



**MINISTRY OF TRADE
AND INDUSTRY**



**NATIONAL AfCFTA
COORDINATION OFFICE**



NATIONAL AfCFTA POLICY FRAMEWORK AND ACTION PLAN

**FOR BOOSTING GHANA'S
TRADE WITH AFRICA**

AUGUST 2022



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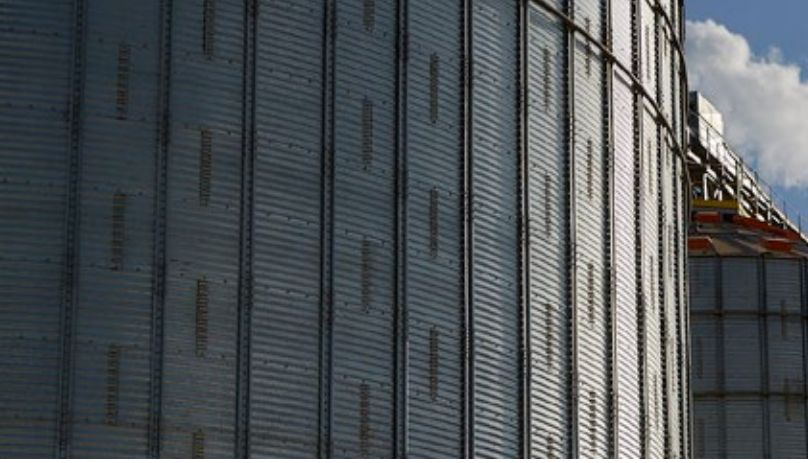
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ABBREVIATIONS

1D1F	One District One Factory	GITC	Ghana International Trade Commission	MoEN	Ministry of Energy
AfCFTA	African Continental Free Trade Area	GLNS	Ghana Links Network Services Ltd	MOF	Ministry of Finance
AGI	Association of Ghana Industries	GMA	Ghana Maritime Authority	MOFA	Ministry of Food and Agriculture
AGOA	African Growth and Opportunity Act	GNPA	Ghana National Procurement Authority	MOI	Ministry of Information
APIS	Advanced Passenger Information System	GPHA	Ghana Ports and Harbour Authority	MOJAGD	Ministry of Justice and Attorney General's Department
ATO	Africa Trade Observatory	GRA	Ghana Revenue Authority	MORH	Ministry of Roads and Highways
AU	African Union	GRA-CD	Ghana Revenue Authority -Customs Division	MOT	Ministry of Transport
AUC	African Union Commission	GRIDCO	Ghana Grid Company Ltd	MOTI	Ministry of Trade and Industry
BDS	Business Development Services	GSA	Ghana Standards Authority	MRBT	Multilateral, Regional and Bilateral Trade
BoG	Bank of Ghana	GSGDA	Ghana Shared Growth and Development Agenda	MSME	Micro, Small and Medium Scale Enterprises
BRCs	Business Resource Centres	GShA	Ghana Shippers Authority	MVA	Manufacturing Value Added
BTA	Boosting Trade with Africa	GTIR	Ghana Trade Information Repository	NAB	National Accreditation Board
CSIR	Council for Scientific and Industrial Research	HATC	High-level African Committee	NCO	National AfCFTA Coordination Office
DP	Development Partners	ICUMS	Integrated Customs Management System	NIC	National Insurance Commission
DUR	Department of Urban Roads	IMFC	Inter-Ministerial Facilitation Committee	NIRMS	National Integrated Risk Management System
ECG	Electricity Company of Ghana	KPI	Key Performance Indicator	NSC	National Steering Committee
ECOWAS	Economic Community of West African States	LDCs	Least Developed Countries	NTB	Non-Tariff Barriers
EPA	Economic Partnership Agreement	M&E	Monitoring and Evaluation	NTE	Non-Traditional Exports
ERT	Export Round Table	MDA	Ministries, Department and Agencies	OAU	Organisation of African Unity
ETH	Export Trade House	MDPI	Management Development and Productivity Institute	OSBP	One Stop Border Post
FAGE	Federation of Associations of Ghanaian Exporters	MFA&RI	Ministry of Foreign Affairs and Regional Integration	PAPSS	Pan African Payment and Settlement System
GACL	Ghana Airports Company Ltd.	MIDA	Millennium Development Authority	PCA	Post Clearance Audit
GCX	Ghana Commodity Exchange	MiG	Made in Ghana	PPP	Public Private Partnership
GDP	Gross Domestic Product	MMDA	Metropolitan, Municipal and District Assemblies	PURC	Public Utilities Regulatory Commission
GEA	Ghana Enterprises Agency	MoC	Ministry of Communication	R&D	Research and Development
GEPA	Ghana Export Promotion Authority	MoD	Ministry of Defence	SAT	Science & Technology
GES	Ghana Education Service	MOE&LR	Ministry of Employment and Labour Relations	SDG	Sustainable Development Goals
GHA	Ghana Highway Authority			SPV	Special Purpose Vehicle
GIADEC	Ghana Integrated Aluminium Development Corporation			SSA	Sub-Saharan Africa
GIPC	Ghana Investment Promotion Authority			TWGs	Technical Working Groups
GIS	Ghana Immigration Service			VRA	Volta River Authority



FOREWORD BY **HON. ALAN KYEREMATEN** MINISTER FOR TRADE AND INDUSTRY

The establishment of the African Continental Free Trade Area (AfCFTA) in 2018 is arguably one of the most transformational decisions taken by the African Union. The recognition of the potential benefits it could bring to Ghana is the driving rationale for the development of the National AfCFTA Policy Framework and Action Plan for Boosting Ghana's Trade with Africa. This Document therefore outlines the short to medium-term implementation priorities and strategies for Ghana to harness the benefits of the AfCFTA.

As host country for the AfCFTA Secretariat, Ghana is uniquely positioned to become the commercial capital of Africa and is therefore determined to make the most of the Agreement by leveraging on the trade and investment opportunities that the AfCFTA presents to accelerate the development and growth of the national economy. Successful participation in AfCFTA is in line with the government's vision of "Ghana Beyond Aid" which aims at increasing economic self-reliance.

The Agreement provides immense opportunities for industrialization and the development of regional value/ supply chains. In this regard, ongoing initiatives under Ghana's Ten-point Industrial Transformation Agenda, such as the National Export Development Strategy (NEDS), the SME Development Initiative, the establishment of Strategic Anchor Industries, the One District One Factory Programme, and the establishment of Industrial Parks across the country, are all designed to transform the economy and enable Ghana to optimize its benefits from the AfCFTA.

This National AfCFTA Policy Framework and Action Plan is based on inputs from a broad range of stakeholders both from the private sector and from multiple Ministries, Departments and Agencies. I, therefore entreat all implementing bodies; Ministries, Departments and Agencies (MDAs) as well as associated Metropolitan, Municipal and District Assemblies (MMDAs), and the nationwide Business Resource Centres (BRCs) and Business Advisory Centers (BACs) of the Ministry of Trade and Industry, to collaborate to ensure that the overall objective of empowering private sector participation in the implementation of AfCFTA is achieved in line with the Action Plan.

As sector Minister, I wish to assure the business community and all stakeholders that Government, on its part, will provide the needed political impetus and enabling environment to ensure the successful participation of Ghanaian businesses in the AfCFTA.

I express my appreciation to H. E. Nana Addo Dankwa Akufo-Addo, President of the Republic of Ghana for the exemplary leadership that led to Ghana being selected to host the AfCFTA Secretariat. I am most grateful to the members of the Inter-Ministerial Facilitation Committee, the National Steering Committee on AfCFTA and the Technical Working Groups (TWGs) on AfCFTA, and to all who played diverse roles in responding to the national call amid the Covid-19 pandemic to develop this national document.

As we strive to boost our trade with Africa, it is my hope that we will work together to transform Ghana into a modern, industrialized country which will become the new manufacturing hub of the continent.

May God bless our Homeland Ghana and make our nation great and strong.

Alan Kyerematen

**HON. MINISTER FOR TRADE AND INDUSTRY
AUGUST 2022.**



COMMENTS FROM NATIONAL AfCFTA COORDINATOR

In March 2020, the National AfCFTA Coordination Office (NCO) was established as part of the national institutional coordination architecture for harnessing the benefits of AfCFTA. The national architecture has at its apex an Inter-Ministerial Facilitation Committee, to give policy and strategic orientation to Ghana's participation in the AfCFTA. Other structures include the National AfCFTA Steering Committee and Seven Technical Working Groups, set up to support the implementation of a programme of action to boost Ghana's trade with Africa.

The first task of the NCO was to ensure that the Government of Ghana met one of its key obligations to host the AfCFTA Secretariat by preparing the premises offered by government to be used as offices. The AfCFTA Secretariat was completed and handed over to the African Union on the 17th of August 2020. To facilitate smooth settling-in of the Secretariat, the NCO, at the direction of the Honourable Minister for Trade and Industry, provided an Operational Support Team of experts to the Secretary General, as a transitional arrangement, pending recruitment of permanent staff.

As part of its mandate, the NCO is focused on Ghana's country readiness for harnessing the benefits of AfCFTA. One of the key milestones in this regard is the finalization of this National AfCFTA Policy Framework and Action Plan for Boosting Ghana's Trade with Africa. The document provides the policy guidance for Ghana's interventions in seven critical areas in line with the clusters for Boosting Intra-African Trade. This marks an important step towards integrating the AfCFTA into the national trade policy landscape.

The benefits of AfCFTA to Ghanaian entrepreneurs include access to a market of 1.3 billion people, trading within Africa quota free and with preferential tariffs, the potential for industrialization, expansion of the employment base and opportunities for inclusive development, to name a few.

To support Ghanaian businesses to trade with Africa, the Market Expansion Project was launched in March 2021 as a pilot Project to identify and prepare local companies for participation in African markets. Under this Project, as at June 2022, 211 companies have been identified for facilitation support to participate in AfCFTA. Out of this, 100 have

completed Enterprise Assessments, pending processing for support.

In line with its coordination role, the National Coordination Office is dedicated to establishing an efficient operational network of all the key institutions involved in the implementation of AfCFTA in Ghana. These include GRA-Customs Division, the Ghana National Chamber of Commerce and Industry, the Ghana Food and Drugs Authority, the Ghana Standards Authority and the Ghana Export Promotion Authority, amongst others. The NCO has also actively been engaging non-state actors including financial institutions, entrepreneurs and private sector associations

It is our conviction that a well-coordinated approach should necessarily be based on inclusiveness and commitment by all stakeholders to pursue our shared AfCFTA vision; ***Making Ghana Africa's number one trading partner.***

We would like to extend our gratitude to our stakeholders, including our development partners, who have supported us and worked with us to this point, and are looking forward to strengthening our ties in the coming years.

The logo of the Office is the Ghanaian ADINKRA Symbol "Boa Me NA Me Boa Wo" which translates to collaboration, cooperation and interdependence. This underscores our continuous need to cooperate with National stakeholders, Institutions and Business Associations, and with the rest of Africa to enhance the Ghana's ability to harness the benefits of the AfCFTA.

DR. FAREED ARTHUR
NATIONAL AfCFTA COORDINATOR

EXECUTIVE SUMMARY

The AfCFTA is the largest trading block in the world with a membership of 54 African countries, a population of 1.3 billion people and a combined GDP estimated at US\$3.4 trillion. Ghana as the host country for the permanent Secretariat of the AfCFTA, has a critical role to play in the successful implementation of the AfCFTA. Hosting the AfCFTA provides several opportunities to Ghana. It will enhance Ghana's visibility as an investment destination in Africa and impact positively on the economic development agenda of the country. This requires sustained political commitment and leadership to encourage the rest of Africa to take the bold, necessary and sometimes difficult steps needed to bring prosperity to the continent.

CONTEXT

The establishment of AfCFTA is undoubtedly one of the boldest initiatives undertaken by African leaders since the formation of the African Union. Its main goal is to boost intra-African trade and unleash the potential for economic transformation and development on the continent. Africa is the most endowed continent in the world with huge reserves of natural resources. Unfortunately, the continent has a high poverty rate and accounts for only 3% of global trade. The National AfCFTA Policy Framework and Action Plan for Boosting Ghana's Trade with Africa is intended to provide the strategic orientation and direction for enhancing support to the Ghanaian business sector for effective participation in the AfCFTA.

Trading under the AfCFTA was originally scheduled to start on the 1st of July 2020, however this had to be postponed to the 1st of January 2021 on account of the COVID-19 pandemic. In preparation for the start of trading, several on-going government initiatives have been adopted and adapted to enhance Ghana's readiness for the AfCFTA. Key amongst these programmes are the One District One Factory (1D1F) programme started in 2017, the Strategic Anchor Industries programme, construction of regional industrial parks and the National Export Development Strategy launched in October 2020. Trade infrastructure programmes like the railways rehabilitation and the port expansion programmes, the construction of the inland port at Boankra and the expansion of aviation infrastructure across the country will, when completed, facilitate the smooth movement of goods and services between Ghana and its neighbouring countries and enable Ghanaian businesses harness greater benefits from the AfCFTA.

The Integrated Customs Management System (ICUMS) is a major platform for facilitating trade with other African Countries. It provides a single window online platform for the registration of traders and helps track trading activities between Ghana and the rest of the world.

OBJECTIVES

The overall objectives for Ghana's participation in AfCFTA are to:

1. Provide market access opportunities to both existing and new markets for Ghanaian goods and services on the continent
2. Promote the development of new products with export potential for the African Market.
3. Stimulate increased demand for "Made in Ghana" goods and services on the continent.
4. Provide timely and accurate information on market trends for Ghanaian businesses.
5. Promote the development of innovative financial products for trading with Africa
6. Increase value addition of Ghanaian goods for export to the rest of Africa and thereby move the economy up the value chain.

5 PART PLAN

1. National AfCFTA Policy Overviews
2. Institutional Arrangements
3. Communication Strategy
4. Monitoring and Evaluation
5. National Action Plan for Boosting Ghana's Trade with Africa.

The AfCFTA is the largest trading block in the world with a membership of 54 African countries, a population of 1.3 billion people and a combined GDP estimated at US\$3.4 trillion.



image source : <https://www.tradefinanceglobal.com/>

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTATION

The National AfCFTA Policy Framework and Action Plan for Boosting Ghana's Trade with Africa is a multi-sectoral programme. To ensure its effective and efficient coordination, the government has put in place an institutional framework for implementation, cutting across various sectors with the Ministry of Trade and Industry as the lead institution.

The Institutional structure and arrangements for implementation of AfCFTA are as follows:

THE INTER-MINISTERIAL FACILITATION COMMITTEE

The Inter-Ministerial Facilitation Committee (IMFC) is the policy oversight body and is made up of:

- Minister for Trade and Industry – Chairperson
- Minister for Foreign Affairs and Regional Integration
- Minister for Finance
- Minister for National Security
- Minister for Justice and Attorney General
- Representative from the Office of the President
- Ministers of key implementing Ministries

The main function of the IMFC is to ensure that participation in AfCFTA is in line with Government's development strategy and policy objectives. It also oversees compliance of all parties to the Host Country Agreement signed between Ghana and the African Union. Additionally, the IMFC seeks to ensure the mainstreaming of AfCFTA programmes and activities into the programmes of implementing MDAs. Finally, it promotes the adoption of policies that will enhance Ghana's capacity to optimise benefits from the AfCFTA.

NATIONAL STEERING COMMITTEE

The National Steering Committee for Boosting Trade with Africa is made up of the selected experts and Chairs of specialised Technical Working Groups. The NSC provides technical guidance and oversight for the execution of the National Action Plan.

TECHNICAL WORKING GROUPS

Seven TWGs were set up along the lines of the seven components of the policy framework and their reports and recommendations form the main inputs for this document. The Technical Working Groups are drawn from a cross section of MDAs and private sector experts to identify and address the constraints and challenges of intra-African trade and to propose measures for optimising the benefits from trading under the AfCFTA.

NATIONAL AFCFTA COORDINATION OFFICE

The National AfCFTA Coordination Office is responsible for the day-to-day management of implementation and programme administration. It is also the liaison office between the AfCFTA Secretariat and the Ministry of Trade and other Ghanaian Stakeholders.

COMMUNICATION AND ADVOCACY

The communication strategy outlines the framework for the National AfCFTA Coordination Office to keep stakeholders abreast with the implementation of the national policy framework and other developments with AfCFTA. The goal is to create and present a consistent and supportive image of Ghana's participation in the AfCFTA with key stakeholders and to provide them with timely and useful information to motivate participation.

MONITORING AND EVALUATION

The M & E framework is multi sectoral with national coverage. Aspects of the plan will be integrated into the plans of selected Ministries, Departments and Agencies. All implementing agencies will be expected to report on implementation regularly. At the regional levels BRCs and the Ghana Enterprises Agency offices in the regions and districts will be involved in monitoring private sector and especially Enterprises involvement in the AfCFTA. At the continental level, it is proposed to involve Ghana's missions to monitor performance of Ghanaian goods and service in their respective markets.

The National AfCFTA Coordination Office is responsible for the day to day management of implementation and programme administration.





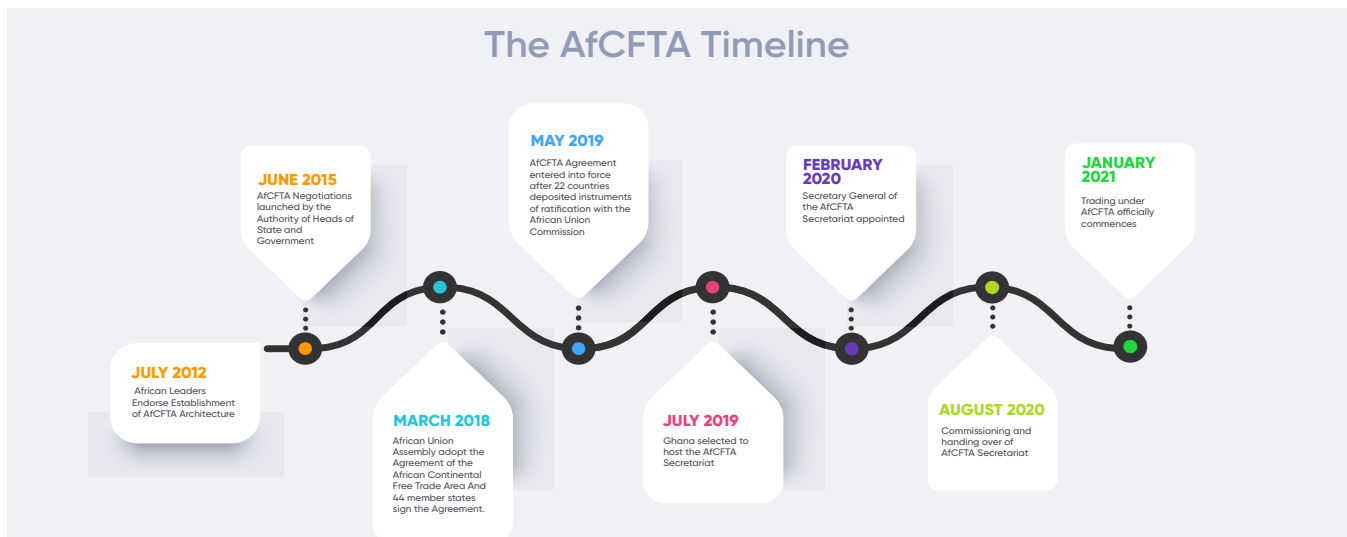
NATIONAL AfCFTA POLICY FRAMEWORK AND ACTION PLAN FOR BOOSTING GHANA'S TRADE WITH AFRICA

1. INTRODUCTION AND BACKGROUND

The creation of a single continental market for Africa had long been the dream of the founding fathers of most of the major countries in our continent. The Abuja Declaration of 1991 of the Authority of Heads of States of the Organization of African Unity, envisioned the establishment of an African Economic Community. One of the building blocks for the establishment of this Community was the creation of a Continental Free Trade Area for Africa. The realization of the vision of a single market did not materialize until the AU Summit of Heads of States and Government in January 2012, which formally endorsed the decision to establish an African Continental Free Trade Area. Since that decision was adopted, extensive preparations and negotiations were carried out by Member States, finally culminating in the historic AU Summit decision in Kigali on March 21st 2018, to formally conclude the first phase of negotiations for the Continental Free Trade Agreement.

The AfCFTA is a Single Market (Duty-free Quota-free) trading bloc covering the entire African Continent with a total population of 1.3 billion and a combined Gross Domestic Product (GDP) of almost USD 3.4 trillion. The objective is to create a single continental market for goods and services, with free movement of goods, persons and investments. The AfCFTA is the most significant development in Africa since the establishment of the Organization of African Unity (OAU) in 1963. It is the world's largest Free Trade Area in terms of the number of Member States (54).

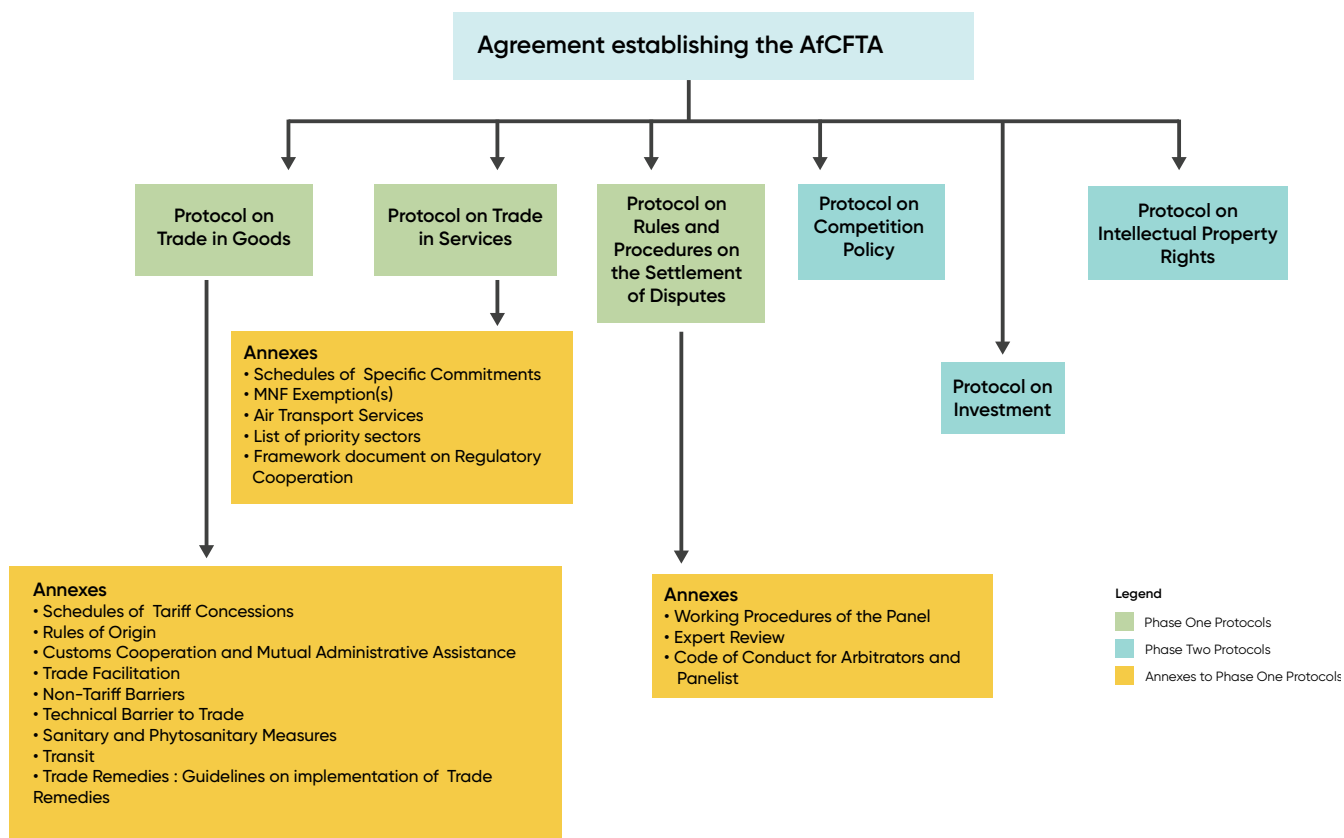
The AfCFTA Timeline



The Agreement entered into force on 30th May, 2019, after 22 countries deposited instruments of ratification with the African Union Commission (AUC). Ghana was the first country, along with Kenya to deposit her instrument of ratification. As at July 2022, 54 out of the 55 African countries (Eritrea being the sole exception) had signed the AfCFTA, 44 countries had ratified the agreement and 43 State Parties had deposited their Instruments of Ratification.

Under the Agreement, State Parties committed to liberalise 90% of tariff lines traded under the AfCFTA over a period of 5 to 10-years. 7% of tariff lines, listed as Sensitive products, are expected to be liberalised over 13 years. The remaining 3% of tariff lines considered as Restricted goods will be excluded from tariff liberalisation.

The Agreement allows special treatment for Least Developed Countries (LDCs) with longer implementation periods. However, to maintain a common external tariff, LDCs and non-LDCs that are part of the same customs union are required to apply the same timeframes for implementation. As a result, Ghana as a member of the ECOWAS will liberalize tariffs over a ten-year duration.



Structure of the AfCFTA Agreement

In the Protocol on Trade in Services, the State Parties have agreed to progressively liberalise trade in services across the African continent on the basis of equity, balance and mutual benefit, by eliminating barriers to trade in services. The initial list of services includes Financial Services (including FinTech), Communication, Transport, Tourism and Business Services.

The AfCFTA Rules of Origin will ensure that the preferential market access negotiated for the benefit of member states is granted to goods wholly produced or 'substantially transformed' in an AfCFTA State Party, but not simply trans-shipped through a State Party.

The AfCFTA Rules and Procedures on the Settlement of Disputes provides a robust framework for the administration of the disputes settlement mechanism that ensures the protection of rights and obligations of trading parties.

Trading under AfCFTA by State Parties will be supported by the following operational instruments:

- Adoption of the AfCFTA Rules of Origin
- Online Portal for Tariff Negotiations;
- Africa Trade Observatory;
- Pan-African Digital Payment and Settlement System;
- Online Reporting Mechanism for monitoring and elimination of Non-Tariff Barriers (NTB).

1.1. START OF TRADING

The historic milestone of the Start of AfCFTA Trading from 1st January, 2021 ushered in a new age of regional integration in Africa with access to a single continental market size of 1.3 billion and estimated GDP of \$3.4 trillion.

The AfCFTA is key to economic development across Africa especially for African businesses seeking to recover from the adverse effects of the COVID-19 Pandemic. In terms of concrete investment and business opportunities under AfCFTA if fully implemented, it is projected that by 2030:

- Africa can produce 5 million new vehicles every year, beyond the current 1 million.
- Demand for intra-African freight will increase by 28%.
- Rail services to increase from 0.3% to 7% of all modes of transportation, representing 23 times the current levels.
- Africa would require about 2 million additional freight trucks, over 100,000 rail wagons, 250 aircrafts, and more than 100 vessels for sea freight.
- Aircraft demand to support trade flows within West Africa will increase by 13.2%.
- Trade between North and West Africa would increase demand for aircraft by 12.9% while demand within Southern Africa will increase by 12.2%.

1.2. OUTLINE OF THE DOCUMENT

This National AfCFTA Policy Framework and Action Plan for Boosting Ghana's Trade with Africa is presented in five (5) parts, namely:

Part One: National AfCFTA Policy Framework

- Component 1 – Ghana's AfCFTA Trade Policy
- Component 2 – Trade Facilitation
- Component 3 – Trade-Related Infrastructure
- Component 4 – Enhancing Productive Capacity
- Component 5 – Trade Information
- Component 6 – Trade and Development Finance
- Component 7 – Factor Market Integration

Part Two: Implementation Arrangement- National Institutional Architecture and Structure

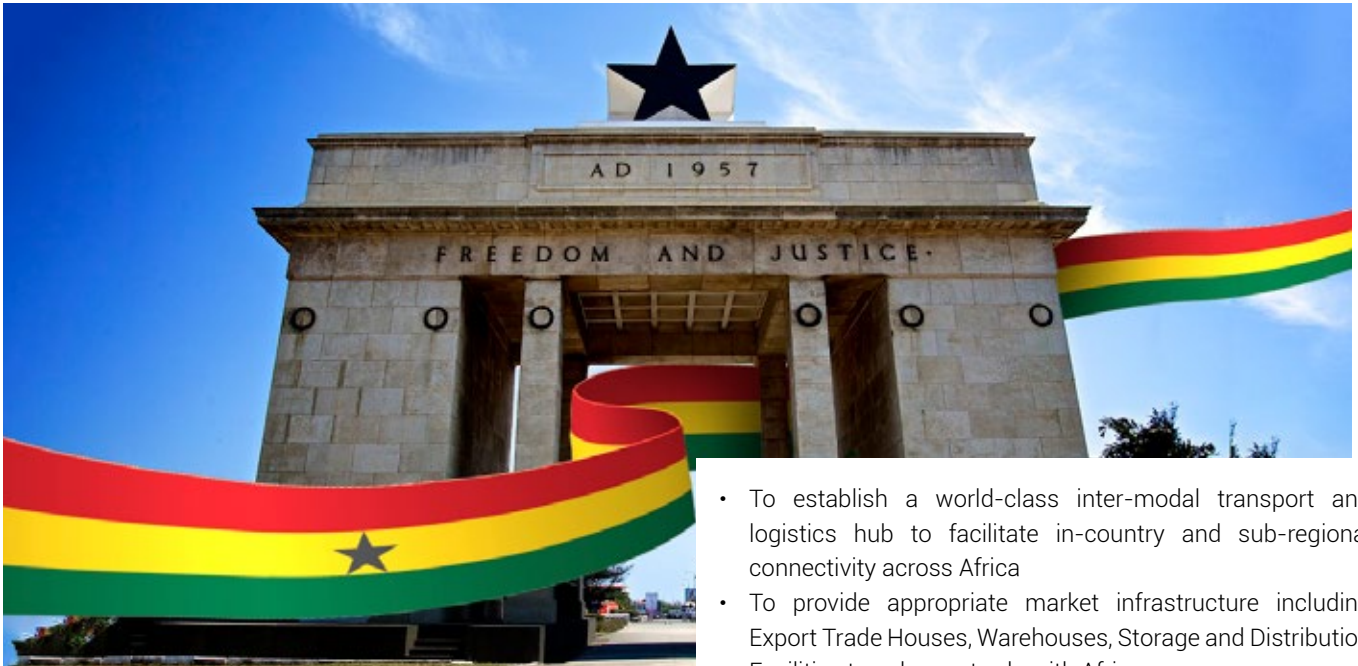
Part Three: Strategic Communication

Part Four: Monitoring and Evaluation Framework

Part Five: Action Plan Matrix 2022-2027



2. GHANA AS THE HOST COUNTRY FOR AfCFTA



Ghana as the host country for the permanent Secretariat of the AfCFTA has a critical role to play in the consolidation and implementation of the Agreement. Successful implementation of the AfCFTA will enhance Ghana's visibility as an attractive investment destination in Africa. However, Ghana needs to show leadership, commitment and responsibility to encourage the rest of the continent to commit to take the necessary and sometimes difficult steps that may be required to ensure the successful implementation of the AfCFTA and trigger the transformation of the African economy. It is therefore important for government to create the enabling environment to empower Ghanaian traders and businesses to harness the benefits of AfCFTA.

The National AfCFTA Policy Framework and Action Plan for Boosting Ghana's Trade with Africa has been developed through a comprehensive process of data analysis and intensive consultation with stakeholders.

Ghana's strategic objectives for implementing the National AfCFTA Policy Framework and Action Plan for Boosting Ghana's Trade with Africa under AfCFTA include:

Ghana's AfCFTA Trade Policy

- To increase Ghana's exports to other AfCFTA markets.
- Incorporate AfCFTA rules and regulations into the laws of Ghana by implementing AfCFTA obligations in Ghana.

Trade Facilitation

- To ensure speedy and efficient cargo clearance processes at Ports and Border Posts in a safe and secure environment.
- To ensure Non-Tariff Barriers and Technical Standards do not constrain Ghana's trade with Africa.

Trade Infrastructure

- To provide reliable, accessible and competitively priced energy for businesses trading under AfCFTA.

- To establish a world-class inter-modal transport and logistics hub to facilitate in-country and sub-regional connectivity across Africa
- To provide appropriate market infrastructure including Export Trade Houses, Warehouses, Storage and Distribution Facilities to enhance trade with Africa.

Enhancing Productive Capacity

- To provide targeted support for increased value addition for Ghanaian exports to the rest of Africa.
- To provide appropriate production infrastructure including Special Economic Zones, Industrial Parks and Logistics Parks to enhance productive capacity for export to Africa.
- To improve access to raw materials and other critical inputs for strategic sectors in such quality and quantity at strategic prices
- To support the adoption and deployment of modern technology and machinery to enhance productivity in strategic sectors.
- To improve availability and quality of managerial and entrepreneurial skills in strategic sectors.

Trade Information

- To coordinate and improve existing trade information platforms to enhance access to information for intra-African trade.
- To stimulate demand for Made in Ghana goods and services across the Continent.
- To provide timely and accurate information on market trends for Ghanaian businesses.

Trade and Development Finance

- To develop innovative financing mechanisms for production and trading under AfCFTA.
- To facilitate cross-border payment to support Ghana's trade with the rest of Africa.
- To ensure availability of finance for production of tradeable goods and services, and for E-commerce and Digital Trade

Factor Market Integration

- To conclude and implement agreements on mutual recognition of qualifications.
- To harmonize and align relevant national laws with the relevant Protocols on Free Movement of Persons, Right of Residence and Right of Establishment.

2.1. GHANA: ECONOMIC AND MARKET OVERVIEW

Ghana is ranked amongst the top 10 economies in Africa, with a projected GDP of \$73.89 billion in 2022, according to the International Monetary Fund. Ghana's average growth rate from 2017 to 2019 was 7%, making the country one of the fastest growing economies in Africa. With a population of 30.8 million, Ghana's per capita growth averaged 3.74%, higher than the Sub-Saharan Africa's average GDP per capita growth of -0.46% from 2016 to 2019. The services sector was the largest contributor to Ghana's GDP in 2019, contributing 48.2% of annual GDP. The Industrial sector is the second largest with 33.2% of annual GDP; followed by the Agricultural sector with 18.5%.

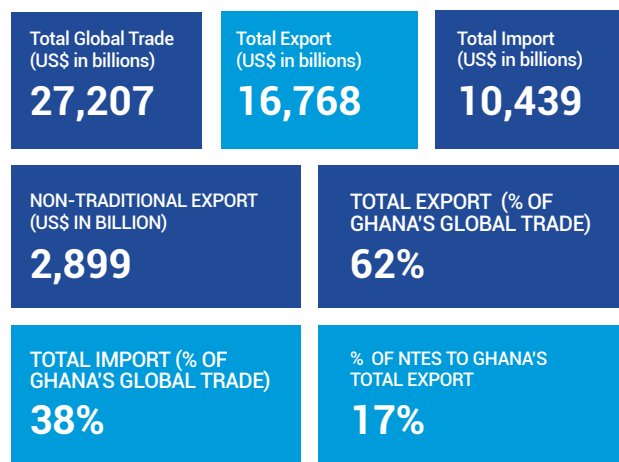
Ghana's Foreign Direct Investment in the first half of 2020 amounted to \$627 million, representing a significant increase of 409 % over the FDI value in the first half of 2019, and is among the highest in Africa.

Ghana is well endowed with natural resources and has a market-based economy with relatively liberalized trade regime and investment climate. Government through the Ministry of Trade and Industry is also implementing bold and aggressive initiatives to build a resilient industrial economy. The Ministry has adopted a Ten-Point Industrial Transformation Agenda, which seeks to scale up the production capacities of existing industries to support import substitution and export diversification. These initiatives include introduction of strategic anchor industries, establishment of industrial parks and special economic zones at least one in each region and promoting small and medium-scale enterprise development. Others are; establishment of industrial sub-contracting, promote export diversification, improve domestic retail trade, promoting export development programmes, promote public-private sector dialogue and enhancing business regulatory reforms.

2.2. GHANA'S GLOBAL TRADE

In 2019, total global trade amounted to \$ 27.2 billion; total export amounted to \$16.7 billion (61.6% of Ghana's global trade) and total imports amounted to \$10.4 billion (38.4% of Ghana's global trade), representing a positive trade balance of \$6.3 billion. Non-Traditional Exports amounted to \$2.89 billion, representing 17% of total export. Between 2016 and 2019, the average total exports and import as a percentage of GDP is 34% and 37% respectively.

This is largely due to an aggressive Industrial Transformation Agenda anchored on both export diversification and import substitution, with a strong focus on enhancing manufacturing activities led by the private sector.



2.2.1. EXPORT TRADE

Ghana's global export has been increasing consistently since 2017. In 2019, the value of Ghana's exports stood at \$ 16.7 billion, representing a 12% increase over 2018. The country's top five destination markets are China (\$2.8 billion), representing 16.7% share of Ghana's global exports, Switzerland (\$2.5 billion) representing 14.7% share, India (\$ 2.4 billion) representing 14.1% share, South Africa (\$1.97 billion) representing 11.7% and Netherlands (\$ 0.97 billion), representing 5.8%.

Ghana's main exports are gold, petroleum and petroleum products, cocoa and cocoa products. Together these products account for 85% of the country's global exports. Other export products include: manganese (2.1%), cashew (1.5%), palm oil (0.7%), shea (0.5%), guavas and mangoes (0.4%).

2.2.2. IMPORT TRADE

Ghana's imports from the rest of the world dropped in 2019 by 14% to \$10.4 billion. This is due partly to government's robust import substitution programme. The five top import markets are China (\$1.9 billion) representing 18.2% share of Ghana's global imports, United States (\$0.98 billion) 9.4%, UK (\$0.69 billion) representing 6.6%, India (\$0.58 billion) 5.6%, and Belgium (\$0.53 billion) 5.1%. Other import sources included, Turkey (\$0.47 billion), South Africa (\$0.34 billion), UAE (\$0.28 billion) and Canada (\$0.27 billion).

Ghana imports mainly finished products, the top 5 being vehicle and vehicle parts (15%), rice (3.6%), cement clinkers (2.4%), medicaments (1.6%), and cereal grains (1.14%). Other imported products include, wheat and meslin (1.12%), sugar (1.07%), polyethylene (1.05%), electrical gadgets (0.99%) and transporter cranes (0.92%).

2.3. TRADE WITH AFRICA

Trade with Africa is valued at US\$3.95 billion (2019), representing 15% of Ghana's global trade. This notwithstanding, the country experienced a positive trade balance of \$2 billion in 2019.

The country's top five trading partners in Africa are South Africa (\$2.3 billion) representing 58% of Ghana's trade with Africa, Burkina Faso (\$0.38 billion) 10%, Nigeria (\$0.27 billion) 7%, Togo (\$0.23 billion) 6%, and Cote d'Ivoire (\$0.15 billion) representing 4%.

2.3.1. MAJOR AFRICAN EXPORT MARKETS

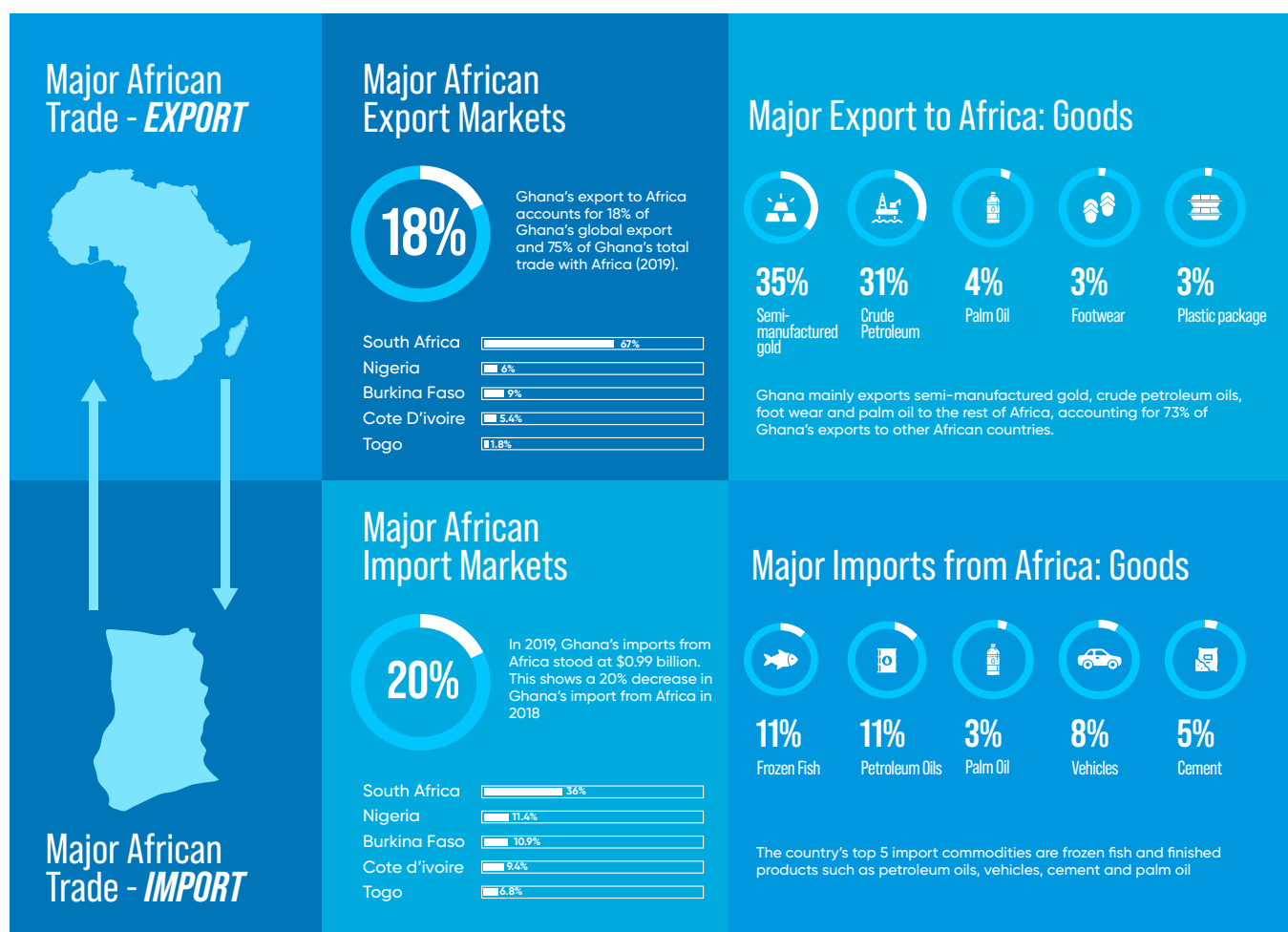
Ghana's exports to Africa accounted for \$2.96 billion, representing 18% of global exports and 75% of total trade with Africa in 2019.

The top 5 major export markets in Africa are South Africa (\$1.97 billion) representing 67% of Ghana's export, Burkina Faso 9% (\$0.28 billion), Nigeria 6% (\$163.8 million), Togo 5.4% (\$159.58 million), and Cote d'Ivoire 1.8% (\$52.49 million).

Ghana mainly exports semi-processed gold, crude petroleum oils, footwear and edible oil to the rest of Africa, accounting for 73% of exports to Africa.

2.3.2. MAJOR AFRICAN IMPORT MARKETS

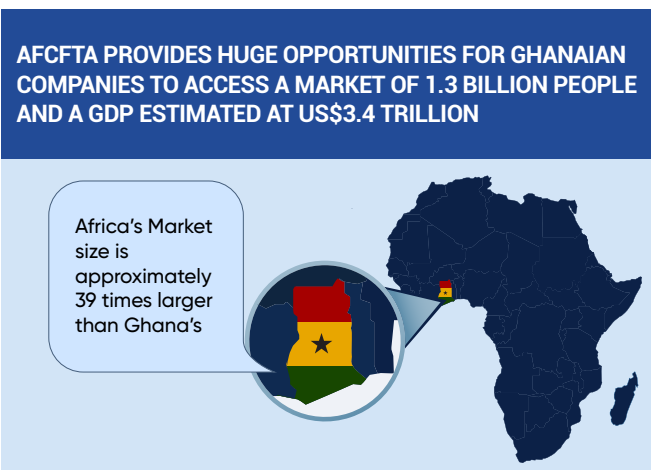
In 2019, Ghana's import from African markets stands at \$0.99 billion. This shows a 20% decrease in imports from Africa in 2018. 74% of total imports from Africa, representing \$0.74 billion, are from South Africa, Nigeria, Burkina Faso, Cote d'Ivoire and Togo. Imports from South Africa alone constitutes 36% of import from Africa. The rest are Nigeria (11.4%), Burkina Faso (10.9%), Cote d'Ivoire (9.4%), and Togo (6.8%). The country's top 5 import commodities are frozen fish (11%) and finished products such as petroleum oils (11%), vehicles (8%), cement (5%) and palm oil (3%).



Ghana's major trade statistics-2019

3. GENERAL CONTEXT

Trade is an important driver of development and regional integration. Research shows that intra-African trade is the lowest of all major regions, at approximately 15% compared to 54% in North America, 70% in Europe and 60% in Asia. While Africa is generally acknowledged as the richest continent in terms of natural resources, Africa's share of world's trade remains only 3%. The bulk of Africa's trade is outside the continent and its exports are mainly primary commodities. Consequently, the continent is particularly vulnerable to external macroeconomic shocks and protectionist trade policies. Boosting intra-African trade and deepening regional market integration are therefore necessary responses to the challenges facing Africa in the multilateral trading system and the global economy. This has the potential to reduce the dependency of the continent on trade in primary commodities, help to accelerate industrial development in Africa, create employment for the population and generate resources for development internally.



Some of the factors hampering the development of intra-African trade include the low development of productive capacity and industrial capability to produce and add value to Africa's raw material endowments; low level of trade-related infrastructure; the prevalence of non-tariff and technical barriers, complicated custom procedure and documentations, and the lack of efficient logistics and transcontinental transport networks. Other factors include non-availability of trade information on African markets; and challenges with trade financing.

More specifically for Ghana, the constraints that have hindered efforts to boost trade with Africa includes;

- Lack of a clearly defined policy and incentive framework for companies exporting to Africa.
- The dependency by other African countries on tariffs as a key component of national revenue.
- The prevalence of Non-Tariff Barriers (NTB) that impede the free flow of goods to other African countries.
- The existence of multiplicity of visa and other travel restrictions.

- Limited access to, and high cost of financing for production and exports.
- Language barriers, especially low level of literacy in French, Arabic, Portuguese, and Kiswahili languages.
- Non compatibility of customs procedures, costly sanitary and phytosanitary measures.
- Complex rules on product standards and licensing requirements.
- Inadequate definition of rules of origin and customs cooperation.
- Challenges associated with expeditious trade remedies.
- Inadequate trans-border infrastructure, logistics, and transportation (sea, air, road).
- Lack of strong long-term partnerships and commercial linkages between Ghanaian businesses and distributors and agents in African countries.
- Absence of cross-border value chains for products and services.
- Absence of Foreign Trade Representatives in Ghana's key markets in Africa, as prescribed under the National Trade Policy launched in 2004.

Addressing these constraints will help create an enabling environment to support Ghanaian companies exporting to Africa. This requires Ghana to develop a well-structured policy framework that serves as a guide for targeted actions aimed at boosting Ghana's share of intra-African Trade. It also involves pursuing a comprehensive and harmonised trade policy to enhance diversification and competitiveness. In addition, clear policies must be implemented to address the supply-side constraints and weak productive capacities, and trade-related infrastructural bottlenecks. Boosting trade with Africa will also require the removal of trade facilitation bottlenecks, including dealing decisively with the challenges of NTBs, enhancing opportunities for the private sector through trade information networks, and addressing financial needs of trade and economic operators through improved trade finance.

Adjustment costs associated with participating in the AfCFTA and the removal of tariffs will have to be carefully managed to mitigate its impact on the economy. In addition, there is need to promote free movement of people as an important ingredient of cross-border trade, and address other cross-cutting issues that have direct bearing on production and competitiveness in Africa and the global economies.

4. POLICY CONTEXT



4.1. SUSTAINABLE DEVELOPMENT GOALS

The AfCFTA presents an opportunity to accelerate Ghana's industrialisation agenda. The Agreement eliminates 90% of tariffs and allows free movement of labour and capital thus, creating the enabling environment for investment and sustainable industrialisation and for reducing dependence on the exports of raw agricultural produce and extractives. With Ghana's increasing young population, moving towards a more industrialised economy driven by inter-regional trade will have considerable benefits, notably in terms of job creation and improved socio-economic conditions. This will in turn impact SDGs 1, 8 and 9 which seek to end poverty, induce economic growth and promote industry and innovation.

Currently intra-African and cross border traders – most of whom are women – have to deal with harassment and other forms of impediments at the ports and borders. AfCFTA offers a system for women to formalise their trade, guaranteeing them greater protection and profits. This directly addresses SDG 5, which speaks to the important subject of gender equality.

Improved food security is yet another key benefit of AfCFTA. Africa has 60% of the world's arable land; an increase in trade especially amongst countries will encourage a shift from peasant forms of farming to intensive commercial farming thus boosting food production. This addresses SDG 2 which seeks to end hunger everywhere around the world. Thus, participation in the AfCFTA will help Ghana to achieve its SDG goals.

4.2. COORDINATED PROGRAMME FOR SOCIAL AND ECONOMIC DEVELOPMENT POLICIES (2017-2024)

This policy framework is also established within the framework of the Government's Coordinated Programme for Social and Economic Development Policies (2017-2024) which seeks among other things to promote international trade and investment. This is with the aim of building up reasonable levels of foreign reserves, consistent with the development needs of the country; maintain a solid balance of payments position, and maintain the overall stability of the Ghana cedi against currencies of its major trading partners. More specifically, Government as part of its long-term vision seeks to implement the following policy measures which are in line with objectives of this National Policy Framework:

- Fully commit to the objectives of the African Union (AU). In particular, Government will play an active role in the effort to create the African Continental Free Trade Area (AfCFTA); *and*
- Pursue measures that will position the country to take full advantage of multilateral trade agreements, such as the AfCFTA, African Growth and Opportunity Act (AGOA) of the US Government, and the EU- ECOWAS Economic Partnership Agreement (EPA).

The AfCFTA eliminates 90% of tariffs and allows free movement of labour and capital.



image source : <https://www.independent.co.ug/>

4.3. INDUSTRIAL TRANSFORMATION AGENDA

Ghana's current programme for industrial transformation is underpinned by both export diversification and import substitution, with a strong focus on enhancing manufacturing activities led by the private sector.

The plan focuses on building the competitiveness of existing local industries by facilitating access to medium to long-term finances at low interest rates; introducing strategic anchor industrial initiatives which will create new growth poles for the Ghanaian economy, and establishing at least one industrial park and special economic zone in each of the 16 administrative regions of the country.

These policy initiatives will be complemented by other policy interventions across government to leverage optimal support for the development of the private sector and create job opportunities for the youth.

The Government's industrial transformation agenda is hinged on Ten (10) pillars as below:

- 1. National Industrial Revitalization Programme.** Provision of stimulus package to economically viable but financially distressed companies
- 2. One District One Factory.** The policy is designed to decentralize industrial development to ensure an even and spatial spread of industries. The state will facilitate and assist medium to large scale business to set up.
- 3. Strategic Anchor Industries.** The initiative seeks to position Ghana's industrial landscaping around certain industrial patterns and products and focuses on attracting investments into these areas. The strategic anchor industries are:
 - i. Pharmaceutical industry,
 - ii. Integrated Aluminium Industry,
 - iii. Iron and Steel Industry,
 - iv. Auto mobile and Vehicle Assembly,
 - v. Textiles, Garments and Apparel Manufacturing,
 - vi. Industrial Salt,
 - vii. Petrochemicals,
 - viii. Manufacturing of Machines and Machinery Components,
 - ix. Industrial Starch and
 - x. Oil Palm Industry.
- 4. Industrial Parks and Special Economic Zones.** The government will facilitate the acquisition of land for the establishment of industrial parks nationwide. These industrial parks will have access to reliable energy supply and technologies to boost manufacturing
- 5. Development of small and medium-scale enterprises (SMEs).** SMEs form the backbone of production and needs to be supported to grow and fully participate in industrial value chains. This will help create jobs and boost production both for local consumption and for exports
- 6. Export Development Programme** under this programme the Ministry will facilitate businesses to take advantage

of opportunities offered by free trade agreements like AfCFTA, AGOA and the EPA.

- 7. Enhancing Domestic Retail Infrastructure.** This will be done through value addition and provision of retail infrastructure to locally manufactured products to make them competitive with other products from elsewhere.
- 8. Business Regulatory Reforms.** This involves putting in place measures to ease the cost of doing business in the country through removing some of the bureaucracies associated with doing business in the country. This will help position the country as business friendly environment and consequently impact on the country's competitiveness on the African market and globally
- 9. Industrial sub-contracting exchange.** This is intended to link SMEs to large companies in the country to ensure that the large companies subcontract some of their businesses to the SMEs
- 10. Improving Public-Private sector Dialogue.** Under this pillar there will be at least one Business Summit every year to review implementation of various initiatives and to take stock of the strides made and steps being taken to address identified implementation challenges. The first business summit was held in September 2021.

4.4. SUSTAINABLE ENVIRONMENTAL DEVELOPMENT

Ghana's natural resources provide the basis for future economic development and therefore needs to be utilized in a sustainable manner in line with existing national policies like the Ghana Shared Growth and Development Agenda (GS-GDA).

The follow-up costs of climate change, loss of biodiversity and the pollution/erosion of fertile grounds are a considerable threat to the country's economic development. When prioritizing public support to specific sectors and value chains these costs should be taken into account while at the same time making sure that the goal to create economic opportunities for Ghanaian businesses and population at large is being pursued.

The government is determined to put in place measures to improve the environmental and social sustainability of its productive capacity by promoting and adopting environmentally friendly technologies and processes to drive industrialisation. The country is still heavily reliant on resource-based primary production. Strong forward and backward linkages will need to be built with the rest of the economy and partners on the African continent. This will allow Ghana to expand the use of green technologies and introduce cross border circular economy approaches.

Critical attention needs to be given in this context to the identification of green technology gaps. Through targeted

industrial policy, leapfrogging should be encouraged in sectors with promising opportunities. Mid-term strategies and policy incentives need to be laid out to transition specific industries towards more sustainable production processes.

The larger AfCFTA market should allow industries to scale up more complex and sustainable production systems. In addition, the world market offers new opportunities in green sectors with all major economies aiming for a green transformation. Ghana therefore seeks to position itself as a lead country on the African continent in this process as captured in the existing Ghana Trade Policy document.

The country is building its capacity in the automotive industry and has considerable experience in, textile, electronics, solar energy and sustainable agriculture and food processing. Thus, Ghana can follow environmental trends in these and other sectors and pursue green business opportunities as they arise. This can be done jointly with neighbouring countries where complementary skills can be utilized for competitive and environmentally friendly value creation.

4.5. GENDER INCLUSIVITY AND EQUITY

The establishment of the African Continental Free Trade Area (AfCFTA) Agreement marked a key landmark in the quest for integrated and inclusive economic growth in Africa.

On the continental level, there is a resounding political commitment to gender inclusivity and equity as demonstrated by the African Union Commission's 2003 Maputo Protocol, which expounds on the need to guarantee economic opportunities for women. This set the tone for the consideration of a Protocol on Women and Youth under the AfCFTA which seeks to mainstream gender inclusivity and amplify the gains of women and youth-led businesses who predominate the Micro, Small and Medium scale Enterprises (MSME) ecosystem of all the state parties to the Agreement.

In Ghana, this National AfCFTA Policy Framework and Action Plan for Boosting Ghana's Trade with Africa presents a

comprehensive national approach to the provision of capacity building and investments and the removal of gendered challenges faced by women in cross-border trade, across the seven (7) clusters for boosting intra-African trade, which underpin Ghana's policy for harnessing the benefits of the AfCFTA.

In the areas of;

- Trade Policy, the policy framework reiterates government's commitment to consciously develop policies that encourage women to participate at all levels of economic activity, especially, at the highest levels of policy and decision making. Such policies are designed to support women in trade and industry, education, STEM, E-commerce and digital trade, among others.
- Trade Facilitation, the framework highlights plans to ease the operations of women in informal cross-border trade, popularly referred to as "headload traders" at Ghana's border posts.
- Trade-related Infrastructure, the policy framework articulates plans to build border post facilities that provide safe spaces for women, in a bid to quell issues of gender-based harassment at Ghana's border posts.
- Enhancing Productive Capacity, the policy framework also outlines plans to facilitate targeted support to women-led MSMEs and position them to harness the benefits of the AfCFTA through the provision of technical capacity-building initiatives and the establishment of Technology Parks with Business Incubation Centres.
- Trade Information, the policy framework introduces the development of a trade information portal (Ghana Trade Information Repository), to enhance access to trade information on the African market for women and youth-led businesses in Ghana, and enable them build linkages to regional markets.
- Trade and Development Finance, the framework also propounds the development of innovative and accessible financial products and services targeting women and youth-led enterprises in Ghana.
- Factor Market Integration, the policy framework and action plans further underscore strategies to fulfill government's objective of securing the rights of women traders and travellers engaged in cross-border trade with other state parties to the AfCFTA agreement.

AfCFTA offers a system for women to formalise their trade, guaranteeing them greater protection and profits.



image source : <https://www.bbc.co.uk/>

PART ONE

NATIONAL AfCFTA POLICY FRAMEWORK



This policy framework has been developed within the context of increasing Ghana's share of intra-African trade and providing a consistent and stable policy environment that stimulates private sector development. The policy provides clear and transparent guidelines for the implementation of Government's vision for harnessing the benefits of the AfCFTA. The National AfCFTA Policy Framework is made up of seven (7) components. Each component, has been analysed, taking into account their respective context, strategic objectives and policy prescriptions.

This will ensure that the specific policy prescriptions recommended, are not only clearly identified, but are also properly understood within the relevant context. The Policy Framework provides broad guidelines for concrete actions in support of Ghana's implementation of the AfCFTA. The implementation plan is contained in Part Two and specifies the objectives, outputs and activities to be undertaken over a period of three to five years. The National AfCFTA Coordination Office will be responsible for coordinating the implementation of the plan. Actual execution of activities will be decentralized across several Ministries, Departments and Agencies and policy oversight will be provided by the Inter-Ministerial Facilitation Committee for Boosting Trade with Africa.

Component One: Ghana's AfCFTA Trade Policy component focuses on fast tracking trade development in Ghana through the adaption and implementation of national trade policies coherent with and geared towards boosting trade with Africa.

Component Two: The Trade Facilitation component is designed to expedite the movement of goods across existing and new trade corridors. The objective is to reduce the cost and time for goods to move from Ghana to other destinations in Africa.

Component Three: The component on Enhancing Productive Capacity seeks to increase the capacity for the local manufacture of products of Ghanaian origin for the African Market and to integrate Ghana into regional value chains.

Component Four: The component on Trade-related Infrastructure focuses on the development and financing of infrastructural projects with special emphasis on multi-modal transportation (ports, roads, highways, railways and aviation), communication and energy.

Component Five: The component on Trade Information seeks to provide greater access to information on opportunities for intra-African Trade and Investment.

Component Six: The component on Trade and Development Finance is designed to increase access of the private sector in Ghana to trade and development financing for the production and marketing of products of Ghanaian origin for the African market.

Component Seven: The component on Factor Market Integration promotes the implementation of the relevant protocols on the free movement of persons, investment and factors of production.



1. COMPONENT ONE

GHANA'S AfCFTA TRADE POLICY

1.1. CONTEXT

The AfCFTA has opened up opportunities for increased trade among African countries by providing for the progressive elimination of tariff and non-tariff barriers with respect to trade in goods and for the progressive liberalisation of trade in services. The AfCFTA thus provides significant opportunities for economic transformation and development. This resonates in many respects with Government's Vision of Ghana beyond Aid. However, in order to benefit from these opportunities, AfCFTA rules and protocols must be mainstreamed into national trade and development strategies to allow Ghanaian stakeholders to fully participate.

Key challenges to optimising the gains of the AfCFTA include the absence of a constructive mechanism for dialogue and engagement between public and private sector; limited national productive capacity and lack of a coherent policy on investment, competition, services, e-commerce and intellectual property rights.

To respond to these issues, an effective trade policy should be put in place to create more space for the private sector and other stakeholders in Ghana to fully harness the benefits of AfCFTA. The adoption of measures to create an enabling environment and to facilitate increased production of exportable goods will also be key to boosting Ghana's share of intra-African trade. To ensure a level playing field, there is the need to promote greater investor confidence, secure the markets, provide incentives for increased innovation and mitigate the risk of erosion of gains by investors. This will require appropriate trade policies, including trade remedies to be deployed along with an effective dispute resolution mechanism.

1.2. STRATEGIC OBJECTIVES

1. To incorporate AfCFTA rules and regulations into the laws of Ghana and implement AfCFTA obligations in Ghana.
2. To develop and operationalise a mechanism for dialogue between government, private sector and civil society to enhance their roles in AfCFTA trade policy formulation and implementation.
3. To increase Ghana's exports to other AfCFTA markets.
4. To apply import defence measures, competition policy and intellectual property rights to minimise loss caused by unfair trade practices, of trade opportunities available under the AfCFTA.
5. To apply dispute settlement procedures to ensure effective and adequate resolution of issues impeding access by Ghanaian exporters to other AfCFTA markets.

1.3. POLICY PRESCRIPTIONS

Government will:

1. Review and amend national laws and policies to ensure consistency with AfCFTA rules and regulations.
2. Institutionalise stakeholder engagement and consultations on intra-African trade to improve exports under the AfCFTA.
3. Review and align industrial and trade policy and export strategy with the aim of boosting Ghana's exports to other AfCFTA markets. Review and enforce existing rules and regulations on competition to minimise erosion of gains under AfCFTA.
4. Promote measures to attract FDI into strategic export sectors to boost Ghana's participation in intra-African trade.
5. Review and strengthen existing dispute settlement mechanisms to enhance their use in resolving disputes arising under the AfCFTA.



2. COMPONENT TWO

TRADE FACILITATION

2.1. CONTEXT

Trade facilitation constraints are amongst the key factors contributing to the low level of trade between Ghana and other African countries.

These constraints include the complex customs and administrative procedures and regulations, inefficient and costly transit systems, the existence of numerous informal roadblocks along regional and continental trade corridors, differences in rules of origin, trade documentation, and standards. The removal of these constraints in Ghana and in other African countries will significantly boost trade between Ghana and the rest of Africa. This component, seeks to expedite the movement of goods across Ghana's borders and existing trade corridors and reduce the time and cost it takes for goods to move from Ghana to other destinations in Africa

2.2. STRATEGIC OBJECTIVES

1. To ensure speedy and efficient clearance processes at the ports to reduce cost and time.
2. To provide efficient and competitive facilities and systems to enhance movement of goods and services in a safe and secured environment at the Ports.

3. To provide efficient, cost-effective and secure cargo transit facilities to serve landlocked neighbours.
4. To ensure that the application of Non-Tariff Barriers (NTBs) and technical standards do not constrain Ghana's trade with Africa

2.3. POLICY PRESCRIPTIONS

Government will:

1. Improve the single window system to ensure speedy and efficient clearance at the ports.
2. Establish a simplified and structured mechanism on fees and charges in respect of services to ensure Ghana is competitive with its trade with the rest of Africa.
3. Train border agencies on the AfCFTA Agreement particularly Trade Facilitation Component.
4. Continue to enhance the modernisation of the port facilities and improvement in security and service delivery.
5. Improve on existing transit procedures and processes to conform to AfCFTA transit procedures.
6. Establish a mechanism to ensure the removal of all unapproved check points on transit corridors without compromising security.
7. Establish and operationalise an Integrated Border Management in line with the provisions of the AfCFTA agreement.



3. COMPONENT THREE

TRADE-RELATED INFRASTRUCTURE

3.1. CONTEXT

The development of an efficient and integrated multi-modal infrastructure, supported by robust telecommunications/ICT (Information and Communications Technology), transport, energy, and water systems play a critical role in reducing trade costs and enhancing competitiveness. It is an essential component of any enabling environment that will be developed for boosting trade with the rest of Africa. Not only does the lack of quality infrastructure within the continent reduce the flow of trade, it also increases cost of distribution and goods. It is estimated that about 30 to 40% is added on to the cost of goods traded in Africa due to poor infrastructure.

Ghana is no exception to these development constraints and local businesses are confronted with several challenges that could undermine their competitiveness and ability to fully take advantage of opportunities presented by the AfCFTA. These include:

- High cost and unstable power supply which imposes extra-back up costs on enterprises, hinders timely delivery and results in large loses of sales.
- Poor state of access roads to source of production of inputs, thus increasing cost and time of transaction.
- Underdeveloped multi-modal (rail, road and air) regional transport system limiting access to markets.
- Limited access to warehousing and distribution facilities in destination markets.

3.2. STRATEGIC OBJECTIVES

1. To provide reliable, accessible and competitive energy for businesses trading under AfCFTA by December, 2026.
2. To establish a world-class inter-modal logistical hub to facilitate in-country and sub-regional interconnectivity with markets across Africa by December, 2026.
3. To provide necessary market infrastructure (warehouses and export trade houses) to enhance intra- African trade by December, 2026.

3.3. POLICY PRESCRIPTIONS

Government will:

1. Ensure the provision of reliable power supply to strategic businesses at competitive rates.
2. Promote and support the development of an effective and efficient road, railway, air and inland waterways linking the sub-regional networks.
3. Ensure the provision of market infrastructure including warehousing and export trade houses.
4. Advocate the Pan-African Infrastructure Development Agenda.
5. Support the development of a comprehensive Maritime and Dry-dock system to support maritime trade for AfCFTA trading.
6. Support the development of a coastal shipping services along the AfCFTA Sea trading routes.
7. Resolve the differences in Regional Axle Load Limit with neighbouring countries to promote trade within the region.
8. Shift current focus on construction of single-standard gauge railways along the major railways to double-standard gauge lanes to enable Ghana position itself as a preferred rail-route to transport persons and goods within the sub-region.



4. COMPONENT FOUR

ENHANCING PRODUCTIVE CAPACITY

4.1. CONTEXT

Ghana has a huge industrial potential capable of positioning the country as an industrial and manufacturing hub in Africa. However, the manufacturing sector has performed below average in Sub-Saharan Africa (SSA) with an annual Manufacturing Value Added (MVA) share of GDP averaging 8.9% for the period of 1984-2016 compared to 11.9% for SSA. The situation is largely attributed to the inadequacy of domestic productive capacities including raw materials, human resource, supply-chain channels, outdated technologies, and inefficient infrastructural services.

This component on enhancing productive capacity aims to support the transformation of Ghana from an agrarian to an industrialised economy. With respect to AfCFTA the focus is to increase the country's share of manufactured goods exported to Africa and to integrate the Ghanaian economy into regional and global value chains through improved access to competitive factors of production within the economy, enhanced productivity, efficiency and growth of the manufacturing sector.

4.2. STRATEGIC OBJECTIVES

1. To improve access to raw materials and other critical inputs for strategic sectors in such quantities and quality at competitive prices.
2. To adopt and deploy modern technology and machinery into strategic sectors to enhance productivity.
3. To improve the availability and quality of managerial and entrepreneurial skills to strategic sectors.
4. To improve access to warehousing, storage, and distribution facilities along the value-chain of strategic sectors

4.3. POLICY PRESCRIPTIONS

Government will:

1. Promote the adoption of agronomic best practices and incentive schemes to boost production of raw materials for strategic sectors.
2. Enhance the development of non-agro industrial inputs such as capital good/components base for strategic sectors.
3. Promote the adoption and use of innovative technologies and equipment in production processes.
4. Develop policy and incentives framework to attract investment into selected strategic manufacturing sectors.
5. Strengthen institutions to deliver entrepreneurship and managerial training programmes to meet the needs of the manufacturing sector and
6. Promote Agro Industries for value addition and value chain processing
7. Promote public private investment and related facilities along the distribution channels.

Government will promote Agro Industries for value addition and value chain processing.





5. COMPONENT FIVE

TRADE INFORMATION

5.1. CONTEXT

Adequate and accessible trade information is essential for the successful implementation of the African Continental Free Trade Agreement. Knowledge on regulations, procedures, requirements, agreements, market opportunities and risks are not easily available and accessible. Generally, there is a wide information asymmetry with respect to intra-African trade.

There is no clearly defined framework for collecting information on continental trade and making it available to Ghanaian businesses and entrepreneurs. The methods of collecting, processing and disseminating information by businesses, policy makers and relevant stakeholders in Ghana are not properly defined and the unavailability of adequate and reliable information on trade and market opportunities, customs formalities and procedures significantly contributes to the high cost of doing business in the region. Under these conditions, many Ghanaian businesses find it difficult accessing the African market compared to other countries outside the continent.

The existing trade information portals in Ghana are fragmented, not well coordinated. There is also no concrete framework to develop regional networks to share information on businesses, exports and other market opportunities across Africa.

5.2. STRATEGIC OBJECTIVES

1. To coordinate and improve existing and potential trade information platforms to boost Ghana's opportunities for intra-African trade.
2. To develop a Ghana Trade Information Repository (GTIR) and interface with the African Trade Observatory (ATO).
3. To identify, build and strengthen capacities of institutions providing trade information on AfCFTA in Ghana.

5.3. POLICY PRESCRIPTIONS

Government will:

1. Develop a Ghana Trade Information Repository which will link existing trade information portals and interface with the African Trade Observatory.
2. Provide support for institutions involved in research, advocacy and trade information dissemination on AfCFTA.
3. Use its network of Missions and representational offices in Africa to generate market access data on African markets for Ghanaian exporters and importers trading under AfCFTA.

Government will develop a Ghana Trade Information Repository which will provide market access data on African markets for Ghanaian businesses trading under AfCFTA





6. COMPONENT SIX

TRADE AND DEVELOPMENT FINANCE

6.1. CONTEXT

Trade finance is the underscore the need to for effective and efficient facilitation of financial transactions for trade and commerce through the use of various financial products. In international trade, this involves a wide range of financial products designed to ease the conduct of business among importers and exporters around the world.

The expansion of trading activities on the continent will depend on the development and availability of reliable, adequate, cost effective and accessible national sources of financial products, both for long-term capital investment needed to produce tradeable goods and services, and short-term settlement of trade debts and other associated payments. Traditionally, Africa has depended on the global financing system to facilitate its transactions with the rest of the world. With the introduction of AfCFTA it has become necessary for African countries to look at alternative, innovative and cost effective ways to finance intra continental trade.

The African financial landscape is complex and characterised by multiplicity of inconvertible currencies, protective fiscal laws and underdeveloped regional financial mechanisms incapable of supporting intra African trade in their current forms. Most of the current financial models for international trade are dependent on international financing arrangements and are out of reach of the vast majority of Ghanaian exporters. These include the issuance of letters of credit, provision of trade credits and guarantees for cross-border trade. Financing for cross border investment between African countries is even more complicated and if not resolved would hinder the

development of regional and cross country value chains.

The initiative to create the Pan African Payment System to resolve cross country payments is very important but its ultimate effectiveness will require the intensive engagement and participation of key local level financial sector players for the development and provision of tailor-made trade finance facilities to ensure that exporters receive timely and adequate financial support for trading activities.

6.2. STRATEGIC OBJECTIVES

1. To develop innovative financing mechanisms for export under AfCFTA.
2. To facilitate cross-border payment to support Ghana's trade with the rest of Africa.

6.3. POLICY PRESCRIPTIONS

Government will:

1. Support the establishment of a Special Purpose Vehicle (SPV) to improve the production and marketing of products under AfCFTA.
2. Strengthen Export Finance Institutions to deliver Tailor-made Services to support export under AfCFTA.
3. Facilitate the establishment of a national version of the African Customer Due Diligence (MANSA) Repository Platform to register exporters.
4. Support Export Trade Houses to enable them deliver enhanced services for the marketing of products under AfCFTA.



image source : ECBPM, Great insight

7. COMPONENT SEVEN

FACTOR MARKET INTEGRATION

7.1. CONTEXT

Intra and inter regional mobility of factors of production (labour, enterprise and capital) can contribute significantly to the deepening of African integration and the boosting of intra-African trade.

Instruments developed by the AU and ECOWAS to guarantee the free movement of persons, rights of residence and establishment have not been fully implemented by many African countries due to limited ratification of the instruments, restrictive national laws and failure to conclude complementary agreements on mutual recognition of certification and qualifications.

To maximise the gains under AfCFTA there is the need for Ghana to operationalise existing policies and protocols on free movement of goods and services; labour migration; harmonise

and align the rules on cross-border establishment, and negotiate mutual agreement of certification and recognition.

7.2. STRATEGIC OBJECTIVES

1. To operationalise the Protocol to the Treaty Establishing the African Economic Community relating to Free Movement of Persons, Right of Residence and Right of Establishment.
2. To harmonise and align relevant national laws with AU Protocol on Free Movement of persons, Right of Residence and Right of Establishment.
3. To conclude and implement agreements on mutual recognition of qualifications.

7.3. POLICY PRESCRIPTION

Government will:

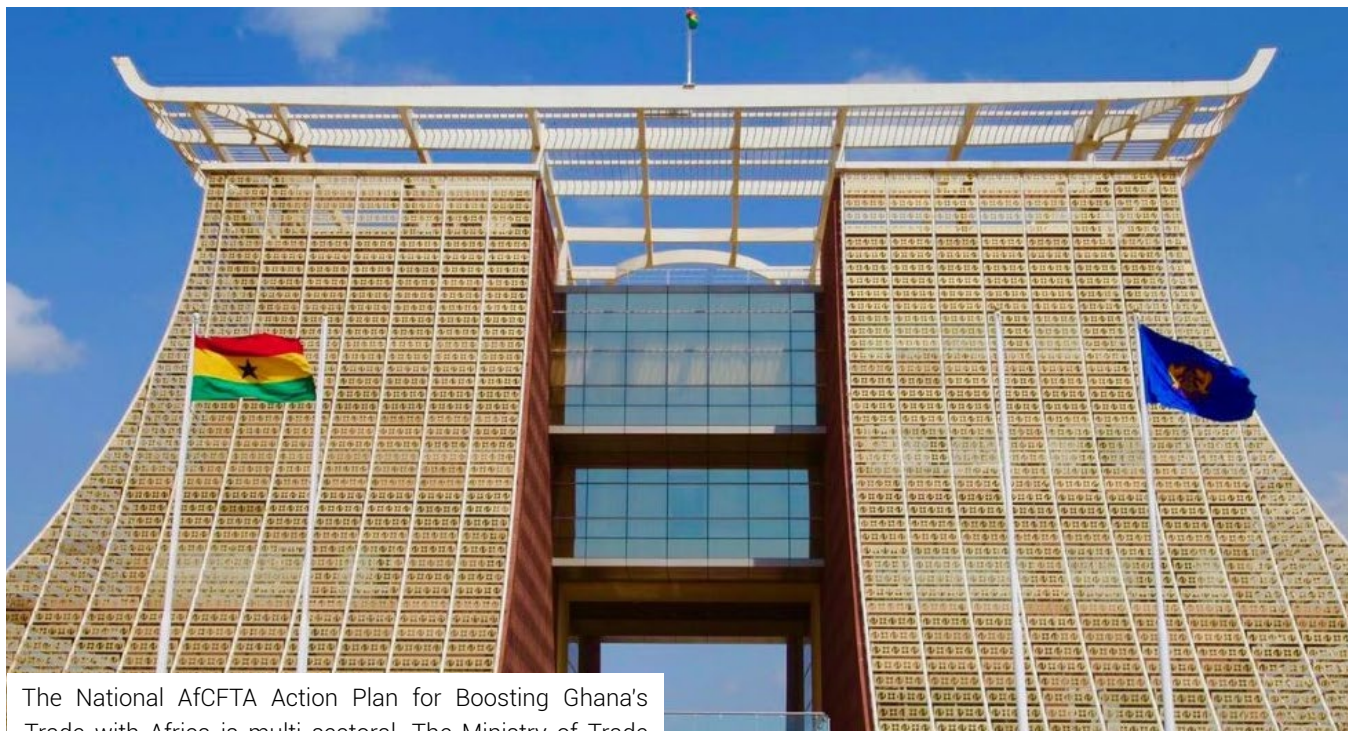
1. Align relevant national laws to the Treaty Establishing the African Economic Community relating to Free Movement of Persons, Right of Residence and Right of Establishment
2. Support the formulation and negotiation of Mutual Recognition Agreements with countries with existing and potential labour market opportunities in Africa.
3. Facilitate the free movement of Ghanaian businesses across Africa.

Government will support the formulation and negotiation of Mutual Recognition Agreements with countries with existing and potential labour market opportunities in Africa.



PART TWO

IMPLEMENTATION ARRANGEMENTS



The National AfCFTA Action Plan for Boosting Ghana's Trade with Africa is multi-sectoral. The Ministry of Trade and Industry is the lead Ministry and will work closely with different MDAs and the private sector to ensure effective implementation of the various components. The component plans also clearly identify the responsible agencies for the delivery of different outputs.

Various aspects of the plan are already in the medium-term plans of some MDAs. The Ministry will therefore collaborate with the respective MDAs to coordinate funding support for implementation. In this regard, the Chief Director (CD) of MoTI will also facilitate mainstreaming of programme aspects into the programmes of other selected MDAs. It is important to note here that AfCFTA has already been incorporated into the performance contracts of selected Chief Directors

The multi-sectoral approach to the implementation will require efficient and effective coordination to avoid overlaps and duplications and to ensure balanced delivery. In order to achieve this the government has established the following arrangement:

1. THE INTER-MINISTERIAL FACILITATION COMMITTEE

The Inter-Ministerial Facilitation Committee is the policy oversight body responsible for ensuring government policy development, guidance and compliance with the AfCFTA. This includes the following Ministers.

1. Minister for Trade and Industry – Chair
2. Minister for Foreign Affairs and Regional Integration
3. Minister for Justice and Attorney General
4. Minister for Finance
5. Minister for National Security
6. Representative of the office of the President.

The main function of the IMFC is to ensure that participation in the AfCFTA is in line with Government's development strategy and policy objectives. They also see to it that Government commitments in respect of the AfCFTA are executed. The IMC reports to the President through the Minister of Trade and Industry.

Various aspects of the plan are already in the medium-term plans of some MDAs.



2. MINISTRY OF TRADE AND INDUSTRY

The Ministry of Trade and Industry is the oversight Ministry for Ghana's participation in AfCFTA. The Minister is a Member of the Council of State Parties and Chairs the National Inter Ministerial Facilitation Committee for the AfCFTA. The Ministry is the Focal Ministry for the AfCFTA negotiations and leads Ghana's Policy and Strategic efforts to advance Ghana's interests continentally and to ensure enhanced benefits from participating in the AfCFTA. It has oversight responsibility for the effective coordination of key National institutions involved in various aspects of implementation of the AfCFTA including the NCO, GEPA, Customs, ICUMS and others.

2.1 DISPUTE RESOLUTION

Article 4 (f) of the AfCFTA Agreement aims to establish a mechanism for the settlement of disputes concerning the rights and obligations of State Parties.

The dispute resolution protocol stipulates a State- to-State dispute mechanism to resolve differences arising out of the implementation of AfCFTA. The Ministry of Trade and Industry as the Lead Ministry is the point of first call for lodging any complaints and the Focal Ministry for dispute resolution.

Depending on the type of disputes, the Ministry may engage other Ministries, Departments and Agencies to help resolve the issues.

3. NATIONAL AfCFTA STEERING COMMITTEE

The National AfCFTA Steering Committee is made up of the Chairs of the Technical Working Groups formed along the lines of the BTA clusters. They will provide strategic guidance and direction for implementation and also advisory inputs for policy alignment for the consideration of the IMFC. The NSC reports to the IMFC.

4. NATIONAL AfCFTA COORDINATION OFFICE

The Ministry of Trade and Industry (MOTI) as the Sector Ministry for the AfCFTA is responsible for all technical and sector specific matters with regards to the AfCFTA. In line with this role, a National AfCFTA Coordination Office has been established by the Ministry of Trade as a focal point for coordinating government's strategic programs in response to the AfCFTA. The NCO (AfCFTA) is also a liaison office between the Ministry of Trade and Industry and other stakeholders in Ghana and the

AfCFTA Secretariat. The establishment of the National Office is also in accordance with the Host Country Agreement which requires the Host Country to appoint a representational office to facilitate the work of the Secretariat with the appropriate Authorities and International Organisations duly accredited within the jurisdiction of the Government of Ghana.

VISION

Make Ghana Africa's number one trading partner

MISSION

Positioning Ghanaian businesses and stakeholders to harness the benefits of AfCFTA.

4.1. FUNCTIONS OF THE NATIONAL AfCFTA COORDINATION OFFICE

The functions of the National AfCFTA Coordination Office are to:

1. Support Ghanaian businesses to harness the benefits of AfCFTA.
2. Coordinate the smooth collaboration of national institutions and Technical Working Groups involved in the implementation of AfCFTA.
3. Facilitate the development of National Strategies and Implementation Plans to ensure enhanced benefits of the AfCFTA as the Host Country.
4. Serve as a resource centre for information to Ghanaian stakeholders on GoG programmes and policies designed to optimise access to the AfCFTA.
5. Monitor and evaluate the National AfCFTA Action Plan and programme for Boosting Ghana's Trade with Africa.
6. Facilitate government support for the functioning of the AfCFTA Secretariat.

4.2. STRUCTURE OF THE NATIONAL AfCFTA COORDINATION OFFICE

The NCO is headed by a National Coordinator, supported by Senior Technical Advisors for Enterprise Assessment, Stakeholder Engagement and Capacity Building, Strategic Communications, Legal, and Monitoring and Evaluation. Programme Officers for the Thematic Clusters, an Information Technology Officer and an Office Administrator make up the rest of the team.

The NCO will also engage Technical experts and market researchers and analysts periodically to support with specific targeted interventions.



NATIONAL INSTITUTIONAL FRAMEWORK FOR AfCFTA



5. STAKEHOLDER ENGAGEMENT

The successful implementation of this programme will depend on the successful participation of both government and non-government stakeholders. While public sector participation is mainly to ensure the creation of the policy enablers, the capacity of the private sector to respond to these policy enablers by refocusing their trade activities from our traditional partners to other African countries will be very critical for achieving the objectives under this programme. Public sector stakeholders include the frontline implementing agencies while the private sector stakeholders include businesses engaged in exports, SMEs, trade associations and civil society advocates. Other stakeholders will include: academia, researchers and Think Tanks. The programme will factor in regular stakeholder platforms for sharing of insights and feedbacks from selected stakeholders to ensure continuous alignment of policies with realities on the ground

6. OPTIONS FOR FINANCING THE POLICY FRAMEWORK

A key factor in ensuring success in the implementation of the Action Plan outlined in the National AfCFTA Policy Framework is the availability of timely, adequate, and predictable financing. Most of the activities are mainstreamed into activities being undertaken by various Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs). These cover investments in trade-related infrastructure, trade facilitation, transport and logistics and enhancing productive capacity. It includes projects like the Boankra inland port, the extension of railway networks to neighbouring countries, improving the cargo handling at the ports, improving the transit corridors in the country, providing adequate supply of energy for industrialisation.

The effective participation in the AfCFTA in Ghana is anchored on decentralization of the implementation of the National Action Plan. In line with government's directive, MDAs and MMDAs are expected to integrate the projects into their annual budgets. This way, financing of the activities outlined in the National Action Plan will be integrated into the national budgets of the respective MDAs and MMDAs. It is estimated that to implement all these activities will require approximately USD 1.8 billion annually for five (5) years.

Building Synergies with Other Agencies and Flagship Programmes: The NCO will leverage partnership with government Agencies and ongoing national flagship projects with the view to influencing the allocation of funding to priority areas outlined in the National Action Plan. These Agencies include: GEPA, GIPC, GEXIM Bank and others. Some of the flagship programmes include: Government's 10-Point Industrial Transformation Agenda (ITA), One District One Factory (1D1F), National Entrepreneurship and Innovation Plan (NEIP), National Export Development Strategy, etc.

Leveraging Development Partners Collaboration: Government welcomes collaboration with Development Partners to enhance the capacities of the public and private sectors to effectively harness the benefits of AfCFTA.

Access to Innovative Financial Products. The NCO intends to pursue strong advocacy with financial institutions to push for the creation of Special Purpose Vehicle (SPV) for financing trade and for providing trade risk coverage for traders wishing to participate in AfCFTA. This may require government to give incentives to participating financial institutions. In this regard, the GEXIM Bank is a key player and has the resources and financial capacity to support traders directly or through other banks.

PART THREE

COMMUNICATION STRATEGY



1. OVERVIEW

The AfCFTA started trading on the 1st of January, 2021. With the start of trade expectations of all key stakeholders has increased. At all levels, stakeholders are interested to know what are the opportunities, what are the changes in rules if any and how does that affect them. Who is exporting to Africa? What goods are being exported? And most importantly how will AfCFTA impact on Ghanaian businesses and the Ghanaian economy? Questions also arise as to the readiness of the government and the country to harvest the benefits of AfCFTA. Simply put the lack of information could be one of the major challenges that threatens the successful implementation of AfCFTA.

The solution to this challenge is an effective and sustained communication strategy to enhance the information flow between the National AfCFTA Coordination Office and the Ministry of Trade & Industry and all its key partner agencies,

as well as its stakeholders, AfCFTA represents a major policy change in economic transactions between African countries. This is even more pronounced for Ghana as host country and the execution of an effective communication strategy is critical to its successful implementation and for achieving government's policy objectives for joining the AfCFTA.

As part of the communication strategy, easy-to-comprehend messages, informative and relevant to the target audience messaging will be developed and communicated through various formats and media platforms. The use of stakeholder dialogues, will be complemented with on-line dissemination of information for general public awareness. Also targeted business fora will be undertaken to support identified businesses to access trade under AfCFTA.

2. OBJECTIVES

The objectives of the communication strategy are to

1. Create a general awareness of the AfCFTA among the Ghanaian business community
2. Keep stakeholders abreast with the rapid development of opportunities under the AfCFTA.
3. Consistently inform the public of any changes in policy that will be relevant for transacting business under the AfCFTA.
4. To make information readily available for stakeholders ranging from the private sector, public sector institutions to civil society and research institutions.

3. TARGET

The target audience for the communication strategy will include the following broad groups:

1. Key public institutions that have a role to play in the successful implementation of AfCFTA in Ghana.
2. Trade Associations
3. Financial institutions, i.e. banks, insurance companies etc.
4. Transporters and Service providers
5. Business operators and other groups that will be directly impacted by AfCFTA;
 - Businessmen/women
 - Small and Medium-sized Enterprises (SMEs)
 - Manufacturing/Processing Industries
 - Artisanal Cooperatives
 - Farmers' Cooperatives
 - Groups in the Agribusiness Supply Chain
 - Traders Unions
 - Academia and Researchers
 - Market Research Organizations
 - Think Tanks
6. Community Based Organisations

4. IMPLEMENTATION OF COMMUNICATION STRATEGY

The execution of the communication strategy will be three pronged:

1. Work closely with selected public sector MDAs to mainstream AfCFTA into their operations.
2. To engage directly with the private sector through different channels and media to create awareness of the potential for enhanced benefits under the AfCFTA.
3. To provide targeted information to the business community on need basis. This can be on bilateral basis or in small focused fora and meetings.

The specific formats will range from public dialogues, interviews, training and capacity building sessions and the establishment of dedicated information desks and portals to respond to stakeholder information needs. It will also include Awareness Campaigns, direct media engagements, on-line and off-line conferences and targeted community interventions. A wide range of media will be selectively used including TV, Radio, Newsprints and social media.

The communication strategy will allow for direct engagement with the private sector to create awareness on AfCFTA and provide targeted information to the business community on a need basis



PART FOUR

MONITORING AND EVALUATION



1. MONITORING AND EVALUATION OVERVIEW

Monitoring and evaluation of the implementation of the National AfCFTA Action Plan is structured as an embedded and constitutive part of the programme. It will also provide a platform for continuous engagement with key stakeholders on progress. The M & E framework will be multi-sectoral and multi-dimensional. This means that M & E will have a nationwide coverage to cover all implementation sectors.

Each implementing MDA will be required to assign an M & E focal person to monitor implementation of projects. An M & E specialist will be engaged to monitor private sector implementation and performance. And selected GEA offices

in the regions and districts will be assigned to monitor SMEs involved in programme implementation. In order to receive market intelligence and feedback on performance of Ghanaian products on the continent, Ghana's missions on the continent will be engaged as external M & E agents. Monitoring will focus on systematic and routine collection of information on programmes and product performance. This will enable experiences to be documented and used as a basis to steer implementation decision-making. The data acquired through monitoring will be used to evaluate progress towards programme objectives, outcomes and impacts. It will also help ascertain continued programme justification, relevance, sustainability and impact.

2. ACTIVITIES

The specific activities under this component will include:

1. Development of a comprehensive M & E framework.
2. Formulation of the National Monitoring indicators for Boosting Ghana's Trade with Africa.
3. Conducting a baseline study for the National AfCFTA Action Plan.
4. Preparation of a Monitoring Plan for the National AfCFTA Action Plan for Boosting Ghana's Trade with Africa.
5. Setting up a stakeholder consultation platform.
6. Preparation of periodic National AfCFTA Monitoring and Evaluation Reports.
7. Publishing annual Status of Implementation Reports

4. CONCLUSION

An M & E framework will be established to receive feedback from target stakeholders and beneficiaries in relation to the various cluster activities and for processing of relevant information for reporting.

The National Office reports to the Minister of Trade and Industry and through the Minister to the Inter-Ministerial Committee.

Reporting formats will be digitised as far as practicable to facilitate data collection, processing and analysis for decision making.

3. REPORTING AND INFORMATION SHARING

An M & E framework will be established to receive feedback from target stakeholders and beneficiaries in relation to the various cluster activities and for processing of relevant information for reporting.

The National Office reports to the Minister of Trade and Industry and through the Minister to the Inter-Ministerial Committee.

Reporting formats will be digitised as far as practicable to facilitate data collection, processing and analysis for decision making.



PART FIVE

DETAILED ACTION PLANS



COMPONENT 1: GHANA'S AfCFTA TRADE POLICY

	Objective-Output-Activity	KPI	Means of Verification	Time-line (Qtr. – Year)	Implementing Agencies
1.1	OBJECTIVE 1: INCORPORATE AfCFTA RULES AND REGULATIONS INTO THE LAWS OF GHANA.				
1.1.1	OUTPUT 1: AfCFTA RULES AND REGULATIONS MAINSTREAMED INTO NATIONAL LAWS				
1.1.1.1	Review the relevant AfCFTA / AU instruments and make proposals for adjustments	<ul style="list-style-type: none"> • Number of relevant Instruments reviewed • Number of proposed adjustments 	<ul style="list-style-type: none"> • Copies of the Instruments reviewed available • Proposals for the review of relevant Instruments available 	Q3 2022	MOTI/ MOJAGD
1.1.1.2	Identify national laws and regulations that need to be updated to comply with AfCFTA	<ul style="list-style-type: none"> • Legal team set up to identify relevant laws and regulations • Relevant national laws identified 	<ul style="list-style-type: none"> • Report of meetings; • Copies of identified national laws and regulations 	Q2 2022	MOTI MOJAGD
1.1.1.3	Prepare recommendations for draft bills for consideration by Parliament	Bill submitted to Parliament	Copies of draft Bills	Q3 2022 -	MOTI/ MOJAGD
1.1.2	OUTPUT 2: NATIONAL COMMITTEES AND BODIES FOR THE IMPLEMENTATION OF AfCFTA ESTABLISHED AND OPERATIONAL				
1.1.2.1	Identify and set up committees and bodies nationally to facilitate implementation of AfCFTA.	<ul style="list-style-type: none"> • No. of Committees and bodies identified • No. of Committees set up • No. of Committees inaugurated • No. of Committees operational 	<ul style="list-style-type: none"> • Meetings, reports/ minutes of Committees and bodies • Letters of appointment 	Q3-Q4 2022	MOTI
1.1.3	OUTPUT 3: REPRESENTATIVES OF GHANA IN AfCFTA BODIES AND COMMITTEES DESIGNATED				
1.1.3.1	Select and appoint persons to the relevant regional bodies and Committees	No. of persons appointed to regional bodies and committees	Minutes/reports of Committees meetings	Q3 2022	MOTI

	Objective-Output-Activity	KPI	Means of Verification	Time-line (Qtr. – Year)	Implementing Agencies
1.1.4	OUTPUT 4: GHANA'S MARKET ACCESS COMMITMENTS UNDER THE AFCFTA PROTOCOLS ON TRADE IN GOODS AND SERVICES COMPLIED WITH				
1.1.4.1	Identify Ghana's Market Access Commitments under the AfCFTA Protocols on Trade in Goods and Services	Schedules of tariff concessions for Trade in Goods and Schedules of Specific Commitments for Trade in Services published	Copy of list of tariff concessions and copy of schedule of specific commitments	Q3 2022 to Q2 2023	GRA – CD/ MOTI
1.1.4.2	Identify tariff laws and regulations to be revised to conform to the commitments	No. of relevant tariff laws and regulations published	Copies of laws and regulations	Q3 2022 to Q4 2022	MOTI/ GRA/ MOJAGD
1.1.4.3	Prepare bills and regulations to effect the market access commitments	No. of Bills and regulations on market access commitments submitted to Cabinet.	Copies of Cabinet approved bills and regulations	Q3 2022 to Q4 2022	MOTI/ GRA/ MOJAGD
1.1.4.4	Submit bills for consideration and adoption by Parliament	Acts passed by Parliament	Copy of the Act;	Q1 2023 to Q2 2023	MOTI/GRA/MO-JAGD
1.1.4.5	Notify Customs and other regulatory bodies of the changes in the laws and regulations	Customs and other regulatory bodies implement changes in the laws and regulations	Copies of the notification letters	Q3 2023	MOTI
1.1.5	OUTPUT 5: GHANA'S INTEREST PROTECTED THROUGH EFFECTIVE PARTICIPATION IN MEETINGS OF AFCFTA BODIES AND COMMITTEES				
1.1.5.1	Prepare yearly schedules of meetings of AfCFTA bodies and committees	<ul style="list-style-type: none"> • Calendar of regular AfCFTA meetings published • Calendar of special AfCFTA meetings prepared 	<ul style="list-style-type: none"> • Copy of AfCFTA schedule of regular meetings • Copy of AfCFTA schedule of special meetings 	2022 - 2026	MOTI/MRBT

	Objective-Output-Activity	KPI	Means of Verification	Time-line (Qtr. – Year)	Implementing Agencies
1.1.6	OUTPUT 6: AWARENESS RAISING OF STAKEHOLDERS ON AfCFTA UNDERTAKEN				
1.1.6.1	Prepare briefs and general literature about the AfCFTA and potential benefits from the AfCFTA	No. and types of literature and briefs on AfCFTA available	Copies of literature and briefs on the AfCFTA	2022 -	MOTI
1.1.6.2	Disseminate briefs and general literature to the public	No. and types of literature and briefs literature disseminated	Copies of briefs and literature disseminated	2022 -	MOTI
1.1.6.3	Organise sensitisation workshops and seminars on AfCFTA every year for the general public.	A minimum of four (4) workshops and seminars on AfCFTA organised	Copies of reports/minutes of the workshops	2022 -	MOTI
1.1.6.4	Organise sensitisation workshops for the private sector on the AfCFTA African Trade Observatory (ATO) every year as a continent-wide information portal and promote its utilisation by the private sector	At least two (2) sensitisation workshops per year on AfCFTA ATO organised	Reports/minutes of the sensitisation workshops	2022 - 2026	MOTI
1.1.7	OUTPUT 7: MOTI CAPACITY TO ANALYSE AND PARTICIPATE EFFECTIVELY IN TRADE NEGOTIATIONS STRENGTHENED				
1.1.7.1	Prepare strategy / incentives package to ensure retention of skilled officers in MOTI and GITC.	Staff retention strategy Document developed	Copy of the retention strategy / incentive package	Q3 2022- Q4 2022	MOTI
1.1.7.2	Recruit new officers with prior experience in the business or academic worlds, who can master trade policy issues quickly, including economists.	Number of skilled officers recruited	Copies of the appointment letters	Q1 2023- Q3 2023	MOTI
1.1.7.3	Identify, procure and maintain equipment for MOTI and GITC Team.	Equipment procured	Stores receipt advice (SRA) or procurement paper trail	Q3 2022- Q3 2023	MOTI/GITC

	Objective-Output-Activity	KPI	Means of Verification	Time-line (Qtr. – Year)	Implementing Agencies
1.2	OBJECTIVE 2: DEVELOP AND OPERATIONALISE A MECHANISM FOR DIALOGUE BETWEEN GOVERNMENT, PRIVATE SECTOR AND CIVIL SOCIETY TO ENHANCE THEIR ROLES IN TRADE POLICY FORMULATION AND IMPLEMENTATION				
1.2.1	OUTPUT 1: REGULAR FORMAL PLATFORMS FOR PRIVATE SECTOR AND CIVIL SOCIETY FOR TRADE POLICY DIALOGUE WITH GOVERNMENT ESTABLISHED				
1.2.1.1	Identify associations of private sector, women businesses and civil society	No. and types/ categories of Entities identified	List of identified Entities	Q1 2023	MOTI
1.2.1.2	Form networks of private sector and civil society organisations.	No. of networks operational	Reports on networking sessions	Q1 2023	MOTI/ private Sector Associations
1.2.1.3	Organise workshop for private sector operators, civil society and research organisations to agree on mechanisms for effective dialogue	<ul style="list-style-type: none"> •No. of workshops organised •Types of mechanism established 	Reports on workshops	2023 - 2026	MOTI/ private Sector Associations
1.2.1.4	Organise bimonthly fora with private sector operators, civil society and research organisations on trade issues annually	No. of bimonthly fora organised	Meetings or fora reports	2023 - 2026	MOTI/private Sector Associations
1.2.1.5	Provide funds for consultancy assignments for forum sub-committees and conduct research assignments as required.	No. of Consultants engaged	Consultants' contracts & reports	2023 - 2026	MOTI/private Sector Associations
1.2.2	OUTPUT 2: EFFECTIVE CONSULTATION MECHANISM WITH PRIVATE SECTOR, WOMEN IN TRADE AND CIVIL SOCIETY OPERATIONALISED				
1.2.2.1	Organise consultations with private sector, women in trade and Civil society on trade negotiations	No. and types of meetings organised on trade negotiations	Reports on consultations or engagements	2022- 2026	MOTI/private Sector Associations
1.2.2.2	Solicit the input of private sector and civil society in the formulation of position papers and development of negotiating strategy.	<ul style="list-style-type: none"> •No. and types of Inputs from private sector and civil society. •No. and types of position papers formulated 	Copies of documented inputs and position papers	Q3 2022 -	MOTI/private Sector Associations

	Objective-Output-Activity	KPI	Means of Verification	Time-line (Qtr. – Year)	Implementing Agencies
1.2.2.3	Meet with private sector and civil society to validate draft trade agreements.	<ul style="list-style-type: none"> •No. of trade validation meetings organised •No. of trade Agreements validated together with private sector and civil society 	Meeting reports and copies of trade agreements	Q3 2022	MOTI/ private Sector Associations
1.2.2.4	Collaborate with private sector and civil society in the implementation of trade Agreements.	No. and types of engagements with private sector and civil society in the implementation of Trade agreements	Reports on implementation activities	2022 - 2026	MOTI/private Sector Associations
1.2.3	OUTPUT 3: GENDER MAINSTREAMING UNDERTAKEN AND INTEGRATED INTO THE AfCFTA.				
1.2.3.1	Conduct literature review to highlight key gender and trade issues in specific sectors and occupations where women and youth are concentrated in the Ghanaian economy	No. and types of literature on gender and cross border trade reviewed	Report on literature reviews	Q3 2022	MOTI
1.2.3.2	Collect data on the participation of women and youth in informal trade and cross-border trade	Database on women in informal trade and cross-border trade available.	Copy of the data set on women in informal and cross-border trade	Q4 2022	MoTI
1.2.3.3	Identify priority issues, opportunities and constraints facing women and youth in cross-border trade in priority sectors	<ul style="list-style-type: none"> •No. of priority issues/ constrains facing women in trade identified •Types of opportunities for women in cross-border trade identified 	A report on priority issues.	Q4 2022	MoTI
1.2.3.4	Conduct and integrate gender analysis and youth in cross-border trade in the implementation of AfCFTA national strategies	No of analyses conducted and documented	Reports on gender analysis	Q4 2022	MoTI
1.2.3.5	Highlight opportunities for women and youth under the AfCFTA in identified sectors, and potential negative effects.	Opportunities for women and youth and associated negative effects documented	Report on opportunities for women and the youth	Q4 2022	MoTI

	Objective-Output-Activity	KPI	Means of Verification	Time-line (Qtr. – Year)	Implementing Agencies
1.2.3.6	Develop policy measures, interventions and support from government towards gender equality and women's economic empowerment under the AfCFTA.	No. of measures, interventions for women equality and empowerment developed	Documentation on the measures	Q4 2022	MoTI
1.3	OBJECTIVE 3: INCREASE GHANA'S EXPORTS TO OTHER AfCFTA MARKETS				
1.3.1	OUTPUT 1: MARKETING AND BUSINESS DEVELOPMENT SERVICES PROVIDED TO LOCAL MANUFACTURERS, ESPECIALLY MSMEs				
1.3.1.1	Setup a team to promote made-in-Ghana products	A team established to promote made-in-Ghana products	TOR for the team	Q4 2022	MoTI
1.3.1.2	Strengthen the Ghana Enterprises Agency to provide specialized business development services to MSMEs producing "Made in Ghana" goods.	Specialised business development services provided to MSMEs	Report on business development services provided	2022-2026	MoTI
1.3.1.3	Organise training / outreach on AfCFTA for MSMEs.	No. of training/ outreach on AfCFTA organised	Reports on training/ outreach	2022 - 2026	MoTI
1.3.1.4	Establish a matching grant facility for MSMEs to access these services	No. of MSMEs benefiting from matching grants facility	Records on disbursement of grants	2022-2026	MoTI/GSA
1.3.1.5	Assist local manufacturers/ MSMEs to upgrade packaging, enhance product development, gather market intelligence and vigorously promote products.	No. of MSMEs assisted to develop and promote their products	Reports on assistance provided	2022-2026	MoTI/GSA

	Objective-Output-Activity	KPI	Means of Verification	Time-line (Qtr. – Year)	Implementing Agencies
1.3.2	OUTPUT 2: QUALITY ASSURANCE BY THE COMPETENT AUTHORITIES PROVIDED				
1.3.2.1	Review and align the Made-in-Ghana Policy with the AfCFTA	<ul style="list-style-type: none"> •No. of reviews conducted •Reviewed Policy aligned with AfCFTA 	Copy of revised Policy	Q4 2022	MoTI
1.3.2.2	Promote the Made-In-Ghana (MiG) logo as a "symbol of quality".	No. and type of promotional activities undertaken	Reports on promotional activities	Q3 2022 -	MoTI/GSA
1.3.2.3	Monitor to ensure sustained quality assurance of locally manufactured goods.	No. of quality assurance compliant companies	Monitoring reports	2022 - 2026	MoTI/GSA
1.3.2.4	Encourage local manufacturers/ MSME to seek certification from the Ghana Standards Authority (GSA) and indicate same on their goods.	<ul style="list-style-type: none"> •No. of certified MSMEs •No. of certified products of MSME 	Reports on certification process	2022 - 2026	MoTI/GSA
1.3.3.	OUTPUT 3: PRODUCT GALLERIES AND SHOWCASING OF MADE-IN-GHANA GOODS ENHANCED				
1.3.3.1.	Create a website-based product Gallery of Made-Ghana goods	<ul style="list-style-type: none"> •Website-based product gallery developed and hosted •No. of products hosted on the website 	<ul style="list-style-type: none"> •Hosted/ active website •Website analytic reports 	2022-2026	MoTI
1.3.3.2	Produce business plans and established pilot galleries in Accra, Tema and Kumasi.	<p>No. of Business plans developed</p> <p>No. of pilot product galleries established</p>	Reports on business plans	Q4 2022-	MoTI
1.3.3.3.	Expand galleries to regional capitals as funds are covered	No. of product galleries established in regional capitals	Report on the commissioning of product galleries in regional capitals	2023-2026	MoTI
1.3.3.4.	Institute a National Best Distributor of "Made-in- Ghana" Products award scheme for the supermarkets and town shops to induce their patronage.	<p>Annual National Best Distributor of "Made-in-Ghana" Products award scheme established</p> <p>No. of recipient of award</p>	Report for the Awards scheme	2023 -2026	MoTI

	Objective-Output- Activity	KPI	Means of Verification	Time-line (Qtr. – Year)	Implementing Agencies
1.3.3.5	Develop and implement an advertising strategy to promote	<ul style="list-style-type: none"> •Advertising strategies developed •No. of promotional campaigns held •Percentage of sales increase in Made-in-Ghana products 	Reports on the implementation of advertising Strategy	2022 - 2026	MoTI
1.4	OBJECTIVE 4: TO APPLY IMPORT DEFENCE MEASURES, COMPETITION POLICY AND INTELLECTUAL PROPERTY POLICY TO MINIMISE LOSS OF TRADE OPPORTUNITIES CAUSED BY UNFAIR TRADE PRACTICES				
1.4.1	OUTPUT 1: CAPACITY OF GITC STRENGTHENED AND GITC FUNCTIONING EFFECTIVELY				
1.4.1.1	Identify, procure and maintain equipment for GITC.	No. of trainings on administering trade remedies conducted	Reports on training	2022 - 2026	GITC/MoTI
1.4.1.2	Organise regular training for GITC staff on administering trade remedies including Anti- dumping, Subsidies and Countervailing duties, and Safeguard measures	No. of trainings on administering trade remedies conducted	Reports on training	2022 - 2026	GITC/MoTI
1.4.1.3	Train private sector on submission of petitions on tariff and non-tariff issues.	No. of training of private sector on submission of petitions conducted	Reports on training	2022- 2026	GITC/MoTI/ Private Sector Organisation
1.4.2	OUTPUT 2: TRANSPARENT AND EFFECTIVE COMPETITION REGIME ESTABLISHED				
1.4.2.1	Develop a national competition policy.	Competition policy developed	Copy of Competition Policy	Q4 2022	MoTI
1.4.2.2	Enact Competition Law	Competition passed by Parliament and gazetted	Copy of Competition Act	Q1 2023	MoTI
1.4.2.3	Appoint Competition Commission members	No. of Commissioners appointed	Copy of appointment letters	Q3 2023	MoTI
1.4.2.4	Recruit support staff	No. of support staff recruited	Copy of appointment letters	Q3 2023	MoTI
1.4.2.5	Train staff on competition policies and operational manuals.	No. of training materials and operational manuals prepared	Copies of training materials	Q3 2023	MoTI

	Objective-Output-Activity	KPI	Means of Verification	Time-line (Qtr. – Year)	Implementing Agencies
1.4.2.6	Organise an intensive campaign of education and information about competition law and the role of the Commission in all parts of the country	No. of campaigns organised	Reports on the campaigns	2023 – 2026	MoTI
1.4.2.7	Design website for the Commission and update regularly	Website designed and updated	Reports on website analytics	2023 – 2026	MoTI
1.4.2.8	Deal fairly and quickly with initial flurry of complaints. Publicise the complaints received and the decisions taken.	No. of petitions investigated and determined	Rulings of the Commission	2023 – 2026	MoTI
1.5	OBJECTIVE 5: APPLY DISPUTE SETTLEMENT PROCEDURES TO ENSURE EFFECTIVE AND ADEQUATE RESOLUTION OF ISSUES IMPEDING ACCESS BY GHANAIAN EXPORTERS TO OTHER AFCFTA MARKETS				
1.5.1.	OUTPUT 1: CAPACITY TO APPLY AFCFTA DISPUTE SETTLEMENT PROCEDURES ENHANCED				
1.5.1.1	Establish legal unit at the National AfCFTA Coordination Office/MoTI.	Legal Unit established and operational	Reports on legal unit	2022 –2026	MoTI
1.5.1.2	Provide resources for the operation of the legal unit	No. of staff recruited and equipment installed	Report on staff recruitment and receipts and invoices	2022 –2026	MoTI
1.5.1.3	Train Legal unit staff on	No. of trainings conducted	Report on training	2023 –2026	MoTI
1.5.2	OUTPUT 2: AFCFTA DISPUTES INVOLVING GHANA RESOLVED				
1.5.2.1	Sensitise private sector on AfCFTA dispute resolution procedures.	No. of sensitisation programmes conducted for the private sector	Report on sensitisation workshops	2022– 2026	MoTI
1.5.2.2	Provide resources for the operation of the legal unit	No. of staff recruited and equipment installed	Report on staff recruitment and receipts and invoices	2022 –2026	MoTI
1.5.2.3	Monitor implementation by State Parties of AfCFTA obligations relevant to the access of key markets, which are of trade interest to Ghanaian goods and services.	No. of consultations and other dispute resolution mechanisms initiated	Reports on the consultations	2023– 2026	MoTI

COMPONENT 2: TRADE FACILITATION

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
2.1	OBJECTIVE 1: TO ENSURE SPEEDY AND EFFICIENT CLEARANCE PROCESSES AT THE PORTS TO REDUCE COST AND TIME				
2.1.1	OUTPUT 1: CUSTOMS AND ADMINISTRATIVE PROCEDURES AND REGULATIONS, FEES AND CHARGES RELATED TO IMPORTS, EXPORTS AND TRANSIT GOODS PUBLISHED.				
2.1.1.1	Gather information on complex customs clearance and administrative procedures and documentation	No. and type of information gathered	Report on information gathered	2022 - 2026	MOTI, Customs, GRA
2.1.1.2	Gather information on regulatory agencies procedures, administrative requirements, documentation, fees and charges.	No. and type of Information on clearance procedures	Report on information gathered	2022 - 2023	MOTI, Customs, GRA
2.1.1.3.	Gather information on private organisations procedures, requirements, documentation, fees and charges.	No. and type of Information gathered	Report on information gathered	2022- 2023	MOTI, Customs, GRA
2.1.1.4	Hold consultative meetings with relevant agencies to understand the rationale for the administrative procedures, requirements, documentation, fees and charges.	No. of consultative meetings organised	Meeting reports	Q2 2022- Q1 2023	MOTI, Customs, GRA
2.1.1.5	Review documents and requirements for customs and other agencies clearance at the ports.	No. and type of documents reviewed	Copies of the reviewed documents	Q4 2023	MOTI, Customs, GRA
2.1.1.6	Regularly document and publish all procedures, requirements and processes related to fees and charges, import, exports and transit goods.	No. of documentation and publication	Copies of annual publications	2023 - 2024	MOTI, Customs, GRA
2.1.2	OUTPUT 2: PRE-ARRIVAL PROCESSING AND CLEARANCE EXPEDITED				
2.1.2.1	Identify and review Pre-arrival processing and clearance to conform to AfCFTA rules.	No. and types of Pre-arrival processes reviewed in line with AfCFTA requirements	A copy of the revised pre-arrival document	Q3 2022 – Q1 2023	MOTI, Customs, GRA
2.1.2.2	Sensitise and educate stakeholders on the revised pre-arrival processing.	No. of stakeholders sensitization workshops organised	Reports on Sensitisation Workshops	2023- 2026	MOTI, Customs, GRA

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
2.1.3	OUTPUT 3: NUMBER OF PHYSICAL EXAMINATIONS CONDUCTED REDUCED FROM 70 PERCENT TO 10 PERCENT				
2.1.3.1	Identify and review the existing examination procedures at the ports.	No. of major examination Identified	Report on the review exercise	Q1 2023– Q2 2023	MOTI, Customs, GRA
2.1.3.2	Review the Risk Management tools available in the Customs Operating System.	<ul style="list-style-type: none"> •No. of reviews conducted on risk management tools •Updated risk selectivity criteria on customs operating systems 	Report of review exercise	Q3 2022- Q4 2022	MOTI, Customs, GRA
2.1.3.3	Sensitise and educate stakeholders on the examination procedures and operations of the Customs Risk Management and Scanning Systems.	No. of stakeholders sensitization workshops organised	Reports on the sensitisation workshops	2022- 2026	MOTI, GRA Customs, GLNS
2.1.3.4	Implement the revised examination procedures and operations of the Customs Risk Management and Scanning Systems.	Percentage of implementation on revised examination procedures	Reports on physical examination from ICUMS	Q4 2022	MOTI, GRA Customs, GLNS
2.1.4	OUTPUT 4: JOINT BORDER INSPECTIONS CONDUCTED BY AGENCIES AT BORDER POSTS STREAMLINED				
2.1.4.1	Identify and analyse existing procedures, mandates and operations of border Agencies	No. and type of existing procedure analysed	Report on the analyses	Q3 2022 – Q4 2022	MOTI, Customs, GRA
2.1.4.2	Design joint border inspection and harmonise trade documents operational at the border	<ul style="list-style-type: none"> No. of stakeholder meetings organised No. of joint border documents harmonised 	Reports on the meetings/ Document on joint border designed	Q4 2022 – Q4 2023	MOTI, Customs, GRA
2.1.4.3	Sensitise border agencies and relevant stakeholders on joint border inspection and harmonised documentation.	No. of sensitisations workshops organised	Reports on sensitization workshops	Q1 2024 – Q3 2024	MOTI, GRA Customs, GLNS
2.1.4.4	Implement the revised procedures and harmonised documentations at the borders.	Feedbacks on the implementation on the harmonised border procedures	Implementation status report	Q4 2024	MOTI, GRA Customs, GLNS

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
2.1.5	OUTPUT 5: POST CLEARANCE AUDIT (PCA) INTEGRATED INTO THE CUSTOMS MANAGEMENT SYSTEM				
2.1.5.1	Review Post Clearance Audit activities undertaken by Customs.	No. and type of Post clearance procedures reviewed	Report on the PCA review process	Q3 2022	GRA Customs, GLNS
2.1.5.2	Recruit, train, equip and deploy Customs PCA teams.	<ul style="list-style-type: none"> •No. of PCA officers recruited •No. of training programs organised for staff •No. of equipment procured for the office increased 	Annual office reports	Q1 2024	GRA Customs, GLNS
2.1.5.3	Develop and automate the post clearance audit procedures in the single window.	PCA module uploaded on ICUMS	Report on automation	Q4 2022 – Q2 2023	GRA Customs
2.1.5.4	Sensitise stakeholders and Authorised Economic Operators (AEO) on post clearance formalities.	No. of stakeholders sensitisation workshops organised for stakeholders including AEO.	Reports on sensitisation workshops	Q2 2023 – Q4 2023	MOTI, GRA Customs, GLNS
2.1.5.5	Deploy the PCA system	PCA module operational in ICUMS	Report on PCA generated from ICUMS	Q4 2023	GRA Customs, GLNS
2.1.6	OUTPUT 6: POLICY IN PLACE TO ENSURE THAT TRADE-RELATED FEES AND CHARGES COMMENSURATE WITH SERVICE PROVIDED.				
2.1.6.1	Gather relevant information on fees and charges at the ports.	Information on fees and charges of all agencies gathered	Report on fees and charges at the port	Q3 2022	MOTI, GRA Customs, GLNS
2.1.6.2	Review relevant legislations on fees and charges by the various inter-governmental agencies	No. of legislations reviewed	Copy on revised legislations	Q4 2022	MOTI, GRA Customs, GLNS
2.1.6.3	Hold consultations with relevant agencies to understand the rationale and methodology that go into the application of fees and charges related to customs clearance.	No. of meetings organised with relevant agencies	Meeting reports	Q3 2022 – Q3 2023	MOTI, GRA Customs, MOJAGD
2.1.6.4	Develop various scenarios to identify the best methodology for collecting fees and charges	At least 5 modules developed on methodologies of collecting fees and Charges	Reports and position papers on the best 2 modules prepared	Q3 2023	MOTI, GRA Customs, MOJAGD

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
2.1.6.5	Implement review fees and charges collected by relevant agencies.	No. of reviewed fees and charges implemented	Directives enforcing implementation of new fees and charges	Q4 2023	MOTI, GRA Customs, MOJAGD
2.1.6.6	Implement the best option for collecting fees and charges.	The best option for fees collection implemented	Copies of implementation reports	Q4 2023	MOTI, GRA Customs, MOJAGD
2.1.7	OUTPUT 7: PAYMENT SYSTEMS ARE INTEGRATED INTO A NATIONAL SINGLE WINDOW.				
2.1.7.1	Identify and review all forms of payments in customs clearance and other agencies	No. and forms of payment systems reviewed	Report on the process	Q3 2023	MOTI, GRA Customs, GLNS
2.1.7.2	Create online options for all payments and link them to the National Single Window.	No. of online payment identified	Reports on online payments options	Q4 2022 – Q3 2023	MOTI, GRA Customs, GLNS
2.1.7.3	Sensitise stakeholders on the automation of all payments..	No. of stakeholders sensitisation workshops organised	Reports on sensitisation workshops	Q1 2023	MOTI, GRA Customs, GLNS
2.1.8	OUTPUT 8: ESTABLISH AUTHORISED ECONOMIC OPERATOR'S (AEO) SCHEME.				
2.1.8.1	Review the status of the AEO Scheme	The AEO scheme reviewed	A copy of the revised AEO scheme	Q3 2022	MOTI, GRA Customs
2.1.8.2	Develop a system for enrolling economic operators on the scheme.	<ul style="list-style-type: none"> •System of enrolment developed •No. of Economic operators identified and enrolled 	<ul style="list-style-type: none"> •List of Economic operators •Report on the System 	Q4 2022 – Q1 2023	MOTI, GRA Customs
2.1.8.3	Sensitise stakeholders on the requirements and the criteria to attain the status of an Authorised Economic Operator.	No. of Stakeholders sensitization workshops organized	Report on sensitization workshops	Q3-Q4 2022	MOTI, GRA Customs

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
2.2	OBJECTIVE 2: PROVIDE EFFICIENT AND COMPETITIVE FACILITIES AND SYSTEMS TO ENHANCE MOVEMENT OF GOODS AND SERVICES IN A SAFE AND SECURED ENVIRONMENT AT THE PORTS.				
2.2.1	OUTPUT 1: EXPANDED AND MODERNISED BORDER POSTS FACILITIES ESTABLISHED				
2.2.1.1	Construct the Paga modern border post facility.	Paga modern border post constructed	Physical structures or completion report	Q3 2022 – Q3 2024	MOTI, GShA
2.2.1.2	Launch and operate modern post facilities.	Facility operational	Operational reports.	Q4 2024	MOTI, GShA
2.2.2	OUTPUT 2: COMPETITIVE PORT TARIFFS ARE CHARGED AT THE SEA PORTS.				
2.2.2.1	Gather information on Port Tariffs.	Information on GPHA tariffs gathered	Report on the gathering process	Q3 2022	MOTI, GPHA
2.2.2.2	Review Port Tariffs in line with best practices.	Tariffs of GPHA revised	A copy of the revised tariffs	Q4 2022	MOTI, GPHA
2.2.2.3	Apply new Port Tariffs to enable Tema and Takoradi Ports become competitive in Africa.	The new port tariffs implemented	Reports on the implementation of the new tariffs	Q2 2023	MOIT, GPHA
2.3.	OBJECTIVE 3. TO PROVIDE EFFICIENT, COST-EFFECTIVE AND SECURE CARGO TRANSIT FACILITIES TO SERVE LANDLOCKED NEIGHBOURS.				
2.3.1	OUTPUT 1: TRANSIT CARRIERS ARE LICENSED TO USE APPROVED AfCFTA TRANSIT DOCUMENTATION AND PROCEDURES				
2.3.1.1	Gather information on transit documentation and procedures	No. and type of Information gathered	Report on the exercise	Q4 2022	MOTI, GRA Customs, MOT
2.3.1.2	Review transit documentation and procedures.	No. of documents reviewed	A copy of the reviewed transit documentation and procedures	Q1 2023	MOTI, GRA Customs, MOT
2.3.1.3	Adapt/ amend transit documentation in line with the AfCFTA agreements	No. of transit documents adapted/ amended in line with AfCFTA Agreement	A copy of the AfCFTA transit documentation	Q2 2023	MOTI, GRA Customs, MOT
2.3.1.4	Sensitise and educate stakeholders on the AfCFTA transit documentation and procedures.	No. of stakeholders sensitization workshops organised	Reports on the sensitization workshops	Q1 2023- Q4,2023	MOTI, GRA Customs, MOT

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
2.3.1.5	License transit carriers with approved AfCFTA transit documentation and procedures.	All transit carriers licensed	List of licensed transit carriers	Q1 2023	MOTI, GRA Customs, MOT
2.3.2	OUTPUT 2: UNAPPROVED TRANSIT CHECK POINTS REMOVED				
2.3.2.1	Engage with security agencies to understand how road barriers are established	No. of meetings organized with Security Agencies	Meetings reports	Q3 2022 – Q4 2026	MOTI, GRA Customs, MOT, MOI
2.3.2.2	Review the number of transit check points on the transit corridors.	No. of Transit check points reviewed	Reports on the reviewed process	Q3 2022	MOTI, GRA Customs, MOT, MOI
2.3.2.3	Develop a mechanism to receive reports on road barriers	mechanisms developed and operational	Report on Mechanism Developed	Q4 2022	MOTI, GRA Customs, MOT, MOI
2.3.2.4	Remove unapproved transit check points.	Count of unapproved road blocks removed	Reports of the operational team	Q1 2023	MOTI, GRA Customs, MOT, MOI
2.3.3	OUTPUT 3: INTEGRATED BORDER MANAGEMENT (IBM) ESTABLISHED WITH OTHER COUNTRIES				
2.3.3.1	Develop operational/implementation guide or manual to operationalise IBM	Implementation guide developed	A copy of the implementation guide	Q3 – Q4 2022	MOTI, GRA Customs, MOT, MOI
2.3.3.2	Set up inter-state committee to review the implementation manual	<ul style="list-style-type: none"> Interstate committees established Implementation manual reviewed 	Report on interstate committee meetings	Q4 2022	MOTI, GRA Customs, MOT, MOI
2.3.3.3	Agree and adopt working procedures for the operationalisation on IBM amongst key neighbours	SOP adopted and IBM operationalised	Copy of SOP document and operational reports	Q1-Q3 2023	MOTI, MFA&RI, GRA, Customs, MOI
2.3.3.4	Sign MOU to operationalise the agreed processes and procedures	No. of MOU signed with neighbouring countries	Copies of signed MOUs	Q3 2023	MOTI, MFA&RI, GRA, Customs, MOI
2.3.3.5	Harmonise border operating hours	Border operating hours harmonised	Report on Joint border activities	Q4 2023	MOTI, MFA&RI, GRA, Customs, MOI

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
2.3.4	OUTPUT 4: ONE STOP BORDER POSTS AT ALL KEY BORDER POSTS ESTABLISHED AND BORDER CROSSING TIME OF GOODS ARE REDUCED BY 50%				
2.3.4.1	Identify border agencies and their infrastructural needs for operationalising a one-stop border posts.	No. of Border Agencies and their Infrastructural needs identified	Reports of border agencies infrastructural need	Q3 2022 – Q2 2023	MOTI, MFA&RI, GRA, Customs, MOI
2.3.4.2	Analyse agencies' existing procedures, mandates and operations.	Count of existing procedures of border agencies analysed	Reports on the analysis conducted	Q3 – Q4 2022	MOTI, MFA&RI, GRA, Customs, MOI
2.3.4.3	Harmonise documentations used by border agencies.	No. of Documentation on border agencies harmonised	Copy of harmonized manual	Q1 2023	MOTI, MFA&RI, GRA, Customs, MOI
2.3.4.4	Develop platform for information exchange and intelligence sharing among border agencies.	Platform linking all border agencies and neighbouring countries developed	Reports on activities on the platform	Q2 – Q4 2023	MOTI, MFA&RI, GRA, Customs, MOI
2.3.4.5	Implement the one-stop border post.	One-stop border post implemented	Reports on joint border operations	Q1 2024	MOTI, MFA&RI, GRA, Customs, MOI
2.4	OBJECTIVE 4. TO ENSURE THAT THE APPLICATION OF NON-TARIFF BARRIERS (NTBS) AND TECHNICAL STANDARDS DO NOT CONSTRAIN GHANA'S TRADE WITH AFRICA				
2.4.1	OUTPUT 1: TRANSPARENCY AND USE OF COMMON CATEGORISATION SYSTEM FOR NTBS ENHANCED				
2.4.1.1	Gather information on various forms of NTBs.	No. and type of Information on various forms of NTBs put together	Report of exercise	Q3 2022	MOTI
2.4.1.2	Identify Focal Points for NTBs	No. of NTB focal persons identified and appointed	Report of focal persons	Q3 – Q4 2022	MOTI
2.4.1.3	Establish a National Portal mechanism for reporting and eliminating NTBs.	National NTB Reporting portal established	Reports on the operations of the NTB portal	Q1 2023	MOTI

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
2.4.1.4	Link National portal to the AfCFTA Online Portal for NTBs.	National Portal linked to AfCFTA Portal	Reports on the operations of the linked portals	Q2 2023	MOTI
2.4.1.5	Sensitise relevant stakeholders on NTBs.	Number of stakeholders sensitization meetings organised	Report on the sensitisation meetings	Q1-Q3 2023	MOTI
2.4.2	OUTPUT 2: STANDARDISATION, DEVELOPMENT AND IMPLEMENTATION OF TECHNICAL REGULATIONS, CONFORMITY ASSESSMENT, ACCREDITATION AND METROLOGY COLLABORATED.				
2.4.2.1	Gather information on standardisation, development and implementation of technical regulations, conformity assessment, accreditation and metrology.	No. and type of Information gathered	A copy of the information put together	Q3 2022	MOTI
2.4.2.2	Review information on standardisation, development and implementation of technical regulations, conformity assessment, accreditation and metrology.	No. of Information reviewed	A copy of the information reviewed	Q4 2022	MOTI
2.4.2.3	Educate relevant agencies on standardisation, development and implementation of technical regulations, conformity assessment, accreditation and metrology.	No. of stakeholders' meetings organised	Reports on the stakeholder meetings	Q1 – Q3 2023	MOTI
2.4.2.4	Monitor to ensure that relevant agencies cooperate in the field of standardisation, development and implementation of technical regulations, conformity assessment, accreditation and metrology with other Africa countries.	No. of Activities of relevant agencies monitored to ensure adherence	Monitoring reports	Q1 2024	MOTI

COMPONENT 3: TRADE RELATED INFRASTRUCTURE

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
3.1	OBJECTIVE 1: TO PROVIDE RELIABLE, ACCESSIBLE AND COMPETITIVE ENERGY FOR AFCFTA TRADING BUSINESSES BY DECEMBER, 2026.				
3.1.1	OUTPUT 1: CHEAPER SOURCE OF ENERGY PROVIDED				
3.1.1.1	Attract investment into commercial generation of power from cheaper energy sources e.g. renewable energy	No. of Investments attracted into the energy sector	Copies of signed power generation agreements	June,2022– June,2024	MoEN, Energy Commission
3.1.1.2	Complete the Mainline Gas Compressor Station at Atuabo	Gas Compressor Station at Atuabo Completed and operational	Work completion report and the physical Gas Station.	June,2022– June,2023	MoEN, Ghana Gas
3.1.1.3	Complete the Wind Power Project-1&2 (75MW Each)	Wind Power Project 1&2 Completed and operational	Work completion report and the Physical power generation structures	June,2022 and June, 2023	MoEN, Energy Commission
3.1.1.4	Complete the Pwalugu Multi purpose Dam Project	Pwalugu Multipurpose Dam completed and operational	Work completion report and the physical Dam	June,2022 and June, 2023	MoEN, VRA
3.1.1.5	Commission a technical working group to develop and implement a National Strategy to take advantage of the West African Gas Pipeline Project.	<ul style="list-style-type: none"> •Technical Working Group (TWG) Constituted •National Strategy developed and launched 	<ul style="list-style-type: none"> •List of Members of the TWG •A copy of the strategy document 	Q4,2022 and Q4,2024	MoEN, Ghana Gas
3.1.1.6	Commission a technical working group to develop and implement a National Strategy to take advantage of the West African Power Pool	<ul style="list-style-type: none"> •Technical Working Group (TWG) Constituted •National Strategy developed and launched 	<ul style="list-style-type: none"> •List of Members of the TWG •A copy of the strategy document 	June,2022 and June,2023	MoEN, GRIDCO, ECG
3.1.2	OUTPUT 2: ACCESS TO RELIABLE ENERGY SUPPLY IMPROVED				
3.1.2.1	Grant tax credit on the cost of extending power to industries by investors	No. of Investors granted Tax credit	Copies of letters granting tax credit	Q3, 2022– Q4, 2024	MoEN, MoF
3.1.2.2	Complete the construction of the Natural Gas Pipeline from Atuabo to Nyinahin and Kumasi to supply gas to Industry.	Construction of natural gas pipeline from Atuabo to Nyinahin and Kumasi completed and operational	Work completion report.	Q3,2022– Q4,2023	MoEN, Ghana Gas, GIADEC

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
3.1.2.3	Construct the 330 kV Kumasi – Bolgatanga Transmission Line	Kumasi – Bolgatanga transmission line constructed and operational	Work completion report	Q4,2022– Q4,2024	MoEN, VRA
3.1.3	OUTPUT 3: TRANSMISSION AND DISTRIBUTION LOSSES REDUCED				
3.1.3.1	Replace obsolete and incorrectly-sized transformers	No. of obsolete and incorrectly-sized transformers replaced	Report on the replacement process	Q3,2022– Q4,2024	MoEN, Energy Commission, PURC, ECG
3.1.3.2	Install capacity banks along transmission lines to improve quality of conductors (power lines)	No. of Capacity banks installed	Reports on the installation process	Q4,2022 – Q4, 2026	MoEN, GRIDCO, MIDA, ECG,
3.2	OBJECTIVE 2: TO ESTABLISH A WORLD-CLASS INTER-MODAL LOGISTICAL HUB THAT FACILITATE INTERCONNECTIVITY IN-COUNTRY AND WITH MARKETS ACROSS AFRICA BY DECEMBER, 2026.				
3.2.1	OUTPUT 1: STRATEGIC NATIONAL ROAD NETWORKS AND RELATED INFRASTRUCTURE FACILITIES IMPROVED				
3.2.1.1	Construct roads to connect industries to ports and fish landing sites, rail stations and the airports	No. of Roads connecting industries constructed	Work completion reports and physical infrastructures	Q4,2022 – Q4, 2026	MoRH, GHA, DUR
3.2.1.2	Complete the international road corridor projects.	No. of International Road corridors completed	Work completion reports and physical infrastructures	Q4,2022 – Q4,2024	MoRH, GHA, GUR
3.2.1.3	Establish a Multilingual Traffic Signal control System including Intelligent Transport System	A Multilingual Traffic Signal Control system established	Work completion report.	Q4,2022– Q4,2023	MoRH, GHA, GUR
3.2.2	OUTPUT 2: MARITIME TRANSPORT MODERNISED AND EXPANDED				
3.2.2.1	Construct the Boankra In-land Port to facilitate transit trade	Boankra land port completed and Operational	Report on the commissioning of the project.	Q4, 2022 – Q4, 2024	MoT, Ghana Maritime Authority, Ghana Shippers Authority
3.2.2.2	Engage a strategic partner to recapitalise and operationalise the Tema Shipyard and Dry dock facility to support maritime trade	Strategic partner engaged	A copy of the agreement signed with the strategic partner	Q1,2023 – Q4, 2024	MoT, GPHA, Ghana Maritime Authority, Ghana Shippers Authority

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
3.2.2.3	Launch and implement the Maritime Security Plan	The Maritime Security Plan launched and implemented	Copies of Implementation reports	Q3,2022 – Q4, 2023	MoD, GMA,
3.2.3	OUTPUT 3: GHANA'S AVIATION INTER-CONNECTIVITY WITHIN THE SUB-REGION ENHANCED				
3.2.3.1	Upgrade and standardise Airport Support Services (Aviation maintenance) to serve sub-region.	Airport Support Services upgraded and standardised	<ul style="list-style-type: none"> •Report on the upgrading process •Reports on the construction work. 	Q3,2022 – Q4, 2024	MoT, GACL
3.2.3.2	Construct airport facilities in strategic regions to facilitate intra African trade.	No. of Aviation facilities constructed and operational	Reports on the operations of the facilities	Q3 2022 – Q4 2026	MoT, GACL
3.2.3.3	Expedite the upgrading of the Tamale Airport to international standard to facilitate trade in the Sahel regions.	Percentage of completion	Operational Schedules	Q3,2022- Q4,2024	MoT, GACL
3.2.3.4	Construct facilities at the airport to promote Air Cargo Transshipment to Ghana and the sub-region	Percentage of completion achieved	Report on the construction work and the physical infrastructure	Q3,2022– Q4,2024	MoT, GACL
3.2.4	OUTPUT 4: GHANA'S RAILWAY NETWORKS MODERNISED AND EXPANDED TO LINK RAILWAYS IN THE SUB- REGION				
3.2.4.1	Construct modern dual Standard Gauge Railway networks linking Southern Ghana to the North	Percentage of completion achieved	<ul style="list-style-type: none"> •Progress reports on construction •Commissioning of project 	2022 - 2025	MoRD
3.2.4.2	Integrate the Trans-ECOWAS Railway Line (Aflao to Elubo) with domestic railway lines to facilitate trade in the sub-region.	Percentage of construction work done	Contract award document	Q3 2022	MoRD
3.2.4.3	Initiate bilateral discussions with Member States of Africa to commit funds for implementation of the Pan-African Infrastructure Development Plan	No. of Bilateral discussions held	Reports and Minutes of Bilateral Meetings	Q4,2022- Q4,2024	MFA&RI, MoT

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
3.3	OBJECTIVE THREE: TO PROVIDE NECESSARY MARKET INFRASTRUCTURE (WAREHOUSES AND EXPORT TRADE HOUSES) TO ENHANCE INTRA-AFRICAN TRADE BY DECEMBER, 2026				
3.3.1	OUTPUT 1: ACCESS TO WAREHOUSING FACILITIES IN AFRICAN COUNTRIES BY EXPORTERS FACILITATED				
3.3.1.1	Identify dedicated warehousing facilities for Exporters	No. of Dedicated warehousing facilities identified and secured	Copies of agreements on warehousing facilities	Q3,2023 – Q4,2024	MoTI, MFA&RI, GEPA
3.3.1.2	Assist Exporters secure their products in dedicated warehouses in export destinations	No. of Exporters assisted	Beneficiary List	Q3,2023 – Q4,2024	MoTI, MFA&RI, GEPA
3.3.1.3	Empower GNPA and GCX to be able to supply competitive products to the African Market	GNPA and GCX empowered	Monitoring Reports on exports	Q3,2023 – Q4,2024	MoTI, MoF, GNPA, GCX
3.3.1.4	Commission a technical working group to develop and implement a National Strategy to develop international Courier Delivery Companies	Technical Working Group Constituted and functional	A copy of the strategy and implementation reports	Q3,2023 – Q4,2023	MoC, GPCRA
3.3.2	OUTPUT 2: EXPORT TRADE HOUSES TO PROMOTE MADE IN GHANA GOODS IN AFRICAN COUNTRIES ESTABLISHED				
3.3.2.1	Facilitate private sector to establish export trade houses in African countries	Number of Export Trade Houses established and operational	Report on avenues created	Q3,2023 – Q4,2024	MoTI, MFA&RI

COMPONENT 4: ENHANCING PRODUCTIVE CAPACITY

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
4.1	OBJECTIVE 1: FACILITATE ACCESS TO RAW MATERIALS AND OTHER INPUTS FOR STRATEGIC SECTORS IN SUCH QUANTITIES AND QUALITY AT COMPETITIVE PRICES FOR LOCAL MANUFACTURING				
4.1.1	OUTPUT 1: FUNCTIONAL SUPPLY CHAIN OF INDUSTRIAL INPUTS FOR STRATEGIC SECTORS DEVELOPED				
4.1.1.1	Provide support to increase market intelligence on the sources of appropriate foreign inputs for strategic sectors.	<ul style="list-style-type: none"> •Mechanism for Market intelligence established •No. of support provided in sourcing appropriate foreign inputs 	Report on the support provided	Q3 2022 – Q2 2023	MOTI- Strategic Anchor Ind.
4.1.1.2	Facilitate removal of current import levy on selected raw materials for strategic sectors.	No. of Import levies on raw materials for strategic sectors removed	The list of the levies	Q3 2022 – Q1 2023	MOTI- Strategic Anchor Ind.
4.1.1.3	Identify sources of local raw materials for development and promotion	Number of local sources identified and promoted	A report on the raw material sources	Q3 2022 – Q1 2023	MOTI- Strategic Anchor Ind.
4.1.2	OUTPUT 2: LOCAL MANUFACTURE AND ADEQUATE SUPPLY OF STRATEGIC INPUTS PROMOTED				
4.1.2.1	Establish tax incentives to encourage local manufacture of strategic industrial inputs	<ul style="list-style-type: none"> •No. of tax incentives identified and developed •No. of beneficiaries of tax incentives 	List of beneficiaries of tax incentives	Q3 2022 -	MOTI- Strategic Anchor Ind.
4.1.2.2	Develop funding strategy to encourage investment (local & foreign) in local manufacture and supply of inputs	Funding Strategy established and operational	A copy of the funding strategy document	Q1 2023 – Q4 2024	MOTI- Strategic Anchor Ind.
4.1.3	OUTPUT 3: LOCAL RAW MATERIAL-BASE FOR STRATEGIC INDUSTRIAL SECTORS DEVELOPED				
4.1.3.1	Identify the local content rules relevant to strategic industrial sectors in the context of AfCFTA	No. of local Content Rules established	A copy of the itemised relevant rules	Q3 2022 – Q2 2023	MOTI- Strategic Anchor Ind.
4.1.3.2	Strengthen and enforce regulations to reduce import of sub-standard Agro inputs, including chemicals	No. of enforcement measures implemented	Report on implementation	Q3 2022 -	MOTI- Strategic Anchor Ind.

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
4.1.3.3	Promote research and development (R&D) in the production of industrial raw materials.	<ul style="list-style-type: none"> •No. of R&D activities identified •No. and types of innovations uptake in industries 	Reports on the implementation of the programme	Q3 2022 – Q4 2025	MOTI- Strategic Anchor Ind.
4.1.4	OUTPUT 4: FACILITIES FOR WAREHOUSING OF CRITICAL IMPORTED RAW MATERIALS FOR STRATEGIC SECTORS DEVELOPED				
4.1.4.1	Facilitate the development of bonded warehouses to enable stock piling of large quantities of strategic industrial raw materials at strategic locations across the country	No. of bonded Warehouses established	The list of the warehouse and the physical structures	Q1 2023 – Q4 2024	MOTI- Strategic Anchor Ind.
4.1.4.2	Promote private sector investment in warehousing facilities for industrial raw materials	<ul style="list-style-type: none"> •Value of investment in warehousing for industrial purposes •No. of private sector constructed warehouses 	<ul style="list-style-type: none"> •Reports on the Warehousing Development •List of Warehouses constructed 	Q3 2022 – Q4 2023	MOTI- Strategic Anchor Ind.
4.1.5	OUTPUT 5: APPROPRIATE SCHEME FOR THE SUPPLY OF AGRO INPUTS DEVELOPED				
4.1.5.1	Develop a land use policy for strategic agro-related sub- sectors	Land use Policy published	A copy of the land use Policy	Q3 2022 - Q4 2023	MOTI / MOFA
4.1.5.2	Establish land banks for agro and agro-related businesses	No. of Land banks operational	A list of the land banks established	2022 - 2026	MOTI / MOFA
4.1.5.3	Support smallholder farmers in the production of agro-based raw materials	No. of smallholder farmers supported	List of beneficiaries	2023 - 2026	MOTI / MOFA
4.1.5.4	Facilitate the development of high yielding agro inputs by agro-related R&D for commercial cultivation and processing	Types of high yielding agro inputs developed	Research reports	2023 -2026	MOTI / MOFA
4.1.5.5	Facilitate the production of priority agro produce through provision of appropriate agro inputs.	Appropriate agro inputs provided in large quantities	A detailed report on the entire operation.	2023 -2026	MOFA
4.1.5.6	Strengthen and enforce regulations to reduce import of sub-standard Agro inputs, including chemicals	No. of regulations to reduce sub-standard agro inputs reviewed and enforced	Reports of the Updated regulations	Q1 2023	MOTI / MOFA

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
4.2	OBJECTIVE 2: ADOPT AND DEPLOY MODERN TECHNOLOGY AND MACHINERY IN STRATEGIC SECTORS TO ENHANCE PRODUCTIVITY				
4.2.1	OUTPUT 1: STRATEGY FOR THE ACQUISITION OF MODERN TECHNOLOGY AND MACHINERY IN STRATEGIC INDUSTRIES DEVELOPED AND IMPLEMENTED				
4.2.1.1	Build the capacities of public research institutions to meet the Science and Technology needs of the Strategic Sectors.	<ul style="list-style-type: none"> •No. of research papers developed by public research institutions. •No. capacity building trainings conducted with public research institutions 	Research papers and reports	2022 -2026	MOTI– Strategic AnchorInd/ CSIR
4.2.1.2	Support market intelligence on the sources of foreign technologies for adaptability to local conditions at competitive prices.	No. of affordable foreign technologies adapted to suite local conditions	Report on the adaptation process	2023 – 2025	MOTI–Strategic Achor Ind.
4.2.1.3	Provide fiscal incentives for firms to engage in innovation and the adoption and adaptation of new technologies and processes.	<ul style="list-style-type: none"> •Proof of fiscal incentives provided to firms •No. of beneficiary firms 	<ul style="list-style-type: none"> •List of incentives provided •List of beneficiary firms 	2022 - 2026	Min Finance / MOTI
4.2.1.4	Mobilise funds, in collaboration with the private sector, to implement the establishment of Technology Parks with Business Incubation Centres	<ul style="list-style-type: none"> •Total amount of funds mobilised •No. of Technology Parks with Business Incubation Centres established and operational 	Reports on the operations of the parks and the incubation centres including the physical infrastructure	2023 – 2026	MOTI / GEA
4.3	OBJECTIVE 3: IMPROVE THE AVAILABILITY AND QUALITY OF MANAGERIAL AND ENTREPRENEURIAL SKILLS TO STRATEGIC SECTORS				
4.3.1	OUTPUT 1: EXISTING TRAINING INSTITUTIONS STRENGTHENED TO DELIVER ENTREPRENEURSHIP AND MANAGEMENT TRAINING PROGRAMMES THAT MEET THE CURRENT AND FUTURE NEEDS OF THE MANUFACTURING SECTOR				
4.3.1.1	Provide research grants to entrepreneurship and management training institutions	Amount and type of research grants provided	A report on the type and quantum of research grants disbursed	2023 –2025	MOTI/Dev Part
4.3.1.2	Identify industrial firms with exemplary training records and promote them as best practice firms in respect of employee training.	No. of Industrial firms identified and promoted	The list or a report on the industrial firms	2023 – 2023	MOTI / MDPI

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
4.3.1.3	Engage MDPI and other consulting firms to undertake periodic productivity audits in industry	No. of industrial audits conducted	Copies of the audit reports	2022 –2026	MOTI/MDPI
4.3.2	OUTPUT 2: INVESTMENT IN THE DEVELOPMENT OF ENTREPRENEURSHIP AND MANAGEMENT TRAINING FOR EXPORTERS FACILITATED				
4.3.2.2	Liaise with academia and industry to develop apprenticeship and internship programmes for hands on training of tertiary graduates	Types of apprenticeship and internship programmes established.	Relevant document on apprenticeship and internship programmes	Q3 2022 – Q4 2025	MOTI/GES/ AGI
4.4.	OBJECTIVE 4: IMPROVE ACCESS TO WAREHOUSING, STORAGE, AND DISTRIBUTION FACILITIES ALONG THE VALUE-CHAIN OF STRATEGIC SECTORS				
4.4.1	OUTPUT 1: AGGREGATION, WAREHOUSING, AND STORAGE FACILITIES AT STRATEGIC LOCATIONS COUNTRYWIDE DEVELOPED				
4.4.1.1	Facilitate the development of product warehousing facilities for industrial products through private sector- led and PPPs arrangements	Types of warehousing facilities established	List of warehousing facilities	Q1 2023 – Q4 2023	MOTI/GEPA
4.4.1.2	Intensify Export promotion programmes for manufactured products	No. of export promotion programmes organised.	Reports	2022 –2026	MOTI/GEPA
4.4.2	OUTPUT 2: FUNCTIONAL DISTRIBUTION AND MARKETING CHANNELS DEVELOPED				
4.4.2.1	Develop marketing and branding strategies to promote strategic products	No. and types of branding strategies	Copies of branding strategies	2022 –2024	MOTI/GEPA
4.4.2.2	Attract investment into the packaging industry to enhance marketability of Ghanaian industrial products	Value of new investment in the packaging industry	Reports on investments in the packaging industry	2022 –2024	MOTI/GEPA

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
4.4.2.3	Undertake marketing programme for strategic products.	No. of Marketing programmes executed	Reports	2022-2026	MOTI/GEPA
4.4.2.4	Support SMEs in the manufacturing sector with enhanced Business Development Services to improve productivity	No. and types of programmes organised	Report	2022 – 2026	MOTI / GEA
4.4.3	OUTPUT 3: WAREHOUSE RECEIPT ARRANGEMENTS STRENGTHENED				
4.4.3.1	Intensify awareness creation on the warehouse receipt arrangements in Ghana.	No. and types of awareness creation programmes organised	Reports	2022-2025	MOTI/GEPA
4.4.3.2	Expand the spatial coverage of the warehouse receipt system in Ghana	No. of regions/ districts covered by warehouse receipt system	Report	2022- 2026	MOTI/GEPA/ FAGE/AGI
4.4.3.3	Encourage actors in the value-chain of the strategic sectors to use the warehouse receipt arrangements	No. and distribution of users of the warehouse receipt system	List of users	2022 – 2026	MOTI/GEPA/ FAGE/ AGI

COMPONENT 5: TRADE INFORMATION

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
5.1	OBJECTIVE 1: IDENTIFY AND IMPROVE EXISTING AND POTENTIAL INFORMATION PLATFORMS TO BOOST GHANA'S OPPORTUNITIES FOR INTRA-AFRICAN TRADE.				
5.1.1	OUTPUT 1: TRADE INFORMATION EASILY ACCESSIBLE BY GHANAIAN EXPORTERS AND ENTREPRENEURS				
5.1.1.1	Review existing trade information platforms of relevant MDAs	No. of existing MDA platforms reviewed	Review reports	2022	MOTI/NCO
5.1.1.2	Ensure cross harmonisation and integration of information from different Platforms	Access to information harmonization active.	Reports	2022	MOTI/NCO
5.1.1.3	Update and improve information on the harmonised and integrated Platforms	No. and types of trade information Records	Reports	2022	MOTI/NCO/ Relevant Stakeholder
5.1.1.4	Publicise information and links for the general public	No. and types of publications	Reports	2022	MOTI/NCO
5.1.2	OUTPUT 2: MEDIA PLATFORMS IDENTIFIED FOR THE DISSEMINATION OF TRADE INFORMATION				
5.1.2.1	Identify and categorise the different media platforms	No. and types media platforms identified and categorised	The list of media platforms	2022 -	MOTI/NCO
5.1.2.2	Develop targeted awareness and sensitisation programme for the various categories.	No. and types of awareness and sensitisation programmes organised.	Reports	2022- 2026	MOTI/NCO/ Stakeholders
5.1.2.3	Design and execute tailor made programmes for dissemination of trade information	No. and types of programmes executed	Reports	2022- 2026	MOTI/NCO

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
5.2	OBJECTIVE 2: DEVELOP A GHANA TRADE INFORMATION REPOSITORY (GTIR) AND INTERFACE WITH THE AFRICAN TRADE OBSERVATORY				
5.2.1	OUTPUT 1: EXISTING TRADE INFORMATION PLATFORMS UPGRADED INTO GTIR				
5.2.1.1	Review and analyse existing trade information platforms	No. of existing trade information platforms reviewed	Reports	2022	NCO
5.2.1.2	Develop and commission the GTIR with an interface to African Trade Observatory (ATO)	<ul style="list-style-type: none"> •GTIR platform launched •ATO interface activated 	<ul style="list-style-type: none"> •Platform development report. •User feedback 	2023 – 2026	NCO
5.3	OBJECTIVE 3: IDENTIFY, BUILD AND STRENGTHEN CAPACITIES OF INSTITUTIONS PROVIDING TRADE INFORMATION ON AfCFTA IN GHANA AND ABROAD				
5.3.1	OUTPUT 1: TRADE INFORMATION NEEDS OF STAKEHOLDER INSTITUTIONS IN GHANA IDENTIFIED				
5.3.1.1	Undertake capacity assessments of AfCFTA stakeholder institutions	<ul style="list-style-type: none"> •No. of institutions assessed •No. and types of interventions identified 	Needs assessment reports	Q4, 2022	MOTI/ NCO/ Stakeholders
5.3.1.2	Establish appropriate Trade Information capacity building interventions for each stakeholder institution	No. and types of Capacity building interventions undertaken.	Reports	2023 – 2026	MOTI/Stakeholders
5.3.1.3	Develop AfCFTA tailor-made capacity building and training programmes for the identified stakeholder institutions	No. and types of capacity building interventions undertaken	Reports	Q 1, 2023	MOTI/ NCO/ Stakeholders
5.3.2	OUTPUT 2: CAPACITY OF GHANA'S REPRESENTATIVES IN MISSIONS TO PROVIDE AfCFTA SPECIFIC INFORMATION ENHANCED				
5.3.2.1	Develop a training module on market intelligence for Ghana trade representatives and Mission staff in African countries	Training module published	Copy of the training module	2023	MOTI/Ghana Missions Abroad
5.3.2.2	Recruit and deploy additional trade representatives to key African market destinations	No. of additional representatives deployed	Appointment letters	2023 – 2026	MOTI/Ghana Missions Abroad
5.3.2.3	Train Ghana's trade representatives in missions on market information gathering and promotion for Made in Ghana goods and services	No. and types of training provided	AfCFTA market assessment survey report	2023 – 2026	MOTI/Ghana Missions Abroad

COMPONENT 6: TRADE AND DEVELOPMENT FINANCE

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
6.1	OBJECTIVE 1: DEVELOP INNOVATIVE FINANCING MECHANISMS FOR EXPORT UNDER AfCFTA				
6.1.1	OUTPUT 1: SPECIAL WINDOW WITHIN EXPORT FINANCE INSTITUTIONS TO SUPPORT PRODUCTS OF STRATEGIC SECTORS CREATED				
6.1.1.1	Create special financing window to support exports	<ul style="list-style-type: none"> •No. of and types of potential and existing export Financial institutions identified. •Special financing windows established 	<ul style="list-style-type: none"> •List of export fi-nancing institu-tions •Report and Implementation mechanisms of the financing Windows created 	Q3 2022 – Q4 2024	MOTI/ GEPA/EXIM
6.1.1.2	Develop liquidity support system for banks that are engaged in export financing.	No. and types of liquidity support systems developed	A report on the Liquidity Support Systems including the implementation procedures	Q32022 – Q42022	MOTI/ EXIM/Expot Finance Companies
6.1.2	OUTPUT 2: EXPORT FINANCING OPTIONS AND RELATED OPPORTUNITIES FOR EXPORTERS PUBLISHED				
6.1.2.1	Identify and facilitate the development of trade financing options and related products available to exporters.	No. and type of trade financing options identified	Reports	Q1 2023– Q4 2023	MOTI/EXIM/ BoG/ GEPA
6.1.2.2	Publish the information (brochures, leaflets etc. and on GTIR & ATO) for exporters.	Trade Financing options made available	Copies of published brochures, leaflets etc.	Q1 2024- Q2 2024	MOTI/EXIM/ BoG/ GEPA
6.1.3	OUTPUT 3: EXPORT TRADE HOUSES (ETHS) SUPPORTED AND STRENGTH-ENED				
6.1.3.1	Resource the Export Trade Houses to effectively deliver on their operation	<ul style="list-style-type: none"> •No. of new staff recruited •No. of modern equipment procured for ETHs •No. of training organised for ETHs staff 	Annual reports of ETHs	2023– 2024	MOTI/GEPA EXIM / FAGE
6.1.3.2	Facilitate private sector investments in the Export Trade Houses in the regions	<ul style="list-style-type: none"> •No. of Private Sector investment attracted into the ETHs in the regions •Total value of investments in the ETHs 	List of Investors	Q3 2023– Q12024	MOTI/EXIM/ GEPA

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
6.1.4	OUTPUT 4: EXPORT ROUND TABLE (ERT) ESTABLISHED				
6.1.4.1	Constitute and inaugurate ERT in collaboration with key stakeholders in the export value chain	Key stakeholders in the export value chain identified ERT operational	•List of key stake-holders in the export value chain •Reports on the operations of the ERT	2023	MOTI / GEPA / EXIM / GIPC
6.2	OBJECTIVE 2: FACILITATE CROSS-BORDER PAYMENT TO SUPPORT GHANA'S TRADE WITH THE REST OF AFRICA				
6.2.1	OUTPUT 1: INTEGRATION OF GHANAIAN EXPORTERS INTO THE AFRICA CUSTOMER DUE DILIGENCE (MANSA) REPOSITORY PLATFORM FACILITATED				
6.2.1.1	CEstablish a national Due Diligence Platform to undertake initial screening of exporters.	Link National Due Diligence Platform operational and linked to MANSA	The list of key exporters to Africa	Q3 2022	MOTI/EXIM/ GEPA
6.2.1.2	Promote the usage of the Africa Customer Due Diligence (MANSA) Repository Platform.	No. of Ghanaian ex-porters registered on Africa MANSA	Copies of the registration certificates	2023 – 2026	MOTI/EXIM/ GEPA
6.2.2	OUTPUT 2: INSURANCE COMPANIES EXPORT RISK MITIGATION ENHANCED				
6.2.2.1	Identify existing and develop new risk mitigating products for traders under AfCFTA.	No. and type of risk mitigating products identified	List of risk mitigating products	2023– 2026	MOTI /NIC / EXIM/ Banks
6.2.2.2	Undertake sensitisation on risk mitigation for insurance companies in collaboration with NIC	•No. and types of sensitisation activity •No. and type of training programmes on export risk mitigation	Reports	2023 – 2026	MOTI /NIC / EXIM/ Banks
6.2.2.3	Establish safeguards for export risk mitigation for insurance companies.	No. and types of safeguard mechanisms to cushion insurance companies.	Documentation on safeguard mechanism	2023 – 2026	MOTI /NIC / EXIM/ Banks

COMPONENT 7: FACTOR MARKET INTEGRATION

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
7.1	OBJECTIVE 1: OPERATIONALISE THE PROTOCOL TO THE TREATY ESTABLISHING THE AFRICAN ECONOMIC COMMUNITY RELATING TO FREE MOVEMENT OF PERSONS, RIGHT OF RESIDENCE AND RIGHT OF ESTABLISHMENT				
7.1.1	OUTPUT 1: NUMBER OF GHANAIAAN BUSINESSMEN/WOMEN DOING BUSINESS IN AFRICA INCREASED				
7.1.1.1	Negotiate and conclude visa-free regimes on reciprocal basis with other African countries	No. of Agreements concluded	Copies of Agreements	2022 - 2026	MOTI/ MFA&RI
7.1.1.2	Put in place measures to protect interest of Ghanaians trading with other African countries.	Guidelines for Ghanaian business travellers issued by Ghana Missions	Documentation from Ministry of Foreign Affairs and Regional Integration	2023 - 2026	MOTI/ MFA&RI/ GIS
7.1.2	OUTPUT 2: TRADE VOLUMES/ VALUE BETWEEN GHANA AND OTHER AFRICAN COUNTRIES INCREASED				
7.1.2.1	Identify Ghanaian companies exporting to Africa	Ghanaians exporting to Africa identified	List of Ghanaian exporters identified	2022 – 2026	MOTI/ NCO/ GEPA
7.1.2.2	Identify traders who export to other parts of the world yet have potential to export within Africa.	Relevant exporters identified	List of relevant exporters identified	2022 – 2026	MOTI/ NCO/ GEPA
7.1.2.3	Create markets linkages for Ghanaian exporters.	Linkages created	Number of Markets created	Q3 2022	MOTI/ FAGE/NCO/ GEPA/
7.2	OBJECTIVE 2: TO HARMONISE AND ALIGN RELEVANT NATIONAL LAWS WITH AU PROTOCOL ON FREE MOVEMENT OF PERSONS, RIGHT OF RESIDENCE AND RIGHT OF ESTABLISHMENT				
7.2.1	OUTPUT 1: RELEVANT NATIONAL LAWS SYNERGISED WITH AU PROTOCOLS				
7.2.1.1	Identify laws and regulations that need amendments.	Justification provided	Copies of justifications provided	Q3 2021 - Q1 2023	MOTI/ NCO/ GEPA
7.2.1.2	Recommend/justify amendments to relevant authorities.	Relevant laws and regulations identified	List of laws identified	Q3 2021 - Q1 2023	MOTI/ MOJAGD
7.2.1.3	Facilitate the implementation of recommendations.	Recommendations implemented.	Reports on the implementation	Q1 2023- Q4 2023	MOTI/ MOJAGD

	Objective-Output-Activity	KPI	Means of Verification	Timeline (Qtr. – Year)	Implementing Agencies
7.3	OBJECTIVE 3: TO CONCLUDE AND IMPLEMENT AGREEMENTS ON MUTUAL RECOGNITION OF QUALIFICATIONS				
7.3.1	OUTPUT 1: MUTUAL RECOGNITION AGREEMENTS FOR CERTAIN JOB CATEGORIES AND QUALIFICATIONS IMPLEMENTED				
7.3.1.1	Negotiate and conclude bilateral agreements on mutual recognition of qualification with other African countries.	Bilateral agreements on mutual recognition of qualification concluded	Copies of bilateral agreements signed	Q12023 - Q4 2025	MOTI/ MFA&RI/ NAB
7.3.1.2	Ratify the African Union Revised Convention on the Recognition of Studies, Certificates, Diplomas, Degrees and Other Academic Qualifications in Higher Education in African States.	Treaty ratified	Copy of the treaty ratified	Q2 2023-Q4 2025	MOTI/ MFA&RI/ NAB
7.3.1.3	Adopt and implement Framework and Benchmarks for Recognition and Equivalence of Certificates	Framework and Benchmarks adopted and implemented	Copy of the Framework and Benchmarks adopted	Q2 2023 –	MOTI/ MFA&RI / GIS
7.3.2	OUTPUT 2: DISPUTES OVER EQUIVALENCIES OF CERTIFICATES AND PROFESSIONAL QUALIFICATIONS REDUCED				
7.3.2.1	Identify areas of disputes gov-erned by existing bilateral, regional and continental Agreements relating to professional qualifications	Areas of disputes governed by relevant agreements identified	Copies of Agreements	Q2 20230 - Q4 2025	MOTI/ MFA&RI/ NAB
7.3.2.2	Enforce relevant bilateral, regional and continental Agreements on professional qualifications.	Relevant Agreements enforced	Reports on enforcement process	Q2 2023- Q4 2025	MOTI/ MFA&RI/ NAB

VISION

Make Ghana Africa's number one trading partner

MISSION

Positioning Ghanaian businesses and stakeholders to harness the benefits of AfCFTA

The National (AfCFTA) Coordination Office has been established under the Ministry Of Trade and Industry to coordinate the implementation of Ghana's AfCFTA Strategy. The NCO also serves as a liaison office between the AfCFTA Secretariat and the Ministry of Trade And Industry and other stakeholders in Ghana.



**NATIONAL AfCFTA
COORDINATION OFFICE**



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