperation; leverages AfCFTA trade facilitation measures to integrate firms into regional value chains; strengthens domestic SPS and TBT systems to meet WTO obligations; and promotes traceability and deforestation-free sourcing to comply with emerging sustainability requirements in key export markets.

3.3 Legal and Regulatory Framework

The Policy consolidates and aligns existing legal and regulatory instruments to reduce duplication, improve predictability, and support access to regional and global markets. It introduces an Agribusiness Digital Regulatory Portal as a single window for licensing, testing, certification, traceability, and export documentation, enabling risk-based, transparent, and efficient regulatory processes.

3.3.1 Legal anchors

Implementation of the Policy is grounded in Ghana's established legal framework, including the *Land Act, 2020 (Act 1036), Land Use and Spatial Planning Act, 2016 (Act 925),* and *Local Governance Act, 2016 (Act 936),* which provide the basis for reserving and servicing agro-industrial sites and corridors and clarifying local market functions. The Policy also draws on the *Ghana Standards Authority Act, the Public Health Act, the Environmental Protection Agency Act, the Water Resources Commission Act, the Customs Act*, and relevant investment and company laws to ensure safe, competitive, and market-compliant agribusiness operations.

A non-exhaustive Legal Annexe (Annexe 1) sets out the core Acts and regulations and explains their application in support of the Policy's provisions.

3.4 Fiscal and Cash Disbursement Framework

The Policy is implemented within Ghana's established public financial management system to ensure fiscal discipline, transparency, and alignment with approved budgets. All funding for Policy actions follows the *Public Financial Management Act, 2016 (Act 921)* and the annual *Budget Implementation Instructions (BIIs)*, with the *Ghana Integrated Financial Management Information System (GIFMIS)* serving as the sole platform for budget execution and cash disbursement. Each Policy action is linked to an approved programme, sub-programme, and activity code, ensuring that only budgeted and authorised activities are financed.

3.4.1 Policy basis and principles

All expenditures under the Policy comply with Act 921, the BIIs, and related regulations. Financing is limited to actions included in approved plans and budgets, with commitments recorded in GIFMIS before procurement or contracting. Cash releases follow approved quarterly cash plans and ceilings.

3.4.2 Access to funds

Policy actions are finance-ready once they meet the preconditions for planning, budgeting, and BII. The Ministry of Finance releases funds through GIFMIS against approved workplans and cash limits, with no off-system or discretionary payments permitted. Public financing instruments associated with the Policy, such as guarantees, warehouse-receipt finance, concessional facilities, and compliance support, are subject to the same fiscal rules.

3.4.3 Reporting, oversight, and adjustment

MDAs report quarterly on financial execution and results through GIFMIS to the Ministry of Finance and the NDPC. All expenditures are subject to internal controls and external audit. Quarterly reviews by MoTAI and the Ministry of Finance enable adjustments to cash plans to address implementation bottlenecks while safeguarding priority outcomes.

Overall, the Policy tightly links actions to budgets and financing instruments, ensuring that implementation is credible, funded, and bankable.

4. POLICY GOALS AND DIRECTIONS

This chapter sets out the Policy's goal and strategic directions to address system-wide constraints in agribusiness. It prioritises regulatory reform, service standards, and institutional coordination to reduce costs and risk; mobilises private investment through predictable rules and fit-for-purpose financial instruments; and embeds inclusion of SMEs, women, youth, and persons with disabilities across all measures. The objective is to raise productivity, improve quality, and ensure reliable access to regional and international markets.

The chapter defines the Policy's goal and objectives, outlines priority directions and key issues, and establishes cross-cutting implementation requirements, including service standards, delivery channels, Programme-Based Budgeting linkages, and SME accessibility. Progress will be monitored through quarterly reviews and a performance dashboard to enable transparency, accountability, and timely course correction.

4.1 Policy Goal and Objectives

The goal is to transform Ghana's agribusiness potential into sustained industrial growth, quality employment, and reliable export earnings, while safeguarding people and the environment. This will be achieved by establishing clear and predictable rules, addressing system-wide bottlenecks, mobilising private investment, and embedding the participation of SMEs, women, youth, and persons with disabilities across all interventions.

The Policy positions the private sector as the primary driver of growth, with government acting as facilitator, regulator, and provider of strategic public goods. Commercial facilities and services will be financed, built, and operated by private investors, including through PPP and concession models, except where public goods or safety considerations require public provision. Implementation is guided by eight Policy Objectives (PO1-PO8) aligned to the farm-factory-market framework.

4.2 Policy Objectives

Eight interlinked objectives guide the Policy to create a predictable, investment-ready agribusiness system that improves productivity, quality, resilience, and market access, while mobilising private investment and embedding inclusion and sustainability. The objectives are to:

1. **Establish regulatory predictability** by implementing a single regulatory window, a unified risk-based inspection calendar, and clear service standards to reduce uncertainty and transaction costs.
2. **Raise productivity and climate resilience** in priority value chains through fit-for-purpose irrigation, mechanisation, soil health management, and smart extension supported by simple weather services.
3. **Increase factory utilisation and product quality** by promoting anchor–supplier compacts, processing-line and packaging upgrades, and buyer-aligned traceability and quality guides.
4. **Unlock finance and reduce investment risk** through bankable guarantees, receivables and warehouse-receipt finance, concessional credit lines, and simple insurance products deliverable at the branch level.
5. **Enable reliable infrastructure, logistics, and energy services** through corridor-based service-level agreements, grid upgrades and embedded power for industrial clusters, and PPP and concession-based delivery models.

6. **Strengthen SPS, TBT, and food safety compliance** by improving laboratory turnaround times, expanding the use of digital certificates, and providing practical compliance support for farmers and SMEs.
7. **Scale innovation and digitalisation** by supporting practical, SME-ready technologies that reduce costs, improve quality, and facilitate market access through simple onboarding and regional help desks.
8. **Embed inclusion and green growth** by reserving practical access windows for underserved groups and applying proportionate climate and environmental safeguards across all interventions.

4.3 Policy Directions

To achieve the Policy objectives, MoTAI will pursue the following directions:

1. **Strengthen leadership and coordination** by establishing a single way of working across ministries, regulators, and local authorities, supported by regular steering meetings and published action logs to ensure accountability.
2. **Simplify regulation and compliance** through a single regulatory front door and a unified, risk-based inspection calendar, providing firms with transparent processes, timelines, and reduced transaction costs.
3. **Align land use and spatial planning** to reserve and service agro-industrial sites and corridors, and to clarify local market functions that support private investment.
4. **Direct public spending and financing strategically** by linking actions to programme-based budget codes, quarterly cash plans, and blended finance instruments that banks can deliver at the regional level.
5. **Improve infrastructure, logistics, and energy reliability** by operating priority corridors to defined service standards, strengthening last-mile links to clusters, and supporting PPP and concession-based delivery.
6. **Enhance quality, standards, and market access** through buyer-aligned guides, accepted digital certificates, and mutual recognition arrangements with key regional and international partners.
7. **Scale digitalisation and innovation** by deploying practical digital tools for licensing, payments, logistics, and traceability through an agribusiness digital portal and regional help desks.
8. **Embed inclusion and decent work by design** by reserving access windows for SMEs and underserved groups, ensuring accessible digital services, and promoting inclusive and safe employment practices.

4.4 Key Policy Issues

The Policy addresses critical, system-wide constraints that undermine agribusiness competitiveness and investment. These key policy issues include:

1. **Regulatory complexity and lengthy compliance processes** that raise costs and create uncertainty for firms.
2. **Fragmented land administration and site preparation** that delay investment decisions and factory siting.
3. **Irregular and off-specification supply** that limits processing capacity utilisation and efficiency.
4. **Constrained access to finance and risk-sharing instruments** at the branch level for viable SMEs.
5. **Gaps in logistics and power reliability** that increase operating costs and reduce competitiveness.

6. **Limited SPS, TBT, and food safety capacity** that slows testing, certification, and market entry and increases the risk of border rejections.
7. **Weak market signals and buyer linkages** that hinder product upgrading and export readiness.
8. **Underrepresentation of SMEs, women, youth, and persons with disabilities** in finance, compliance, and procurement systems.

4.5 Cross-Cutting Policy Areas

The Policy mainstreams the following cross-cutting priorities across all Pillars and Actions to ensure coherence, effectiveness, and results:

- **Predictability and accountability:** All programmes shall operate under approved programme codes and national public financial management procedures, with implementation progress and results disclosed through a concise quarterly performance dashboard.
- **Single regulatory pathway:** A unified digital window shall govern licensing, testing, certification, and traceability, supported by a single, risk-based inspection calendar to reduce regulatory burden and duplication.
- **Land and spatial readiness:** Government, in collaboration with RCCs and MMDAs, shall designate and service priority agro-industrial sites and corridors, with transparent public information on available land parcels.
- **Finance and risk sharing:** Blended finance instruments such as guarantees, selective first-loss options, receivables and warehouse-receipt financing, and concessional credit lines with defined ticket sizes and tenors will be used. These will be supplemented by accessible insurance products where available.
- **Standards and market access:** Buyer-aligned compliance guides, defined laboratory turnaround times, and the mutual recognition of digital certificates under AfCFTA and ECOWAS shall be pursued to facilitate domestic, regional, and export market access.
- **Digitalisation and innovation:** Practical digital tools for SMEs covering logistics, payments, and inventory management shall be promoted, alongside solution-oriented innovation networks that pilot, validate, and scale proven technologies into routine use.
- **Inclusion by design:** Targeted access windows and tailored support shall be reserved for SMEs, women, youth, and persons with disabilities, supported by accessible digital services and reasonable accommodations in training and workplaces.
- **Climate and environmental safeguards:** The Policy shall apply streamlined climate-risk and environmental screening, and promote energy and water efficiency, safe production practices, and deforestation-free, traceable value chains in priority basins.

4.6 Policy Actions

To translate the Policy directions into results, the NAP defines targeted actions under each Pillar and Policy Objective driven by the private sector with the support of the government.

Pillar 1: Institutional Coordination and Policy Coherence (PO1)

Policy direction The Policy provides clear leadership and a unified framework for coordination across ministries, regulators, private sector, and local governments, aligning laws, processes, and data systems to enable firms to operate with clarity, predictability, and speed.
Key actions To ensure coherence, accountability, and results, the Policy establishes a streamlined governance and delivery framework that aligns institutions, integrates monitoring and reporting, and resolves implementation bottlenecks in a timely manner through the following prioritised actions: • **Establish a NAP Delivery and Coordination Architecture** Set up a dedicated NAP Delivery Secretariat within MoTAI, supported by an Inter-Ministerial Steering Committee and directorate-level coordination interface, to plan, sequence, monitor implementation, and resolve cross-sector delivery bottlenecks. • **Operationalise Technical and Value-Chain Platforms** Constitute and operationalise Technical Working Groups for priority value chains and cross-cutting reforms, guided by an annual joint NAP work programme aligned with NDPC indicators and programme-based budgeting frameworks. • **Deploy a Unified Digital and Regulatory Delivery Platform** Implement an Agribusiness Digital Regulatory Portal as a single window for licensing, certification, laboratory results, traceability, and export documentation, supported by clear service standards and defined turnaround times. • **Strengthen Sub-National Delivery and Accountability** Execute delivery compacts with RCCs and MMDAs to clarify roles in land readiness, basic infrastructure, local inspections, market facilitation, and data reporting, ensuring effective decentralised implementation. • **Embed Monitoring, Transparency, and Stakeholder Engagement** Integrate NAP indicators into national and sector monitoring systems and publish a concise quarterly public performance dashboard, complemented by a structured communication and stakeholder engagement plan to reinforce accountability and results orientation.

Pillar 2: Competitive, Smart Production Systems (PO2)
Policy direction The Policy modernises production systems to deliver consistent high -quality raw material volumes that meet buyer specifications, while increasing productivity, strengthening climate resilience, and ensuring quality across priority value chains, with strong import-substitution, export, and job-creation potential.
Key actions To address farm-level productivity and resilience—critical to stabilising high quality raw-material supply, improving quality compliance, and anchoring downstream value addition—the Ghana Agribusiness Policy (NAP) prioritises the following actions: • **Expand access to Land banks for Commercial contract farming:**

This promotes large-scale, organized farming via land aggregation (e.g., through traditional leaders, government-designated areas, or Farm Bank Development initiatives) to enable contract farming models.

- **Expand Access to Mechanisation, Inputs, and Planting Materials:**
  Improve productivity by scaling decentralised mechanisation and smart input service points, accrediting nurseries and seed producers, and promoting the adoption of certified, improved planting materials in priority commodities.
- **Strengthen Climate-Smart Production Systems:**
  Rehabilitate and upgrade irrigation and water-management systems in priority value chains, including the deployment of appropriate solar-powered solutions, alongside farmer training on efficient and sustainable water use.
- **Improve Soil Health and On-Farm Productivity:**
  Institutionalise routine soil testing, balanced fertiliser use, and regenerative land-management practices to sustain long-term productivity and resilience.
- **Modernise Extension and Advisory Services:**
  Deliver practical, demand-driven extension through field demonstrations, seasonal advisory notes, and integrated weather and early-warning information disseminated via digital platforms, local radio, and extension networks.
- **Enhance Quality Management and Market Readiness at Farm Level:**
  Publish and operationalise simplified crop quality standards, grading, and handling guidelines aligned with processor and buyer requirements to reduce post-harvest losses and rejections.
- **Strengthen Farmer Organisation and Service Aggregation:**
  Support the development of farmer business groups and service-oriented cooperatives to enable pooled access to mechanisation, inputs, extension services, and markets, thereby lowering costs and improving bargaining power.

Pillar 3: Value Addition, Industrialisation and Market Expansion (PO3)

Policy direction

The Policy accelerates agro-industrial growth and market expansion by systematically linking farms, factories, and markets through clear rules, reliable services, and predictable market access. It expands domestic processing, enhances product quality, reduces logistics and compliance costs, and enables competitive entry into domestic, regional, and global markets.

Key actions

To strengthen agro-industrial performance and enhance market competitiveness, the Policy prioritises the following actions:

- **Strengthen Supply Coordination and Capacity Utilisation:**
Government facilitates structured supply and production compacts between anchor firms and primary suppliers, including seasonal scheduling and contractual off-take arrangements, to improve raw-material consistency, reduce supply volatility, and increase agro-processing capacity utilisation.

- **Promote Domestic Value Addition and Product Upgrading:**
Government supports targeted processing-line modernisation, improved packaging, and

product diversification in priority value chains, guided by market demand and buyer specifications, to deepen value addition and strengthen linkages between agriculture, manufacturing, and services.

- **Organise Annual Agribusiness Fairs and Buyer-Linkage Events**

Government institutionalises annual national agribusiness fora, trade fairs, and buyer-seller platforms to showcase Made-in-Ghana products, facilitate B2B linkages, disseminate market intelligence, and promote investment in processing and export-oriented activities.

- **Operationalise Traceability, Quality, and Export Readiness Systems:**
  Government supports development and implementation of a **National Traceability and Quality Upgrading Framework**, complemented by a coordinated SME export-readiness support service to provide practical assistance on standards compliance, packaging, certification, and buyer audits for AfCFTA and international markets.

- **Leverage Markets and Public Procurement to Stimulate Demand:**

Government aligns public procurement systems to prioritise quality-compliant **Made-in-Ghana** products, supported by predictable and timely payment mechanisms, and institutionalise buyer-linkage platforms and market-intelligence briefs to improve price discovery, demand signalling, and investment planning.

- **Strengthen Agro-Industrial Cluster Governance and Shared Services:**

Government strengthens governance of agro-industrial clusters and promote shared business services—including maintenance, access to quality laboratories, and coordinated logistics—supported by enabling infrastructure delivered through public–private partnerships and concession arrangements under Pillar 5.

- **Establishment of Agro-industrial parks:**

Government will facilitate the development and operationalisation of dedicated agro-industrial parks as spatially concentrated investment environments equipped with the requisite infrastructure, utilities, and regulatory services to attract anchor investors, stimulate clustering effects, and support the growth of SMEs along priority value chains. These parks will serve as catalytic nodes for value addition, technology transfer, and agro-export competitiveness.

Pillar 4: Finance, De-Risking and Investment Mobilisation (PO4)

Policy direction

The Policy unlocks sustainable financing and reduces investment risk, enabling viable agribusiness firms to scale. It prioritises simple, transparent financial instruments deployable through commercial bank branches and aligns public spending and trade facilitation measures to crowd in private capital and accelerate lending.

Key actions

To expand access to finance, crowd in private investment, and strengthen the resilience of agribusiness value chains, the Policy prioritises the following actions:

- **Operationalise a National Blended Agribusiness Finance Framework**
  Establish and implement an integrated blended-finance framework comprising portfolio guarantees, selective first-loss facilities, warehouse-receipt systems,

receivables financing, and concessional credit lines, with clearly defined ticket sizes, tenors, and eligibility criteria to support agribusiness SMEs and value-chain actors.

- **Improve Regional Access and Financial Inclusion:** Ensure that guarantees and credit facilities are accessible at regional and branch levels through simplified documentation, standardised buyer contracts and purchase orders, designated banking focal points, and light-touch enterprise coaching to strengthen cash-flow management and basic financial records.
- **Strengthen Risk Mitigation and Resilience Mechanisms:** Integrate agribusiness lending with available agricultural insurance and risk-sharing instruments to mitigate climate, price, and production risks, improve loan performance, and enhance enterprise resilience to shocks.
- **Establish a Dedicated Agribusiness Investment Window:** Create a dedicated **Agribusiness Fund** to finance smart investments in production, processing, logistics, and SPS and compliance upgrades required to meet domestic, regional, and export market standards, while leveraging PPPs and private capital for catalytic infrastructure development.
- **Enhance Market Confidence and Payment Discipline:** Strengthen payment discipline within public procurement to ensure timely settlement of invoices and safeguard loan repayment performance and publish a concise Agribusiness De-Risking Guide that links policy standards, guarantees, insurance products, and documentation requirements to available financial instruments for banks and SMEs.

Pillar 5: Infrastructure, Logistics, and Energy Reliability (PO5)

Policy direction

The Policy enables reliable agribusiness corridors and utility services that ensure the timely movement of goods and dependable power for agro-processing. It anchors delivery through public-private partnerships and private operators, with clear service standards and accountability for performance.

Key actions

To reduce post-harvest losses, improve market access, and enhance agro-industrial competitiveness, the Policy implements the following priority actions:

- **Strengthen Strategic Planning and Coordination of Agribusiness Logistics:** Develop and implement **a** National Agribusiness Logistics and Cold Chain **Expansion Plan** to prioritise key production–market corridors, consolidation nodes, and minimum service standards, while incentivising private sector participation in third-party and in-house logistics solutions.
- **Mobilise Private Capital through Performance-Based PPPs:** Structure and procure public–private partnership (PPP) concessions for aggregation centres, storage facilities, packhouses, modular cold rooms, and related logistics assets along priority corridors, using standard designs and performance-based specifications to ensure efficiency, sustainability, and cost reduction.

- **Improve Service Reliability and Trade Facilitation:**
  Establish corridor-level service agreements for feeder roads, warehousing, cold storage, port and border handling, with clearly defined uptime, maintenance, and turnaround-time targets. These will be complemented by trusted-trader arrangements for perishables and basic data sharing on queues and dwell times to reduce logistics delays.
- **Enhance Last-Mile Connectivity and Industrial Utilities:**
  Strengthen last-mile access to agro-industrial clusters by integrating feeder-road improvements with corridor operations and maintenance plans, and expand access to reliable, industrial-grade power through targeted grid upgrades, embedded generation, and power-wheeling arrangements where feasible.
- **Strengthen Monitoring, Accountability, and Performance Reporting:**
  Institute a results-based monitoring framework, including the publication of a quarterly agribusiness corridor performance brief reporting on uptime, logistics turnaround times, power reliability, and maintenance backlogs, supported by routine condition reporting from RCCs and MMDAs.

Pillar 6: Standards, SPS/TBT and Compliance Capacity (PO6)

Policy direction

The Policy establishes trusted, efficient, and user-friendly standards, inspection, and certification systems that reduce compliance costs and time. A single digital window, harmonised rules, and clear service standards support firms to meet domestic, regional, and export market requirements.

Key actions

To improve market access, reduce compliance costs, and strengthen the competitiveness of Ghana’s agribusiness sector, the Policy prioritises the following actions to modernise standards, quality infrastructure, and regulatory delivery systems:

- **Harmonise and Simplify Regulatory Requirements:**
  Harmonise Sanitary and Phytosanitary (SPS) and Technical Barriers to Trade (TBT) regulations, inspection protocols, and laboratory accreditation requirements, and publish a simplified compliance rulebook aligned with a unified, risk-based inspection calendar to reduce duplication and regulatory uncertainty for agribusiness operators.
- **Establish a one-stop shop for regulatory coherence:**
  Government creates a centralised one-stop shop (or integrated platform) to coordinate SPS/TBT services, bringing together licensing, inspections, testing, certification, and related processes from multiple agencies. This reduces fragmentation, streamlines interactions for operators, and aligns with broader trade facilitation reforms to enhance efficiency and transparency in compliance
- **Strengthen Laboratory Systems and Service Standards:**
  Define and enforce laboratory turnaround-time standards, maintain a publicly accessible registry of accredited laboratories, and enable the use of secure digital certificates for licensing, public procurement, and export processes to improve efficiency, transparency, and credibility of compliance services.

- **Digitise and Integrate Regulatory Services:**
  Deploy a single digital regulatory window for licensing, inspection, testing, certification, and traceability, providing agribusiness firms with a single-entry point for compliance services and reducing transaction costs, processing times, and administrative burdens.
- **Expand Access to Compliance Support for SMEs and Farmers:**
  Introduce a basic compliance-support voucher scheme for farmers and SMEs to offset the cost of testing, labelling, and adoption of simple standard operating procedures, complemented by short, practice-oriented coaching delivered through regional laboratories and service centres.
- **Build Inspection and Compliance Capacity Across Value Chains:**
  Strengthen institutional and private-sector capacity by training and certifying inspectors and value-chain actors using buyer-aligned checklists, applied field demonstrations, and continuous professional development to improve consistency and quality of inspections.
- **Reduce Export Rejections and Non-Compliance Risks:**
  Implement pre-export verification systems, residue and contaminant monitoring programmes, and a rapid alert and response mechanism linking exporters, laboratories, and regulators to address compliance risks proactively and reduce shipment rejections.
- **Advance Regional Market Integration and Mutual Recognition:**
  Promote mutual recognition arrangements with regional partners under **AfCFTA** and **ECOWAS**, including piloting a trusted-trader seal for consistently compliant exporters, to facilitate trade, reduce border frictions, and enhance regional competitiveness.

Pillar 7: Innovation, Technology and Digitalisation (PO7)

Policy direction

The Policy promotes practical innovation and the adoption of technology across production, logistics, compliance, and markets. It prioritises simple digital public services and high-value business tools that lower costs, improve quality, and expand market access.

Key actions

To enhance productivity, competitiveness, and resilience in Ghana's agribusiness sector, the Policy pursues the following priority actions to accelerate innovation, technology adoption, and digital transformation:

- **Strengthen Agritech Innovation and Problem-Solving Ecosystems:**
  Establish a national agritech problem-solving network anchored by district-level innovation hubs and structured open innovation challenges to identify, test, validate, and scale context-appropriate digital and technological solutions that address priority agribusiness bottlenecks.
- **Enable Adaptive Regulation and Accelerated Innovation Uptake:**
  Introduce a light-touch regulatory sandbox to support the safe piloting of agritech and digital services, with clearly defined governance arrangements and transition

pathways to integrate proven innovations into mainstream public and private sector operations.

- **Scale SME-Oriented Digital Business Solutions:**
  Promote the adoption of accessible digital tools for agribusiness SMEs covering logistics coordination, digital payments, inventory management, and traceability, supported by simplified onboarding procedures, standardised templates, and regional technical support desks to improve uptake and compliance.
- **Digitise and Integrate Agribusiness Regulatory Services:**
  Digitise licensing, inspection, and certification processes across relevant public agencies and integrate them through a unified **Agribusiness Digital Regulatory Portal**, providing a single, transparent access point for firms and reducing compliance costs and processing times.
- **Expand Digital Infrastructure in Agro-Industrial Zones:**
  Improve reliable digital connectivity in agro-industrial districts by promoting shared broadband infrastructure, public–private partnerships, and minimum service-level standards to ensure uptime, affordability, and continuity of digital agribusiness services.
- **Strengthen Research-to-Industry Linkages:**
  Government supports the effective translation of research and innovation outputs into commercially viable, market-ready solutions through targeted mechanisms such as proof-of-concept grants, buyer-led (processor- or exporter-driven) field demonstrations, technology licensing arrangements, and collaborative partnerships involving research institutions (e.g., CSIR institutes including Crops Research Institute - CRI, Savanna Agricultural Research Institute - SARI), agribusiness firms, farmer organizations, and service providers.
  Structured arrangements, including Memoranda of Understanding (MoUs), joint innovation platforms, and technology transfer protocols, are established to facilitate the commercialization of research findings, such as improved crop varieties, pest-resistant technologies, climate-smart practices, post-harvest innovations, and bio-based solutions.
- **Improve Data Availability, Governance, and Trust:**
  Publish open and regularly updated market, price, and weather data feeds, alongside clear data-protection and governance guidelines, to enable the development of trusted digital services that meet buyer requirements, support risk management, and protect user privacy.

Pillar 8: Inclusion, Jobs and Environmental Sustainability (PO8)
Policy direction

The Policy promotes inclusive, dignified, and productive employment while safeguarding people and the environment. It embeds inclusion across all programmes through deliberate actions that expand opportunities for women, youth, and persons with disabilities and create green jobs that strengthen productivity and climate resilience.

Key actions

To address inclusion, jobs, and participation barriers and to ensure measurable development outcomes, the Policy prioritises the following actions:

- **Expand Equitable Access to Finance, Markets, and Public Programmes:** Introduce targeted access windows within agribusiness finance, compliance support, and market-entry programmes for enterprises led by women, youth, and persons with disabilities (PWDs), and operationalise public procurement mechanisms to integrate qualified inclusive suppliers through transparent onboarding and predictable payment systems.
- **Strengthen Skills Development and Job Matching for Agribusiness Value Chains:** Implement demand-driven, competency-based training, apprenticeships, and job-placement pathways aligned with identified labour market needs in processing, logistics, quality assurance, equipment maintenance, and digital services, complemented by enterprise coaching to support formalisation and compliance with lender, buyer, and regulatory requirements.
- **Improve Accessibility and Inclusiveness of Service Delivery Systems:** Institutionalise reasonable accommodation standards across training facilities, workplaces, and service platforms, including accessible infrastructure, assistive technologies, and inclusive communication tools, while ensuring that digital agribusiness services incorporate USSD, mobile, and local-language interfaces to broaden reach and uptake.
- **Promote Decent Work and Labour Protection Standards:** Strengthen enforcement of occupational safety, workplace dignity, and labour protection measures within agribusiness enterprises, including anti-harassment policies, flexible work arrangements, and safe transport solutions, to enhance worker retention, productivity, and wellbeing.
- **Support Aggregation, Formalisation, and SME Upgrading:** Facilitate the organisation of producers and micro and small enterprises into farmer business groups, cooperatives, and service platforms to improve access to mechanisation, inputs, finance, and structured markets, thereby enhancing productivity, compliance, and market participation.
- **Integrate Climate Resilience and Green Jobs into Agribusiness Development:** Promote climate-smart and environmentally sustainable agribusiness practices that generate green jobs, including energy and water efficiency, waste-to-value initiatives, and improved post-harvest handling, and link seasonal finance to appropriate agricultural insurance instruments to mitigate climate and market risks.
- **Strengthen Monitoring, Accountability, and Local-Level Delivery:** Require systematic collection and reporting of sex-, age-, and disability-disaggregated data across all interventions, publish periodic inclusion performance summaries, and implement delivery compacts with Regional Coordinating Councils (RCCs) and Metropolitan, Municipal and District Assemblies (MMDAs) to ensure effective outreach, coordination, and local accountability.
- **Enhance Environmental Compliance and Traceability:** Apply environmental and climate screening to all agribusiness investments,

disseminate simplified safeguard guidelines for field implementation, and promote deforestation-free and traceable sourcing systems in priority value chains to strengthen compliance with domestic and international market standards.

5. IMPLEMENTATION FRAMEWORK

This Chapter sets out the implementation framework for the NAP, translating policy commitments into coherent programmes, projects, and activities that deliver measurable value-chain results. Consistent with the NDPC Policy Formulation Guidelines, it defines the implementation approach, institutional responsibilities, and resource-mobilisation arrangements required to ensure coordinated, accountable, and effective delivery.

The framework provides clear guidance on execution modalities, delineates roles across national, regional, and district levels, and identifies the resources needed to sustain implementation throughout the Policy's life.

5.1 Implementation Approach

The Ministry of Trade, Agribusiness and Industry shall implement the NAP through coherent programmes, sub-programmes, and annual work plans that translate Policy Objectives (PO1–PO8) into measurable results. The Ministry embeds implementation within existing national planning, budgeting, and reporting systems. It aligns delivery with NDPC planning frameworks and the Ministry of Finance’s programme-based budgeting system to ensure coherence, fiscal discipline, and accountability.

Working with relevant Ministries, Departments, and Agencies, the Ministry translates policy actions under each Pillar into structured value chains and cross-cutting programmes. These programmes define activities, timelines, roles, performance indicators, and financing arrangements, and assign delivery responsibilities across national and sub-national institutions, regulators, and private partners.

The Ministry structures implementation around three mutually reinforcing elements for clarity and effective delivery:

1. **Programme-based implementation:** Policy actions are translated into measurable programmes, projects, and activities aligned with sector and district medium-term development plans.
2. **Performance monitoring and accountability:** Clear performance indicators are integrated into national and sector monitoring and evaluation systems to track progress, assess outcomes, and strengthen accountability.
3. **Phased delivery and financing:** Implementation is sequenced through phased timelines supported by clearly defined and sustainable financing pathways.

The Action Plan Matrix in Annexe 3 sets out the programmes, activities, responsible institutions, timelines, indicators, and indicative cost assumptions. It serves as the basis for MDA Programmes of Action and annual budgeting.

5.2 Institutional Arrangements for Implementation

The Ministry of Trade, Agribusiness and Industry (**MoTAI**) provides overall policy leadership for the National Agribusiness Policy and coordinates its implementation across government, private sector, and development partners. To ensure effective, coherent, and accountable delivery, the following institutional arrangements apply:

- MoTAI leads inter-ministerial alignment, oversees policy delivery, monitors progress, and reports annually on implementation outcomes. It collaborates closely with line Ministries, Departments, and Agencies (MDAs) to implement sector-specific programmes and actions in accordance with their statutory mandates and approved Programmes of Action.
- The 24-Hour Economy and Accelerated Export Development Authority (established under the 24-Hour Economy Authority Act, 2025/2026) serves as the central coordinating body for the national 24H+ Programme. It integrates agribusiness initiatives into the broader economic transformation agenda—focusing on continuous production cycles, value addition, supply chain efficiency, export readiness, and private-sector-led growth—while liaising with MoTAI and relevant MDAs to align policy actions with pillars such as Grow24 (agricultural modernisation and all-year-round production).
- Regional Coordinating Councils (RCCs) and Metropolitan, Municipal, and District Assemblies (MMDAs) facilitate decentralized implementation by preparing land and infrastructure readiness, mobilizing local stakeholders (including traditional authorities and farmer groups), supporting community-level activities, and providing timely data for monitoring and evaluation.
- Regulatory and support agencies (e.g., Ghana Standards Authority, Food and Drugs Authority, Plant Protection and Regulatory Services Directorate, financial institutions, and extension services) deliver essential regulatory, standards, SPS/TBT compliance, financing, advisory, and business development services to operationalise the Policy and reduce barriers for operators.
- The private sector (processors, exporters, input suppliers, aggregators, and investors) and development partners play pivotal roles through co-investment, innovation delivery, technology transfer, service provision, and aligned programmatic support—emphasizing public-private partnerships (PPPs) as the engine of implementation under the 24H+ framework.

MoTAI formalises these arrangements through structured coordination platforms (e.g., inter-ministerial committees, joint technical working groups), delivery compacts (including MoUs with the 24-Hour Economy Authority and key MDAs), performance-based reporting mechanisms, and regular stakeholder forums to promote clarity, coherence, accountability, and adaptive management across all levels. This ensures the Policy contributes directly to national goals of agro-industrialisation, import substitution, export diversification, job creation, and inclusive growth within the 24-Hour Economy vision.

5.3 Resource Mobilisation

The Ministry mobilises adequate and sustainable resources to underpin the effective implementation of the NAP. It identifies the full cost of implementation, including programme delivery, coordination, monitoring, and policy review, and integrates these requirements into national and sector planning and budgeting processes.

The Ministry guides resource mobilisation through a dedicated strategy that maps available financing options and assesses sustainability beyond the initial implementation phase. It draws financing from multiple sources, including Government of Ghana budgetary allocations through programme-based budgeting and the medium-term expenditure framework; development partner support aligned with national priorities and implementation timelines; corporate and private-sector contributions, including co-financing of value-chain investments; and Public–Private Partnerships for infrastructure, logistics, processing, and service delivery.

The Ministry structures the financing mix to leverage private capital, minimise fiscal risk, and ensure continuity of implementation throughout the policy life cycle.

Note:
Annexe 3 presents an overview of the NAP Implementation framework. A comprehensive NAP Implementation Plan is available in a separate report.

6. MONITORING, EVALUATION, AND REVIEW ARRANGEMENTS

This Chapter sets out the framework for monitoring, evaluation, reporting, and periodic review of the National Agribusiness Policy. It ensures disciplined, results-oriented implementation of policy objectives, strategies, programmes, and actions, while maintaining responsiveness to emerging economic, market, and environmental conditions.

The Policy integrates monitoring and evaluation into existing national planning, budgeting, and reporting systems, in line with the NDPC Guidelines for Policy Formulation and Medium-Term Development Planning.

6.1 Monitoring and Reporting Framework

Implementation of the Policy will be monitored through sector and district MTDPs, annual work plans, and PBB frameworks. Monitoring will focus on progress against agreed outputs, outcomes, and service standards across the farm-factory-market continuum.

Key features of the monitoring framework include:
- **Alignment with NDPC systems:** The Policy integrates objectives, actions, and indicators into NDPC-approved sector and district plans and reflects them in annual and medium-term performance reporting.
- **Results-based monitoring:** The framework tracks progress against clearly defined indicators linked to the eight Policy Objectives (PO1–PO8), supported by established baselines, targets, and milestones.
- **Quarterly and annual reporting:** Implementing MDAs, RCCs, and MMDAs submit quarterly and annual progress reports through established government channels, including GIFMIS-linked systems and NDPC reporting formats.
- **Performance dashboards:** MoTAI maintains a consolidated monitoring dashboard to track implementation progress, service standards, budget execution, and results, with disaggregated data where relevant.
- **Stakeholder feedback:** Private-sector platforms, Technical Working Groups, and regional delivery mechanisms provide structured feedback to inform timely implementation adjustments.

6.2 Evaluation Arrangements

Evaluation assesses the effectiveness, efficiency, relevance, sustainability, and impact of the Policy and its programmes, in line with NDPC guidance and good international practice. Key evaluation arrangements include:
- **Mid-term evaluation:** Government conducts a comprehensive mid-term evaluation to assess progress toward policy objectives, identify implementation challenges, and recommend course corrections.
- **Thematic and programme evaluations:** Implementing institutions undertake targeted evaluations of priority value chains, financing instruments, standards systems, and inclusion and sustainability interventions, as required.
- **Use of findings:** Government applies evaluation findings to refine policy directions, redesign programmes, prioritise budgets, and strengthen institutional performance.

6.3 Review of the Policy

Policy review ensures that the Policy's objectives remain relevant, achievable, and responsive to changing conditions. Reviews assess progress toward intended outcomes and impacts within the stipulated timeframe; examine the continued relevance of policy directions in light of emerging economic, market, technological, and climate developments; and identify gaps, implementation bottlenecks, or unintended effects that require adjustment.

MOTAI conducts periodic reviews of the Policy's scope and duration, in accordance with NDPC procedures for reviewing national policies and development plans. Where required, review recommendations are submitted through the appropriate national policy review and Cabinet approval processes.

6.4 Institutional Responsibilities for M&E

- **MoTAI:** Overall coordination of monitoring, evaluation, and reporting, including consolidation of reports and presentation of progress updates.
- **NDPC:** Oversight and guidance to ensure consistency with national M&E standards, indicators, and reporting frameworks.
- **Implementing MDAs, RCCs, and MMDAs:** Primary responsibility for data collection, reporting, and performance tracking at sectoral and sub-national levels.
- **Technical Working Groups and Stakeholder Platforms:** Provision of technical inputs, validation of findings, and feedback from private-sector and community perspectives.

6.5 Accountability and Learning

Monitoring, evaluation, and review processes under the Policy are designed not only to ensure accountability but also to support learning and continuous improvement. Findings will be used to strengthen coordination, improve service delivery, enhance private-sector confidence, and ensure that public resources are deployed effectively to support a competitive, inclusive, and climate-resilient agribusiness economy.

Note:
Annexe 4 presents an overview of the NAP M&E framework. A comprehensive NAP M&E Plan is available in a separate report.

7. COMMUNICATIONS STRATEGY

This Chapter outlines how MoTAI communicates the Policy's goals, objectives, roles, progress, and results to all stakeholders, promoting continuous dialogue and feedback throughout implementation. The Communications Strategy builds awareness, secures stakeholder buy-in, clarifies responsibilities, and strengthens transparency and accountability across the farm-factory-market system.

7.1 Objectives of the Communications Strategy

The Communications Strategy ensures that stakeholders understand the Policy's objectives, priorities, and implementation approach; clearly sets out the roles and responsibilities of government institutions, the private sector, and other stakeholders; provides regular progress and results reporting; and promotes dialogue, learning, and feedback to strengthen implementation and outcomes.

7.2 Dissemination of the Policy and Progress Reports

The government disseminates the Policy through a mix of national, regional, and digital channels to ensure broad reach and accessibility. Key measures include:

- **Official launch and publication:** MoTAI formally launches the Policy and publishes it in print and digital formats, with copies available through NDPC and relevant MDAs.
- **Digital access:** MoTAI publishes the Policy and annual progress reports on official websites and digital platforms, including the Agribusiness Digital Regulatory Portal.
- **Annual progress reporting:** MoTAI prepares and disseminates an annual implementation progress report that summarises achievements, challenges, and next steps, with key messages communicated through policy briefs and infographics.
- **Regional and sector briefings:** MoTAI organises targeted briefings at regional and sector levels to keep sub-national authorities, firms, and producer organisations informed of priorities and progress.

7.3 Awareness of Stakeholder Roles and Responsibilities

A clear understanding of stakeholder roles is essential for effective delivery. The Communications Strategy therefore sets out the roles of MDAs, RCCs, MMDAs, regulators, and delivery platforms in policy implementation; clarifies the private sector's leadership role in investment, production, processing, and market delivery; explains government's facilitative and regulatory functions; and outlines the contributions of development partners, financial institutions, academia, and civil society to implementation, monitoring, and learning. The Strategy embeds these messages in guidance notes, stakeholder briefs, and engagement forums.

7.4 Promotion of Dialogue and Feedback

The Communications Strategy promotes continuous dialogue and feedback to support learning and adaptive implementation. It facilitates regular engagement through national and regional agribusiness platforms, Technical Working Groups, and value-chain forums; establishes structured mechanisms for firms, SMEs, and producer organisations to provide feedback on regulatory processes, service delivery, and market constraints; publishes progress summaries and dashboards to enhance transparency and accountability; and uses stakeholder feedback to inform implementation adjustments, annual planning, and policy reviews.

7.5 Target Audience

The Communications Strategy recognises that different audiences require tailored messages and channels. Key target audiences include government institutions (MDAs, RCCs, MMDAs, and regulators); private-sector firms, SMEs, and producer organisations; financial institutions and investors; development partners and technical agencies; academia, civil society, and the media; and communities affected by agribusiness investments. Government tailors messages to reflect each group's interests, information needs, and decision-making roles.

7.6 Skills, Capacity, and Resources

MoTAI, in collaboration with relevant MDAs, leads the implementation of the Communications Strategy. It leverages existing communications units and strengthens capacity where necessary through targeted training in policy communication and stakeholder engagement, the use of digital tools and data visualisation, and partnerships with private-sector associations and media organisations to extend reach.

7.7 Key Messages

MoTAI communicates clear, consistent messages aligned with the Policy's private-sector-led, enabling-state approach. Core messages emphasise the Policy's goal and expected outcomes; the central role of private enterprise in delivery; the role of government as a facilitator, regulator, and provider of strategic public goods; progress; results; and opportunities for participation. MoTAI briefs all members of the communications team to ensure message consistency and accuracy.

7.8 Monitoring and Evaluation of Communications

MOTAI monitors the effectiveness of the Communications Strategy by tracking dissemination activities and stakeholder reach, collecting feedback from stakeholder engagements and platforms, analysing media and digital performance where applicable, and conducting periodic reviews as part of the Policy's broader monitoring and evaluation framework. MoTAI uses these findings to refine messages, communication channels, and engagement approaches.

Note:
Annexe 5 presents a snapshot of the NAP Communication Framework. A comprehensive NAP Communication Plan is available in a separate report.

ANNEXES

Annexe 1: Legal and Regulatory Anchors

Instrument (Act / Regulation)	Purpose	Key provisions that matter for NAP	Lead agency/institutions
Land Act, 2020 (Act 1036)	Sets out rules for acquisition, registration, and management of public, vested, stool/skin, family, and private lands.	• Tenure clarity • Land registration • Rights and interests • Servitudes and wayleaves • Dispute resolution. Supports the reservation and servicing of agro-industrial sites and corridors.	• Lands Commission • Office of the Administrator of Stool Lands • Traditional Authorities.
Land Use and Spatial Planning Act, 2016 (Act 925)	Provides spatial planning system and zoning.	Structure/local plans; zoning for industrial and agricultural use; development permitting; integration with RCC/MMDA plans.	• LUSPA • RCCs • MMDAs.
Local Governance Act, 2016 (Act 936)	Defines MMDA functions and by-law powers.	Local markets and licensing; physical planning enforcement; environmental health; support to local infrastructure and services.	• MMDAs • RCCs.
Ghana Standards Authority Act, 2022 (Act 1078) *(or current)*	Establishes GSA and national quality infrastructure.	National standards, metrology, conformity assessment, legal metrology for weights and measures, and recognition of digital certificates.	• GSA • MoTAI.
Public Health Act, 2012 (Act 851)	Food safety and public health.	• Food registration and licensing • Hygiene • Labelling • Inspections • Enforcement • Sanctions for unsafe food.	• FDA • MoH.

Instrument (Act / Regulation)	**Purpose**	**Key provisions that matter for NAP**	**Lead agency/institutions**
Plants and Fertiliser Act, 2010 (Act 803)	Plant health, seeds, fertilisers, and PPRSD mandate.	• Seed certification • Plant health • Quarantine and pest risk management • Fertiliser control.	• MoFA PPRSD • National Seed Council.
Veterinary Services Act, 1992 (PNDCL 305B) *(and relevant LIs)*	Animal health and veterinary services.	• Animal disease prevention and control • Sanitary measures • Slaughter and inspection.	• MoFA Veterinary Services Directorate.
Fisheries Act, 2002 (Act 625) *(and LI 1968)*	Management of fisheries and aquaculture.	• Licensing and regulation of aquaculture and capture fisheries • Sanitary controls • Traceability at landing sites.	• MoFAD/ Fisheries Commission.
Environmental Protection Agency Act, 1994 (Act 490) + Environmental Assessment Regulations, 1999 (LI 1652)	Environmental protection and environmental impact assessment.	EIA permits, ecological management plans, and effluent and waste management.	• EPA; RCC/MMDAs.
Water Resources Commission Act, 1996 (Act 522) + Water Use Regulations (LI 1692)	Water resource management and allocation.	• Water use permits • Abstraction monitoring • Catchment management.	• Water Resources Commission; GIDA.
Customs Act, 2015 (Act 891)	Customs control of imports and exports.	• Import/export procedures • Exemptions • Risk management • AEO/fast-track regimes.	• GRA Customs; GPHA; MoTI.
Ghana Investment Promotion Centre Act, 2013 (Act 865)	Investment promotion and guarantees.	• Investor entry and aftercare • Incentives in line with the law • Investor protection and dispute resolution.	• GIPC; MoTI; MoF.

Instrument (Act / Regulation)	**Purpose**	**Key provisions that matter for NAP**	**Lead agency/institutions**
Ghana Free Zones Act, 1995 (Act 504)	Establishes Free Zones.	Free Zones licensing, customs regimes, and investor facilitation aligned with national policy and fiscal guidance.	• GFZA; GRA; MoTI; MoF.
Public Procurement Act, 2003 (Act 663) as amended (Act 914)	Public procurement system.	Rules for public buying, space for local content and quality criteria, payment terms, and contract management.	• PPA; MoF; spending units.
Public Financial Management Act, 2016 (Act 921)	Framework for budgeting and financial control.	• Programme-based budgeting • Commitment control • Reporting and audits.	• MoF; NDPC; Controller and Accountant-General.
Companies Act, 2019 (Act 992)	Business registration, governance, and reporting.	• Incorporation • Corporate governance • Financial reporting.	• Registrar of Companies • GRA • GIPC
NIC Act, 2021 (Act 1061) *(or current Insurance Act)*	Insurance regulation.	• Licensing and supervision • Crop and index insurance frameworks; micro-insurance.	• NIC • MoF

Annexe 2: Definitions of Key Terms

Terminology	Definition	Source of definition
Programme-Based Budgeting (PBB)	A budgeting approach that links spending to programmes, sub-programmes, and activities and to expected results.	Public Financial Management Act, 2016 (Act 921) and MoF Budget Implementation Instructions
GIFMIS	The Government's financial management information system is used for budgeting, commitment control, cash releases, and payments.	Ministry of Finance, GIFMIS Programme Documentation
Budget Implementation Instructions (BIIs)	The annual instructions that guide MDAs on budget execution, cash planning, commitments, and reporting.	Ministry of Finance, Annual BIIs
Treasury Single Account (TSA)	A unified structure for government bank accounts that consolidates cash resources for better control and cash management.	Public Financial Management Act, 2016 (Act 921)
Unified risk-based inspection calendar	One coordinated schedule in which inspections are planned and prioritised by risk rather than by multiple unannounced visits.	Good regulatory practice in SPS/TBT systems; WTO SPS Committee guidance
Single regulatory window	One digital entry point where firms submit licensing, testing, certification, traceability, and export documentation.	World Customs Organisation Single Window Guidelines: trade facilitation best practice
Digital certificate	An official electronic certificate or conformity result that is signed, verifiable, and accepted by public buyers and partner regulators.	Ghana Standards Authority conformity rules; ISO/IEC 17000 family
SPS (Sanitary and Phytosanitary measures)	Rules to protect human, animal, and plant life and health from risks arising from pests, diseases, additives, or contaminants.	WTO Agreement on the Application of SPS Measures
TBT (Technical Barriers to Trade)	Technical regulations, standards, and conformity assessment procedures must not create unnecessary obstacles to trade.	WTO Agreement on Technical Barriers to Trade
Mutual Recognition Arrangement (MRA)	An agreement in which parties accept each other's conformity assessment results to reduce duplicate testing and certification.	WTO TBT/SPS practice; ECOWAS ECOQUAL Policy
Trusted trader / Green-lane	A facilitation model that provides compliant exporters with faster border processing and shorter dwell times.	WCO Authorised Economic Operator (AEO) Framework
Warehouse-receipt finance	Lending secured by stored commodities, evidenced by a recognised warehouse receipt.	UNCITRAL Model Law on Secured Transactions; WR systems practice

Terminology	Definition	Source of definition
Receivables finance	Lending secured by verified invoices or purchase orders from credible buyers.	International Chamber of Commerce (ICC) Receivables Finance definitions
Portfolio guarantee	A risk-sharing instrument in which a guarantor absorbs part of the losses on a defined loan portfolio for eligible borrowers.	Development finance practice: DFIs' guarantee frameworks
First-loss layer	A tranche that absorbs initial losses to encourage lending to new or underserved segments before senior risk takers are affected.	Development finance practice; blended finance guidance (OECD/DFI)
Concessional credit line	A credit facility offered on favourable terms, such as lower rates or longer tenors, for defined uses and borrowers.	Multilateral development finance guidance
Public-Private Partnership (PPP)	A long-term contract between a public authority and a private party for providing a public asset or service where risk is shared.	National PPP Policy (Ghana) and MoF PPP Guidelines
Public-Private-Community Partnership (PPCP)	A partnership where communities are involved from early design through to implementation to improve local ownership and uptake.	Community-driven development and PPP practice notes
Value chain	The full range of activities required to bring a product from conception to end use, including inputs, production, handling, processing, marketing, and logistics.	FAO value chain development guidance
Upstream / Midstream / Downstream	Upstream covers inputs, mechanisation, irrigation, research and extension, and finance. Midstream covers production, aggregation, storage, handling, transport, and quality control. Downstream covers processing, packaging and branding, certification, wholesale and retail markets, and export logistics.	FAO value chain framing; standard Agribusiness usage
Agro-industrial cluster	A geographic concentration of interconnected agribusiness firms and service providers that share infrastructure and services.	UNIDO cluster development guidance
Corridor service-level agreement (corridor SLA)	A defined set of uptime, maintenance, and turnaround targets for roads, storage, cold rooms, and port handling on a route.	Infrastructure service-level management practice
Consolidation hub	A node on a corridor with basic facilities for grading, pre-cooling, storage, and dispatch to reduce loss and accelerate time to market.	Cold-chain and corridor logistics practice

Terminology	Definition	Source of definition
Cold chain	Temperature-controlled supply chain for perishable products from the point of origin to the market.	International Institute of Refrigeration (IIR)
Compliance Support Voucher	A simple support instrument for farmers or SMEs to cover essential tests, labels, and basic SOPs with short coaching.	Policy instrument defined by the NAP (implementation details in Chapters 4 and 5)
Traceability	The ability to track a product and its inputs through all stages of production, processing, and distribution.	ISO 22005; Codex Alimentarius CXC 1
Quality management system	Coordinated activities to direct and control an organisation concerning quality.	ISO 9000 family
HACCP	A systematic approach to food safety that identifies hazards and puts controls at critical points in the process.	Codex Alimentarius CAC/RCP 1
GLOBALG.A.P.	A private farm-level standard for good agricultural practice covering food safety, environment, and worker welfare.	GLOBALG.A.P. IFA Standard
Environmental and Social Governance (ESG)	A set of environmental, social, and governance criteria used to manage risks and opportunities and to report performance.	IFC Performance Standards; ESG reporting frameworks
Climate-smart agriculture (CSA)	Agriculture that sustainably increases productivity, builds resilience, and reduces emissions where possible.	FAO CSA framework
Deforestation-free traceability	Traceability that verifies products do not originate from areas converted from natural forests after a defined cut-off date.	Emerging market regulations and buyer protocols (EU Regulation on deforestation-free products)
Land Act	Ghana's principal law governing land ownership, registration, and management for public and customary land.	Land Act, 2020 (Act 1036)
Land Use and Spatial Planning Act	The law that guides spatial planning and zoning at the national, regional, and district levels.	Land Use and Spatial Planning Act, 2016 (Act 925)
Local Governance Act	The law that sets MMDA functions and by-law powers, including markets and basic services.	Local Governance Act, 2016 (Act 936)
Public Health Act	The law that provides for food safety and public health controls.	Public Health Act, 2012 (Act 851)
Ghana Standards Authority Act	The law that establishes the national quality infrastructure for standards, metrology, and conformity assessment.	GSA Act (current)
Customs Act	The law that regulates import and export procedures and customs control.	Customs Act, 2015 (Act 891)

Terminology	Definition	Source of definition
Environmental Assessment Regulations	Rules for environmental impact assessment and permits for projects and operations.	LI 1652 under the EPA Act, 1994 (Act 490)
Water Resources Commission Act	The law governing water abstraction and use permits.	Water Resources Commission Act, 1996 (Act 522)
GIPC Act	The law that governs investment promotion and investor guarantees.	GIPC Act, 2013 (Act 865)
AfCFTA	The African Continental Free Trade Area agreement creates a single African market for goods and services.	AfCFTA Agreement and Annexes
ECOWAS Quality Policy (ECOQUAL)	The regional policy that promotes harmonised standards, accreditation, and conformity assessment in West Africa.	ECOWAS ECOQUAL
WTO SPS/TBT Agreements	Global agreements that establish disciplines for SPS and technical regulations, ensuring measures protect health without creating unnecessary trade barriers.	WTO SPS Agreement and WTO TBT Agreement

Annexe 3: NAP Implementation Framework - Summary Action Plan Matrix

Policy Objective 1: Strengthen Institutional Coordination and Policy Coherence

Policy Objective	Key Activities	Lead Institution	Collaborating Institutions	Performance Indicators	Timeline	Indicative Cost Assumption
Improve cross-MDA coordination and regulatory coherence.	Establish and operationalise the NAP Delivery Secretariat.	MoTAI	NDPC, MoF, MoFA, GSA, FDA	The Secretariat is established and functional.	Short term (Year 1)	GoG
	Activate the Inter-Ministerial Steering Committee with quarterly meetings.	MoTAI	Key MDAs	No. of meetings held; action logs published	Short-Medium term	GoG
	Develop an annual joint inter-agency NAP work programme	MoTAI	NDPC, MDAs, Private Sector	Annual programme published and aligned to PoA	Annual	GoG
	Deploy Agribusiness Digital Regulatory Portal	MoTAI	GSA, FDA, TCDA, Customs, Private Sector	Portal operational; % services digitised	Medium term	GoG/ DP/ PPP

Policy Objective 2: Promote Competitive and Smart Production Systems

Policy Objective	**Key Activities**	**Lead Institution**	**Collaborating Institutions**	**Performance Indicators**	**Timeline**	**Indicative Cost Assumption**
PO2: Increase productivity and climate resilience	Upgrade priority irrigation schemes.	MoFA	GIDA, RCCs, MMDAs, Private Sector	No. of schemes upgraded	Medium term	PPP
	Expand mechanisation and CSA input services	MoFA	Private service providers	% farmers accessing services	Medium term	PPP
	Roll out smart extension demonstrations.	MoFA	Research institutions	No. of demos conducted	Annual	PPP
	Increase adoption of certified planting materials	TCDA	MoFA, Private Sector, CSIR-OPRI, CSIR-CRI, CSIR_SARI, Universities	% uptake of certified materials	Medium-Long term	GoG and Private Sector

Policy Objective 3: Expand Value Addition, Industrialisation, and Markets

Policy Objective	Key Activities	Lead Institution	Collaborating Institutions	Performance Indicators	Timeline	Indicative Cost Assumption
Increase domestic processing and market access.	Implement supply and production compacts.	MoTAI.	Private anchors, SMEs.	Factory capacity utilisation rate.	Medium term	GoG/ Private Sector.
	Develop National Traceability & Quality Framework	MoTAI.	GSA, FDA, TCDA.	Framework approved and operational.	Short term	GoG and DP.
	Deliver SME export-readiness support.	GEPA.	MoTI, GSA.Private Sector	No. of SMEs export-ready.	Medium term	GoG and DP.
	Align public procurement to Made-in-Ghana products.	MoF.	MDAs.	% local sourcing in procurement.	Medium term	GoG.

Policy Objective 4 (PO4): Improve Access to Finance and De-Risk Investments

Policy Objective	Key Activities	Lead Institution	Collaborating Institutions	Performance Indicators	Timeline	Indicative Cost Assumption
Mobilise affordable finance	Operationalise blended-finance instruments.	MoF.	Banks, DFIs.	Value of loans mobilised.	Medium term	GoG, DPs, Private Sector.
	Deploy guarantees at regional bank branches.	MoF.	BoG, Banks.	No. of branches participating.	Medium term	GoG.
	Bundle loans with agriculture insurance.	MoF.	Insurers.	% loans insured.	Medium term	Private Sector.
	Improve public procurement payment discipline.	MoF.	MDAs.	Average payment turnaround time.	Short term	GoG.

Policy Objective 5: Improve Infrastructure, Logistics, and Energy Reliability

Policy Objective	Key Activities	Lead Institution	Collaborating Institutions	Performance Indicators	Timeline	Indicative Cost Assumption
Reduce logistics and energy constraints.	Support Agribusinesses to develop agribusiness Logistics and Cold Chain Plan etc.	MoTI	MoRH, GPHA, Private Sector	Plan approved	Short term	PPP
	Procure PPP concessions for logistics assets.	MoTI	PPP Unit, Private sector	No. of PPPs signed	Medium–Long term	PPP
	Improve power supply to agro-industrial clusters.	MoE	ECG, IPPs	Hours of power uptime	Medium term	PPP and GoG
	Publish corridor performance reports.	MoTI	RCCs	Quarterly reports published	Annual	GoG

Policy Objective 6: Strengthen Standards, SPS/TBT, and Compliance Capacity

Policy Objective	Key Activities	Lead Institution	Collaborating Institutions	Performance Indicators	Timeline	Indicative Cost Assumption
Reduce compliance costs and time.	Harmonise SPS/TBT rules and labs	GSA	FDA, TCDA	Rulebook published	Short term	GoG and DP
	Set lab turnaround targets.	GSA	Accredited labs	Average turnaround time	Short term	GoG and DP
	Introduce compliance support vouchers.	MoTI	GSA, FDA	No. of SMEs supported	Medium term	GoG and DP
	Implement trusted trader pilots.	Customs	GEPA	Reduction in export rejections	Medium term	GoG and DP

Policy Objective 7: Promote Innovation, Technology, and Digitalisation

Policy Objective	Key Activities	Lead Institution	Collaborating Institutions	Performance Indicators	Timeline	Indicative Cost Assumption
Scale practical innovation	Establish an agritech innovation network.	MoTI	Universities, Private sector	No. of pilots scaled	Medium term	GoG and DP
	Implement a regulatory sandbox.	MoTI	Regulators	Sandbox operational	Short term	GoG
	Digitise regulatory workflows.	MoTI	Agencies	% services digitised	Medium term	GoG and PPP
	Expand broadband in agro-industrial zones.	MoC	Telcos	Connectivity uptime	Medium-Long term	PPP

Policy Objective 8: Promote Inclusion, Jobs, and Environmental Sustainability

Policy Objective	**Key Activities**	**Lead Institution**	**Collaborating Institutions**	**Performance Indicators**	**Timeline**	**Indicative Cost Assumption**
Expand inclusive and green jobs.	Reserve inclusion windows in finance and markets	MoTI	MoF, MDAs	% beneficiaries' women/youth/PWDs	Medium term	GoG
	Deliver skills training and apprenticeships.	MoE	TVET institutions, Private Sector	No. of jobs created	Annual	GoG, DP and Private Sector
	Enforce climate and environmental screening	EPA	MDAs	% projects screened	Continuous	GoG
	Promote deforestation-free sourcing	TCDA	Private sector	No. of compliant basins	Medium term	GoG and Private

Annexe 4: Monitoring And Evaluation Matrix (Summary)

Policy Objective	Key Outcomes	Core Indicators (Illustrative)	Reporting Frequency	Lead Institutions
PO1: Institutional Coordination and Policy Coherence	Reduced fragmentation and predictable regulation	▪ % MDAs using single regulatory window ▪ Average approval/inspection time (days)	Quarterly	MoTAI, NDPC
PO2: Competitive, Smart Production Systems	Improved productivity and climate resilience	▪ Yield increase for priority commodities (%) ▪ % producers using certified planting material	Annual	MoFA
PO3: Value Addition, Industrialisation and Markets	Higher processing and market access	▪ Factory capacity utilisation (%) ▪ Number of export-ready SMEs	Annual	MoTAI, GEPA
PO4: Finance, De-Risking and Investment Mobilisation	Expanded access to finance	▪ Volume of agribusiness lending (GHS) ▪ Number of SMEs financed	Quarterly	MoF, BoG
PO5: Infrastructure, Logistics and Energy Reliability	Lower logistics and energy costs	▪ Corridor service-level compliance (%) ▪ Average power outage hours/month	Annual	MoTAI, MoE
PO6: Standards, SPS/TBT and Compliance Capacity	Faster and cheaper compliance	▪ Lab turnaround time (days) ▪ % certificates issued digitally	Quarterly	GSA, FDA
PO7: Innovation, Technology and Digitalisation	Increased adoption of digital solutions	▪ Number of firms using digital tools ▪ % regulatory processes digitised	Annual	MoTAI
PO8: Inclusion, Jobs and Environmental Sustainability	Inclusive jobs and sustainable practices	▪ Jobs created (disaggregated) ▪ % value chains with deforestation-free traceability	Annual	MoTAI, EPA

Data Sources: Sector and District MTDPs, GIFMIS, regulatory portals, agency reports, surveys
Oversight: NDPC (standards and reporting), MoTAI (coordination and consolidation)

Annexe 5: Communications Action Plan (Summary)

Action	Target Audience	Key Message	Channel /Tool	Indicative Timing	Lead Responsibility
Policy launch and publication	MDAs, private sector, financiers, development partners, media	Policy goal, vision, private-sector-led approach	National launch event; print and digital publication	Q1 (Policy adoption year 2026)	MoTAI (with NDPC)
Policy briefs and infographics	Firms, SMEs, producer groups	What the Policy means for business and investment	Policy briefs; infographics; official websites	Q1–Q2	MoTAI
Regional dissemination forums	RCCs, MMDAs, local firms	Roles, delivery mechanisms, investment opportunities	Regional briefings and workshops	Q2–Q3	MoTAI, RCCs
Stakeholder role guides	MDAs, regulators, RCCs, MMDAs	Clear roles and responsibilities under the Policy	Guidance notes; circulars	Q2	MoTAI
Private-sector engagement forums	Firms, associations, financiers	Investment opportunities and delivery feedback	Agribusiness platform meetings	Bi-annually (Q2 & Q4)	MoTAI
Annual progress report	All stakeholders	Results achieved, challenges, next steps	Annual report; dashboards; briefs	Q4 (annually)	MoTAI, NDPC
Media engagement	General public, investors	Policy relevance, progress, and results	Press releases; interviews	Continuous	MoTAI
Feedback and learning loops	Firms, communities, regulators	What is working; what needs adjustment	Surveys, Technical Working Groups, platforms	Continuous, with quarterly consolidation	MoTAI