

The 24-Hour Economy Initiative

A technological and strategic blueprint for Ghana's economic transformation

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Executive assessment

Ghana's 24-Hour Economy and Accelerated Export Development Programme (24H+) seeks to connect production, logistics, finance and skills so that businesses can expand output and reach more markets. The official programme describes a broader restructuring of production, rather than simply an instruction to keep every business open overnight. [1]

This paper argues that technology should support commercially viable activity: reliable shift handovers, inventory visibility, payments, customer service and safe working conditions. Longer opening hours alone do not establish demand, raise productivity per worker or guarantee additional employment. Investment decisions should therefore begin with customer demand, operating costs and infrastructure readiness.

The recommended approach is to pilot selected value chains, measure results against a baseline and expand only where the evidence supports the business case. Public reporting should distinguish policy objectives, announced interventions, operational services and independently measured outcomes.

Scope and evidence

This is a revised policy analysis, not an evaluation of achieved national impact. Sources were reviewed on 5 September 2026. Numbered citations identify the supporting publication or source passage; references include direct links and locators. Recommendations and implementation proposals are the analysis of this paper unless explicitly attributed. Government statements establish what government announced; they do not independently demonstrate delivery. Operator descriptions establish advertised capabilities, not independently tested service quality.

1. Institutional and legislative foundations

The Presidency records presidential assent to the 24-Hour Economy Authority Bill, 2025, on 19 February 2026. This confirms the reported assent event. It does not, by itself, establish that every implementing regulation, incentive or operational arrangement is in effect. [2]

The programme needs clear responsibilities across its coordinating institution, ministries, local authorities, utilities and participating firms. This paper recommends publishing a responsibility matrix with a named lead, delivery milestone, budget status and escalation route for each intervention. Institutional creation should be assessed through delivery and accountability rather than the number of offices established.

For each incentive, investors need the operative instrument, eligibility rules, commencement date and administering agency. Business cases should remain viable under a scenario without the proposed subsidy. The Information Services Department's February 2026 account, for example, describes equipment relief as a presidential proposal; it is not a substitute for an applicable tax instrument. [3]

2. The eight 24H+ sub-programmes

The official programme presentation identifies eight linked sub-programmes. Their functions are summarised below. These are programme intentions, not a list of completed assets. [4]

Sub-programme	Stated focus
GROW24	Agricultural value chains and agro-processing.
MAKE24	Industrial parks and manufacturing.
BUILD24	Settlements, housing and local construction approaches.
CONNECT24	Enabling infrastructure, including energy and transport.
FUND24	Long-term infrastructure and enterprise finance.
SHOW24	Creative production and supporting institutions.
ASPIRE24	Workforce skills and work culture.
GO24	Civic participation and government coordination.

The classification matters: energy supply belongs within CONNECT24 in this presentation; BUILD24 is not simply an energy construction programme. GO24 also has a wider civic and institutional purpose than extending public-office opening hours. [4]

Translating the framework into delivery

This paper recommends selecting connected activities with a clear buyer and delivery route. An agricultural pilot could link aggregation, storage, processing and dispatch. A manufacturing pilot could coordinate supplier deliveries, machine maintenance and order fulfilment. A creative-sector pilot could test evening events alongside transport, licensing and community arrangements.

Each pilot should identify the constraint that additional operating hours are expected to resolve. If sales are the constraint, another shift may create unsold inventory. If processing capacity is the constraint, extending machine use may help, provided maintenance, input supply and staffing are adequate. The relevant outcome is additional saleable output at an acceptable cost, not hours worked in isolation.

Infrastructure and financial readiness

Before committing to overnight production, firms should document electricity interruptions, backup-power costs, connectivity failures, water requirements and transport availability. A proposed plant's nameplate capacity is not evidence of electricity delivered to a particular factory. Similarly, announcing a funding envelope does not demonstrate appropriation, cash release, financial close or expenditure.

The recommended financial model should show incremental revenue less wages, energy, security, transport, maintenance, finance and technology costs. It should test weak demand, delayed incentives and service interruptions. Financing terms should also allow for the working capital tied up between production and payment. Shared infrastructure can be tested where individual firms cannot justify the full cost, with explicit operating and maintenance responsibilities.

3. Digital coordination and practical SME automation

This paper recommends a modest operational foundation before advanced AI: a shared order register, stock records, shift handover checklist, incident log and dashboard. Staff need to know which record is authoritative, who can change it and how unresolved work moves to the next shift. Offline procedures should cover connectivity outages and subsequent reconciliation.

Automation proposals should specify the task, expected benefit and control. Customer-service tools can triage routine enquiries while routing exceptions to a person. Invoice workflows can capture documents and flag discrepancies, with approval before payment. Inventory alerts can support replenishment decisions, while managers retain responsibility for purchases and production changes.

These are proposed uses, not evidence of measured savings in Ghanaian firms. A credible automation case study should identify the organisation, process, observation period, baseline and measurement method. Software names alone do not substantiate improvements in time, cost or quality.

NIST's voluntary AI Risk Management Framework and its generative AI profile offer a basis for evaluating trustworthiness and managing risks across the system lifecycle. [5] Applied here, the recommendation is to restrict data access, test outputs on representative tasks, retain human approval for consequential actions and track errors alongside time saved. These controls are proposed operating practices, not a claim of certification or Ghanaian legal compliance.

4. Logistics, fulfilment and digital addressing

Amazon's own fulfilment-centre overview describes the combined use of staff, robotics, conveyors and cloud services. It illustrates a technology-enabled operating model; it does not establish the costs or returns of replicating that model in Ghana. [6] The practical recommendation is to begin with traceable inventory, scanning, dispatch records and delivery exceptions, then consider automation when volume and maintenance capacity justify it.

GhanaPostGPS describes an addressing grid of 5 metres by 5 metres. [7] That grid is an address reference, not a guarantee of GPS accuracy, road access or successful delivery. Firms should capture an address, contact details and relevant access instructions, and measure failed deliveries rather than assume addressing has eliminated the problem.

Ghana Post's Google Play listing describes Mijo ride and delivery functions; its July 2026 update notes a transition to the VaMijo app. [8] This is operator-supplied product information. Nationwide availability, overnight coverage, response times and pricing were not operationally verified in this review. A pilot should confirm service coverage and escalation arrangements before promising customers round-the-clock delivery.

For food and other time-sensitive goods, the proposed logistics scorecard should include dispatch delay, delivery success, loss or damage and temperature compliance where relevant. Any claimed cost reduction should specify the route, shipment characteristics, comparison period and cost components.

5. BPO, remote work and time-zone scheduling

Ghana's position on GMT can support collaboration with overseas clients, but it is not unique and does not itself create a competitive outsourcing industry. Accra remains on GMT throughout the year. London alternates between GMT and British Summer Time; New York alternates between UTC-5 and UTC-4. [9-11]

Client location	09:00 client time in Accra	Overlap if both work 09:00-17:00 locally
London, GMT	09:00	8 hours
London, BST	08:00	7 hours
New York, EST	14:00	3 hours
New York, EDT	13:00	4 hours

Table calculations use the cited UTC offsets and assume ordinary eight-hour local workdays with no breaks deducted. They are scheduling examples, not measured workforce outcomes. [9-11] Ghanaian daytime work is therefore not automatically the overnight continuation of a New York working day. Serving a client's night period requires deliberate shift design and explicit handover windows.

This paper recommends choosing a specific service market, securing customer commitments and training against actual quality requirements. A BPO pilot should measure service accuracy, response time, staff retention, connectivity availability and revenue per paid hour. Labour-cost comparisons should include supervisory time, benefits, training, equipment, security and exchange-rate exposure.

Estimates of Ghana's BPO workforce, international client count and relative wage advantage require a dated dataset or transparent industry survey with definitions and coverage. Announced job targets should be labelled separately from current employment and verified new placements.

6. Payments and financial continuity

GhIPSS lists Instant Pay, Mobile Money Interoperability, GhQR and the Corporate Suite among its real-time payment services. These provide relevant infrastructure for extended-hours commerce. [12] This is not proof that every bank, wallet or merchant integration has identical availability, charges, transaction limits or exception handling.

The recommended deployment sequence is to confirm the provider's supported service, integrate payment confirmation with the order record, reconcile transactions and test failures. A customer-facing payment confirmation should not be inferred from a screenshot alone. Merchant teams need arrangements for reversals, duplicate requests, fraud escalation and outages outside normal office hours.

Financial-inclusion statistics used to assess market readiness should identify the survey, reference year and population. Account ownership, active usage and access to a financial service should not be treated as interchangeable indicators.

7. Worker safety, security and public space

NIOSH identifies night work and extended hours as factors associated with fatigue, which can impair attention, reaction time and judgement. [13] The proposed operating model should therefore include planned rest, reliable shift cover, incident reporting and safe journeys to and from work. Expanding the operating day should not depend on individuals working excessive hours.

This paper recommends assessing lighting, transport, emergency response, access control and workplace conditions together. Cameras may support investigation and monitoring, but their presence does not establish crime prevention. Any automated alert system needs testing for false alarms and missed incidents, trained responders and clear handling of recorded information. Procurement should include a review of applicable privacy and employment obligations before deployment.

Claims about national surveillance coverage require records identifying locations, operational status and dates. Safety benefits should be assessed using relevant incident data and community feedback, with attention to changes in reporting and other interventions.

8. International examples and their limits

London's 2019 Think Night report recommends considering the night in policy decisions, developing better data, supporting safe public spaces and addressing late-night transport. These are recommendations in a city-level report, not evidence that all of them have been implemented or that they caused a particular growth outcome. [14]

New York City's September 2017 announcement records legislation establishing an Office of Nightlife as a point of contact between agencies, residents and the industry. [15] Singapore's Smart Nation 2.0 identifies trust, growth and community as its guiding goals. [16]

The suggested lesson for Ghana is to coordinate institutions, engage affected communities and make digital systems dependable. These cases do not establish that Ghana will reproduce another country's development path. Urban nightlife governance, digital-government strategy and national industrial policy operate at different scales.

9. Economic projections: interpretation before promotion

Abdul-Salam's 2024 CGE study reports a modelled real-GDP difference of 31.71% relative to business as usual at a ten-year horizon, and more than three million jobs within five years. It uses Ghana's 2015 Social Accounting Matrix and 2021 census data. The policy simulation includes manufacturing electricity demand rising approximately 20% and government spending approximately 10% above their respective baselines by year ten. These are scenario assumptions and results, not observed effects of the later 24H+ programme. [17, abstract; section 2.2.2.2]

Separately, the IMCCOD policy document states a target of at least 1.7 million quality jobs in four years. [18, section 1.1, objective 4] This policy target and the study's model result have different provenance and horizons. They should neither be combined into a single forecast range nor presented as jobs already created.

10. Implementation and evaluation blueprint

The following sequence is this paper's recommendation. Timing and thresholds should be agreed with delivery partners after baseline measurement; they are not official government commitments.

Stage	Required work	Decision evidence
Establish readiness	Confirm demand, costs, staffing, infrastructure, permissions and data ownership.	Documented business case and risks; named accountable lead.
Run a limited pilot	Introduce the additional shift or digital workflow with an incident and cost log.	Comparable records before and during the pilot.
Evaluate	Review commercial results, service quality, worker conditions and public costs.	Results adjusted for seasonality and demand changes where feasible.
Expand or redesign	Extend only the components that meet agreed criteria.	Funded operating plan and published reasons for the decision.

A minimum measurement framework

Commercial performance: record saleable output, fulfilled orders, unit cost and contribution margin. Distinguish increased total output from productivity per worker or machine-hour. Count additional sales separately from sales displaced from daytime operations.

Employment and inclusion: report net additional jobs, contracted and actual hours, pay, retention and relevant demographic breakdowns. Distinguish permanent positions, temporary placements, vacancies and training participants. A person working more shifts is not an additional job.

Reliability and safety: record power and connectivity downtime, failed transactions, delivery exceptions, near misses, injuries and fatigue concerns. Incident-reporting improvements can initially increase recorded incidents, so interpret changes alongside reporting coverage.

Public value: separate approved budgets, released funds and actual spending. Report the beneficiaries and duration of support. Any estimate of public cost per additional job should state its expenditure scope and how job additionality was estimated.

Where feasible, compare pilot participants with similar non-participants and document how they were selected. A simple before-and-after comparison cannot isolate the programme from seasonal demand, inflation or other policy changes. Report limitations and adverse outcomes as well as improvements.

Conclusion

A credible technological blueprint starts with viable production and dependable services. The immediate priorities are clear institutional responsibilities, tested infrastructure, accurate operating records, safe work arrangements and realistic customer demand. AI and automation should be evaluated as tools within that operating model.

The next step should be a small set of measurable pilots with transparent costs and publication of results. National targets and modelling can frame ambition, but investment and scale-up decisions should be grounded in demonstrated performance. This edition preserves the original paper's technological focus while replacing unsupported certainty with source-specific evidence and explicit recommendations.

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