



## GHANA JOBS AND ECONOMIC TRANSFORMATION (JET) PROGRAMME

# LEARNING BRIEF

## THE CASE OF THE JET PROGRAMME: LESSONS LEARNT AND RECOMMENDATIONS

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## BACKGROUND

The Ghana Jobs and Economic Transformation (JET) is FCDO Ghana’s £12 million flagship programme supporting economic transformation by catalysing manufacturing investment in four



priority sectors, automotive, pharmaceuticals, textiles and garments, and agro-processing. Despite challenging economic conditions, JET has helped unlock significant investment, support job creation, and strengthen the policy and stakeholder environment for sustained private-sector growth.

This Learning Brief synthesizes learning evidence from three complementary streams: (i) programme learning captured over four-and-a-half years of implementation; (ii) real-time inputs generated through a Pause and Reflect learning event that tested and deepened documented lessons; and (iii) additional insights from partners based on their collaboration with JET. Evidence was organised across three domains, investment, policy, and the enabling ecosystem, to support structured analysis and to surface patterns of convergence and divergence between documented lessons and partner perspectives.

Domain-specific lessons and insights were then reviewed to identify strategic recommendations and draw conclusions to guide JET’s final year of delivery and inform future economic transformation programming.

## SYNTHESIS OF LESSONS

### 1. INVESTMENT DOMAIN

Across the investment domain, partner reflections largely **confirm and sharpen** JET’s documented lessons, with strong convergence on what has worked and how it can be strengthened.

**1.1 Budget Constraints Require Strategic Reprioritization:** With limited resources, JET prioritized fewer, high-impact, and scalable investments. This shift strengthened investment discipline and leverage. Partners like Solar Taxi illustrates the approach—early investor engagement and targeted grants unlocked private co-financing, contributing to JET’s success in mobilizing over £24 million in private investment.

**1.2 Early and Consistent Engagement with Industry Players Enhances Policy Impact:** Continuous engagement with firms and associations enabled JET to anticipate policy shifts and align investment support with market realities. This approach helped businesses adapt to changing conditions and positioned them to benefit from emerging reforms across priority manufacturing sectors as partner insights also affirmed.

**1.3 Targeted Grants Unlock Investments:** Small, well-designed grants helped firms overcome entry barriers and unlock larger private investment. Partners confirmed their effectiveness in de-risking new

ventures, especially when processes were transparent and paired with post-award capacity support. This underscores the need to combine financial assistance with technical support to sustain growth.

**1.4 Underperformance Underscore the Need for Adaptive Management:** Strong initial plans did not always deliver expected results, with firm-level inefficiencies and unmet job targets underscoring the importance of clear expectations and robust oversight. Partners stressed timely monitoring, iterative reviews, and rapid course correction to manage risks and improve outcomes.

**1.5 Targeted Sector Investments Strengthen Value Chains and Competitiveness:** Partners emphasized that focused investments in priority sectors especially agro-processing, automotive, and pharmaceuticals are reducing import dependence, deepening local value chains, and improving regional competitiveness. These investments are critical enablers of scalable job creation and sustained economic transformation.

Taken together, the investment lessons suggest that public resources are most effective when used to:

- back a limited number of scalable investments.
- anchor support in early, structured industry engagement; and
- deploy grants as catalytic instruments with strong performance management, rather than as stand-alone funding

## 2. POLICY DOMAIN

**2.1 Data-Driven Advocacy Strengthen Policy Influence:** Combining technical inputs with economic analysis made policy briefs timely, evidence-based, and relevant, increasing uptake by decision-makers. Collaborative drafting workshops have been cited as particularly effective.

**2.2 Strategic Private Sector Coalitions Built, Strengthens Policy Influence:** JET's collaboration with industry bodies such as AAAM, AAAG, and SMMT consolidated private sector voices, enabling stronger advocacy for reforms. Partners emphasized that aligning diverse interests requires deliberate coordination and robust coalition management.

**2.3 Policy Gaps Undermine Investor Confidence:** Delays in sector-specific policies created uncertainty for investors. JET's engagement with ministries and associations in key sectors helped advance approvals, while partners insights showcased regular steering committees and technical working groups sustained momentum despite complex inter-agency coordination.

**2.4 Political Transitions Require Agile Engagement:** Progress depended on rapid engagement and maintaining a trusted, non-partisan advisory role. Established relationships and continuous communication helped preserve key sector momentum during periods of political change. This was collaborated by partners affirming agility was enabled by established relationships and continuous stakeholder engagement.

**2.5 Accelerated Policy Frameworks Enhance Investor Confidence:** Fast-tracked processes under the UK–Ghana Partnership Agreement signalled government commitment, reduced uncertainty, and encouraged private investment, especially when aligned with national priorities like the 24-Hour Economy agenda as effective.

### 3. ECOSYSTEM / COORDINATION DOMAIN

**3.1 External Shocks Demand Adaptive Coordination:** External shocks particularly COVID-19 disrupted delivery, staffing continuity, and evidence capture. JET responded by reprogramming activities and using digital tools to sustain implementation. Partners confirmed that rapid adaptation and digital coordination were critical under uncertainty.



## POLICIES PASSED BY SECTOR

Ghana Jobs and Economic Transformation (JET) Programme



### AUTO SECTOR

**Auto Policy & Customs Amendment Act**

- Strengthens automotive assembly environment
- Streamlines customs procedures

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**Vehicle Finance Framework**

- Expands access to vehicle financing
- Encourages formalization of vehicle purchases

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**53 Regulatory Standards for EVs & Batteries**

- Establishes national standards for electric vehicles
- Improves safety, compliance, and industry readiness



### CROSS-CUTTING POLICY

**24-Hour Economy Policy**

- Enhances national productivity
- Enables continuous operations across multiple sectors
- Acts as a confidence signal to investors

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**3.2 Formalized Partnerships Structure Platforms:** Initially, informal relationships with JET and its partners limited transparency, clear responsibilities and joint delivery. Over time, JET strengthened alignment through sector-specific working groups and multi-stakeholder platforms with clear roles well documented, shared accountability, and periodic joint reviews. Partners emphasized that structured platforms enhance coordination and impact.

**3.3 First Movers Drive Sectoral Change:** Spotlighting early adopters and showcasing success stories can shift industry norms and encourage uptake. However, evidence on operationalization remains limited, highlighting the need for systematic documentation of first-mover cases and their influence on wider sector behaviour.

### KEY RECOMMENDATIONS

| INVESTMENT   | POLICY  | ECOSYSTEM & COORDINATION   |
|--|---|--|
| <ul style="list-style-type: none"> <li>Consolidate support around a small number of scalable, high-leverage investments.</li> <li>Strengthen grant performance management (clear milestones, tighter monitoring, timely disbursements).</li> <li>Maintain close engagement with firms to resolve delivery risks and protect job outcomes.</li> </ul> | <ul style="list-style-type: none"> <li>Prioritise a limited set of feasible, high-impact sector frameworks.</li> <li>Use concise, data-driven economic evidence and collaborative drafting to accelerate decisions.</li> <li>Sustain agile, non-partisan engagement through political transitions.</li> </ul> | <ul style="list-style-type: none"> <li>Institutionalise sector working groups and multi-stakeholder platforms with clear mandates.</li> <li>Embed shared accountability and regular joint reviews.</li> <li>Strengthen resilience and learning (digital coordination, shock response, first-mover sharing).</li> </ul> |

## CONCLUSION

The lessons show that results are strongest when programmes maintain focus under fiscal pressure and external shocks. Clear prioritisation, strong partnerships, well-managed catalytic grants, and evidence-based technical support are central programme successes. In the final half year, the priority is to sustain disciplined focus and strengthen the systems and partnerships needed to maintain momentum beyond programme closure.