



**GHANA JOBS AND ECONOMIC TRANSFORMATION
(JET) PROGRAMME**

SYNTHESIS REPORT

OUTCOME HARVESTING: CATALYSING ECONOMIC TRANSFORMATION

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INTRODUCTION

The Ghana Jobs and Economic Transformation (Ghana JET) programme, FCDO Ghana's £12 million flagship, supports economic transformation through strategic industrial development in automotive, pharmaceuticals, textiles/garments, and agro-processing. Approaching closure in March 2026, it has facilitated nearly £24 million in manufacturing investments, contributed to over 6,000 jobs, developed a £600 million+ pipeline of potential deals, and supported approximately 10 policies and processes.

The Ghana JET adopted Outcome Harvesting (OH) to capture deeper behavioural, institutional, and relational changes beyond outputs. This report synthesises the main findings from that rigorous, partner-validated process, ensuring balanced attribution across Ghana JET, government, firms, and peers.

OUTCOME HARVESTING (OH) METHODOLOGY

Ghana JET designed programme-specific OH templates (including registers) and applied them across key workstreams. The team reviewed programme reports and documentations, held an initial workshop to introduce OH and harvest additional outcome statements, conducted interviews with staff, government partners, and ecosystem actors, and updated the OH register.

A consolidated register underwent one-on-one substantiation with partners and staff, clarifying changes, their significance, and the contributions made. Finally, a one-day Pause and Reflect event enabled collective scrutiny: participants' refined clarity, challenged attribution, confirmed JET's role, and highlighted missing actors/context. This feedback strengthened credibility, with all narratives incorporating validation insights.



SYNTHESISED OUTCOME STATEMENTS

The programme identified ten (10) key interlinked Outcomes across programme architecture, investment facilitation, policy/institutional reform, pharmaceuticals/vaccines, and agribusiness. This report details each statement, JET role, partner roles (per validation), and key learning.

1. Strategic Realignment for Long-Term Technical Delivery

Ghana JET evolved from fragmented short-term arrangements, monthly contracts, frequent pivots, role discontinuity, to stable year-long roles, clearer team structures, and stronger MEL/technical functions via 2024 strategic review and internal advocacy.

JET role: Internal advocacy and restructuring leadership.

Partner roles: Programme staff drove changes; external partners (FCDO) validated predictability and engagement quality gains.

Learning: Robust architecture preconditions complex, multi-year industrial support.

2. Ghana JET Catalyzes SME Investment & Emerging Venture:

Springs and Bolts Company Ltd moved from constrained growth to securing an investment facility and structured raw-material supply partnership with an international steel provider, following JET-facilitated India mission, subsequent investor visits and linkages with BII. The also entered joint venture with international partners to upgrade quality systems and position for OEM markets, partnership agreements signed, capability shifts visible, jobs/exports emerging.

JET role: Firm preparation, door-opening, grant de-risking, targeted preparation workshops and technical assistance

Partner roles: Company owned investment decisions and commercial terms; steel provider committed supply partnership. SME and international partners drove JV agreements and upgrades; financiers committed funding

Learning: Missions transform via targeted preparation, technical support, and structured follow-through. Attribution remains with firms/financiers, Ghana JET as catalyst

3. Development of Ghana's Textile & Garment Policy

Ministry of Trade and Industry led development of Ghana's first industry-specific T&G policy and incentives framework (2021-2023 draft, now under new administration review), addressing costs, competitiveness, investment, and employment for women/youth.

JET role: Analytical support (studies) and advocacy in policy processes.

Partner roles: MoTI owned development; Association of Ghana Apparel Manufacturers (AGAM) advocated; multiple agencies provided inputs; validation flagged buyer/labour engagement gaps.

Learning: Government-owned reforms need full stakeholder inclusion for impact.

4. GIPC-JET Strategic Collaboration on Investor Engagement

Collaboration between GIPC, Ghana JET, and Tony Blair Institute, through missions to US, Vietnam, Thailand, formed joint tactical follow-up team and high/mid/low lead qualification model, strengthening GIPC's investor lead tracking and prioritization.

JET role: Mission convening and systems-building (model co-design).

Partner roles: GIPC adopted and operated the model; Tony Blair Institute collaborated; AGAM members flagged post-mission information gaps for factories.

Learning: Investor promotion requires deliberate information flows to domestic stakeholders for legitimacy.

5. Programme Pivot in Pharma Strategy

Evidence from engagement with large international pharmaceutical companies revealed limited appetite for African manufacturing, prompting Ghana JET to refocus efforts on locally rooted firms and regional partnerships with clearer investment intent.

JET role: Evidence synthesis from engagements and adaptive redirection of resources.

Partner roles: Global pharma firms provided market intelligence; local/regional firms pursued investment-driven opportunities.

Learning: Evidence-based adaptation protects value and increases relevance in high-risk sectors.

6. DEK Vaccines Unlocks EIB Investment

JET-funded feasibility study provided core analysis that, with Government of Ghana commitment and other financier support, underpinned European Investment Bank's decision to invest in DEK Vaccines' manufacturing facility now under construction.

JET role: Early-stage de-risking analysis and multi-stakeholder convening.

Partner roles: Government of Ghana committed policy/land support; evolved DEK consortium led project; EIB and other financiers provided funding.

Learning: Targeted feasibility studies de-risk complex investments.

7. Atlantic Lifesciences Advances WHO Pathway

Through JET-supported technical assistance, Atlantic Lifesciences advanced along WHO pre-qualification pathway, formed technology partnerships, attracted WHO/GIZ attention, constructed demonstration facility through commercial loan, and launched Seravac biologics investment starting with FDA-approved anti-snake venom serum.

JET role: Specialised advisory support, calibration for external experts, and continued aftercare post-missions.

Partner roles: ALS led investment decisions and risk-taking; WHO/GIZ provided validation; technology partners formed alliances; commercial lenders financed facility.

Learning: Specialised support accelerates import substitution and health security.

8. Quinn Biopharma Joint Venture Formation

JET co-funded feasibility study helped revive and structure partnership between Quintex Pharma and GL Rapha, leading to formal 2025 agreement to establish Ghana's first sterile injectables manufacturing facility.

JET role: Feasibility co-funding, neutral brokerage, and alignment with national strategies.

Partner roles: Firms made commercial and financial commitments to execute the partnership.

Learning: Neutral facilitation structures viable joint ventures.

9. Rockland Farms Emerging Outgrower Schemes

With Ghana JET support, Rockland Farms designed and launched maize and poultry outgrower schemes linking anchor firms with smallholder producers through structured agreements, training, and scheme management, showing early supply reliability improvements.

JET role: Scheme design, training modules, and management support systems.

Partner roles: Rockland Farms anchored operations and logistics; smallholder producers participated in schemes.

Learning: Inclusive anchor-led supply chains require long-term tracking beyond pilots.

10. Agro Innova Emerging Outgrower Schemes

Agro Innova, supported by Ghana JET, designed and launched parallel maize and poultry outgrower schemes for small-scale producers, demonstrating initial improvements in supply reliability and management practices.

JET role: Structured support frameworks and monitoring tools.

Partner roles: Agro Innova managed anchor operations; small-scale producers engaged in pilot schemes.

Learning: Anchor-led models show promise but need sustained monitoring for farmer/firm impacts.

RECOMMENDATIONS FOR FUTURE PROGRAMMING

1. Stabilize programme architecture early: Adopt year-long technical roles, clear team structures, and robust MEL capacity from inception to enable consistent, high-quality industrial support.
2. Design integrated investment systems: Combine missions, feasibility studies, and technical assistance with structured follow-up, lead qualification, and transparent stakeholder communication.
3. Embed routine Outcome Harvesting: Implement partner validation throughout programme cycles for evidence-driven adaptation, balanced attribution, and adaptive management

CONCLUSION

Ghana JET's OH process presented clear contributions of the programme to economic transformation. It documents headline investments/policies alongside shifts in behaviours, institutions, and supply chains, with attribution shared appropriately and gaps openly acknowledged. The recommendations offer solid foundation for future initiatives, demonstrating outcome harvesting as practical, partner-centered approach for private sector development.