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Sompa National Risk Dimension

UNDERSTANDING THE UNCERTAINTIES OF DOING
BUSINESS IN GHANA AND STRATEGIES TO MITIGATE THEM

Report — Q1 2026

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Introduction

This National Risk Dimension Report (NRDR) is a country risk assessment framework developed and owned by Sompá & Partners, published annually. This Q1 2026 edition represents a significant methodological upgrade – integrating an analytical rigour of Residual Risk framework with the original Sompá 7-Dimension structure.

The NRDR is curated with the view of helping businesses adjust their risk understanding of doing business in Ghana. Ghana enters 2026 at a macroeconomic inflection point: President Mahama's 2026 SONA declared 'Ghana is back, Ghana is working again' – anchoring the narrative in a year of verifiable fiscal recovery. Yet beneath headline stabilisation, seven structural risk dimensions demand active business attention.

What is New in NRDR 2026

Three enhancements distinguish this edition from NRDR 2025:

Velocity (V) Dimension Added:

A third axis – V (1-5) measuring how fast a risk can materialise – has been added to the LxI matrix. The composite score is now LxIxV, producing scores up to 125.

This is particularly critical for 2026 given the pace of the post-IMF transition, the Middle East conflict, and galamsey security escalation.

Inherent > Control Effectiveness > Residual Analysis: Each dimension now includes an inherent risk register, the effectiveness of current controls, and the residual (post-control) risk level.

This tells businesses not just how dangerous a risk is, but whether Ghana's existing systems are actually reducing it.

Geopolitical Dimension folded into Political & Governance: Ghana's ECOWAS positioning, BRICS signalling, China dependence, and Middle East conflict exposure are now formally tracked as part of the governance risk profile.

There are Seven National Risk Dimensions: Political & Governance, Economic & Financial, Legal & Regulatory, Security & Operational, Sociocultural & Human Capital, Environmental & Climate, and Infrastructure & Technology.

SUMMARY: SOMPA GHANA RISK PROFILE - 2026

Ghana's macro recovery is real but fragile. Inflation reached 3.3% in February 2026. The cedi appreciated 40.7% against the USD in 2025. GDP crossed \$100 billion for the first time. Gross international reserves reached \$13.8-14.5 billion. Yet we view Ghana's stability as 'Manna Stability' – driven by commodity prices and GoldBod gold accumulation, not structural diversification. The IMF programme exits in August 2026 will be removing the primary external fiscal anchor at exactly the moment that the country is most vulnerable to accommodate shocks.

At the same time, the Environmental & Climate dimension scores 100/125 – the maximum applied in this framework – as galamsey reaches a tipping point where it is described as Ghana's #1 security threat (March 2026), and EU export access for agricultural products is under active threat from mercury contamination. This is no longer a peripheral environmental risk: it is an existential business liability for agribusiness, food processing, mining, and export-oriented sectors.

Risk Dimension	L (1-5)	I (1-5)	V (1-5)	Score (L×I×V)	Overall Rating	Trend	Velocity
Political & Governance Risk (incl. Geopolitical)	3	4	4	36	HIGH RISK	↑Worsening	Fast
Economic & Financial Risk (incl. Financial Sector)	3	5	4	60	SEVERE RISK	→Stable Improving	Moderate
Legal & Regulatory Risk	3	3	2	18	MODERATE RISK	→Stable	Slow
Security & Operational Risk	4	4	4	64	SEVERE RISK	↑Worsening	Fast
Sociocultural & Humann Capital	4	4	3	48	HIGH RISK	↑Worsening	Moderate
Environmental & Climate Risk	5	5	4	100	EXTREME RISK	↑Rapidly Worsening	Fast
Infrastructure & Technology Risk	3	4	3	36	HIGH RISK	→Stable	Slow

Scoring Key: L = Likelihood (1-5) | I = Impact (1-5) | V = Velocity (1-5) | Score = L × I × V (max 125) | CE = Control Effectiveness (High/ Medium/ Low)
Risk Level Thresholds: Extreme/Severe ≥75 | High 36-74 | Moderate 18-35 | Low ≤17

Top 5 Headline Risks – Q1 2026

EXTREME: Environmental & Climate Risk (Score 100) – Galamsey is Ghana's #1 security threat. EU export market access threatened. \$35M Birim River restoration cost. Act now.

SEVERE: Security & Operational Risk (Score 64) – Bawku conflict tensions are still lingering, galamsey-organised crime nexus, Sahel jihadist spillover. Northern operations BCPs must be actively monitored.

SEVERE: Economic & Financial Risk (Score 60) – IMF exits August 2026. Cocoa debt GH¢32.5bn. COCOBOD rollover losses >US\$840M. Middle East conflict threatens stagflation reversal.

HIGH: Political & Governance Risk (Score 36) – Geopolitical realignment accelerating. GH¢8.1bn public audit irregularities. ORAL prosecutions active but slow. Post-IMF policy anchor uncertain.

HIGH: Sociocultural & Human Capital Risk (Score 48) – Unemployment is Ghana's #1 World Economic Forum risk for 2026. Hundreds of thousands queuing for 5,000 security service slots. Social licence risk escalating.

METHODOLOGY

The Sompa LxIxV Framework

The Q1 2026 NRDR employs a three-axis risk scoring model that extends the standard 5x5 Likelihood-Impact matrix with a Velocity dimension, and layers on an Inherent > Control Effectiveness > Residual analysis.

<p>Axis 1 – Likelihood (L): 1 to 5</p> <p>How probable is the risk materialising within the reporting quarter and the next 12 months? 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain.</p>	<p>Axis 2 – Impact (I): 1 to 5</p> <p>What is the magnitude of consequence if the risk materialises? 1 = Minimal; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic.</p> <p>Impact is assessed across financial loss, operational disruption, reputational damage, and regulatory consequences.</p>	<p>Axis 3 – Velocity (V): 1 to 5</p> <p>How quickly can the risk crystallise from warning signal to impact? 1 = Slow (>2 years); 2 = Gradual (1-2 years); 3 = Moderate (6-12 months); 4 = Fast (1-6 months); 5 = Immediate (<1 month).</p> <p>Velocity distinguishes risks that are severe but slow-moving (giving time for adaptation) from risks that can strike before a business can respond.</p>
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Composite Score: L x I x V (Maximum: 125)

Extreme/Severe Risk	Score ≥ 75 – Immediate Board-level action required. Residual exposure is existential.
High Risk	Score 36-74 – Active risk management plans and dedicated resources required.
Moderate Risk	Score 18-35 – Structured monitoring and periodic review.
High Risk	Score ≤ 17 – Routine monitoring only.

Residual Risk Layer: Inherent > Control Effectiveness > Residual

Each risk dimension now includes a risk register showing:

- **Inherent Risk:** The raw risk level before any controls are applied.
- **Control Effectiveness (CE):** How effectively Ghana's current institutional, regulatory, or business controls are reducing the inherent risk. Rated: High (controls are working), Medium (partial effectiveness), Low (controls failing or absent).
- **Residual Risk:** The risk level that remains after controls. Where Residual Risk remains High or Severe despite controls, businesses are operating above a safe risk tolerance and must act independently of government or regulatory action.

A critical observation reveals where Control Effectiveness is Low and Residual Risk is High, it signals not just risk exposure but systemic control failure. This pattern appears across most dimensions in Q1 2026 – confirming that businesses cannot rely on Ghana's institutional controls alone to manage their risk exposure.



Political & Governance Risk

01. Political & Governance Risk

Including Geopolitical Dimension

Score: $L(3) \times I(4) \times V(3) = 36/125$ RATING: HIGH RISK Velocity: Moderate

Definition: Risks arising from government stability, policy consistency, regulatory changes, anti-corruption enforcement, and Ghana's positioning within continental and global geopolitical realignments.

Key Ghana-Specific Factors (Q1 2026)

Ghana enters 2026 with a consistently peaceful 4th Republic that has witnessed successful democratic transfer and a stable NDC parliamentary majority. The SONA 2026 (27 Feb 2026) confirmed a strong reform agenda. However, public audits are uncovering significant financial (GH¢8.1 billion) irregularities which signal deep governance fragility beneath the recovery narrative.

Velocity Note: Moderate – institutional reforms take time to materialise; geopolitical shocks can however accelerate rapidly.

Risk Register – Inherent > Control > Residual Analysis

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Post-IMF Fiscal Anchor Loss	HIGH	Medium	HIGH	IMF ECF exits August 2026. Without domestic fiscal anchors (Value for Money Office not yet operational), businesses face elevated risk of policy reversal, renewed fiscal pressure, and cedi depreciation.
Anti-Corruption Enforcement & Judicial Independence	HIGH	Low	HIGH	GH¢8.1bn audit irregularities uncovered (March 2026). OSP actively pursuing Ken Ofori-Atta. ORAL frozen GH¢1.5bn in assets. Businesses with government contracts must review compliance immediately.
Constitutional Reform Uncertainty	MODERATE	Low	MODERATE	MMDCE elections, MP-Minister prohibition, and 5-year term proposals remain unlegislated. District-level regulatory uncertainty persists for businesses with regional operations.
Geopolitical Realignment – ECOWAS/ BRICS/China	HIGH	Low	HIGH	Geopolitical tensions will shape Ghana's markets in 2026. Ghana's BRICS signalling and growing China infrastructure dependence can create treaty, sanctions, and procurement policy risk for internationally operating businesses as US-Israel-Iran war unfolds.
Middle East Conflict – Strait of Hormuz	HIGH	Low	HIGH	Hormuz blockade risks stagflation, cedi depreciation, and fiscal stress. Energy-dependent sectors face direct input cost shocks. Government must act on targeted fuel tax relief.
AfCFTA Implementation Gaps	MODERATE	Low	MODERATE	AfCFTA rules of origin and trade facilitation remain underimplemented. Businesses seeking regional market expansion face continued non-tariff barrier risks.

Risk Mitigation for Businesses

Embed arbitration clauses in all material contracts – domestic judicial recourse carries elevated risk.

Commission political risk insurance for investments with payback periods exceeding 4 years.

Establish a geopolitical monitoring protocol – track Hormuz developments, BoG policy rate signals, and IMF compliance milestones monthly.

Engage GIPC and sector regulators proactively before any significant investments or procurement bid.

Develop scenario plans for post-IMF fiscal slippage: base case (4.8% GDP growth) vs. adverse case (fiscal reversal, cedi depreciation, inflation rebound to 11%).

Sector Lens: Financial services face the most direct exposure to post-IMF policy reversal. Energy companies must model Hormuz-driven crude price volatility. Agribusinesses with export orientation need AfCFTA trade facilitation monitoring.

A close-up photograph of a hand counting coins in a metal tray. The scene is dimly lit with a strong red color cast, creating a dramatic and somewhat somber atmosphere. The hand is positioned at the top, with fingers delicately picking up or placing coins. The tray is filled with various coins, some of which are in focus, showing their intricate designs. The background is blurred, suggesting an indoor setting like a bank or a financial institution.

Economic & Financial Risk

O2. Economic & Financial Risk

Including Financial Sector Dimension

Score: $L(3) \times I(5) \times V(4) = 60/125$ RATING: SEVERE RISK Velocity: Moderate

Definition: Risks associated with macroeconomic instability, currency volatility, inflation, access to credit, cocoa debt crisis, energy sector liabilities, banking sector health, and the sustainability of Ghana's IMF-supported recovery.

Key Ghana-Specific Factors (Q1 2026)

Ghana's macroeconomic indicators are historically strong entering 2026: inflation 3.2% (March 2026), cedi +40.7% against USD in 2025, GDP crossed \$100bn, reserves at \$13.8bn/\$14.5bn. However, we view this as 'Manna Stability' – driven by gold prices and GoldBod accumulation rather than diversified structural growth. BoG cut policy rate to 14% (March 2026 MPC). COCOBOD debt hit GH¢32.5bn.

Velocity Note: High velocity – post-IMF exit (August 2026) and commodity price shocks can crystallise fast.

Risk Register – Inherent > Control > Residual Analysis

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
IMF Programme Exit & Fiscal Discipline	HIGH	Medium	HIGH	ECF exits August 2026. IMF 5th review cleared \$385M disbursement but flagged SOE governance and energy sector arrears. Without operational domestic guardrails, fiscal slippage risk is high. Businesses reliant on government contracts should monitor Q3 2026 closely.
Cocoa Sector Debt Crisis	SEVERE	Low	SEVERE	COCOBOD debt GH¢32.5bn. Rollover losses exceed US\$840M, with US\$495M more anticipated. Cocoa prices hit lowest since August 2023 (February 2026). Liquidity risks persist across farming communities. Businesses in agri-supply chains and rural banking face direct exposure.
Middle East Conflict – Oil Price & Inflation Reversal	HIGH	Low	HIGH	Strait of Hormuz blockade risk identified and may signal a stagflation scenario. Ghana's 3.2% inflation could reverse. Policy rate cut to 14% may be forced back up. Energy-cost dependent businesses must model upside inflation scenarios.
Banking Sector Recapitalisation Pressure	HIGH	Medium	HIGH	BoG Governor announced risk-based supervision shift from 2026. DDEP legacy weakens bank balance sheets. Capital buffers inadequate in some institutions. Businesses should stress-test banking partner resilience, particularly for SME lending access.

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
GoldBod Governance & Gold Revenue	HIGH	Low	HIGH	\$214M accounting discrepancy flagged by IMF. GoldBod CEO claims GH¢700-800M surplus. 98.8% of small-scale gold goes to Dubai/India. Galamsey gold risks excluding Ghana from premium buyers. Mineral-sector revenue sustainability is uncertain.
Energy Sector Financial Liabilities	SEVERE	Low	SEVERE	GH¢22bn energy reform agenda: GH¢15.2bn shortfall payments + GH¢4.8bn IPP legacy debts. PURC just announced tariff cuts (March 2026) – fiscally counter-productive. Businesses on captive generation should delay decommissioning plans.
Government Domestic Borrowing Pressure	MODERATE	Medium	MODERATE	Government to borrow GH¢15.231bn via T-bills/bonds March-June 2026. This crowds out private sector credit. SME lending access remains constrained despite policy rate cuts.

Risk Mitigation for Businesses

Build 6-12 month foreign currency reserves into project financing models – model cedi depreciation scenarios post-August 2026.	Conduct immediate banking partner health assessment – verify capital adequacy and credit availability from your primary banking relationships.	Price goods and services in inflation-indexed contracts to prevent value erosion if inflation reverses.
Engage BoG's and NIC'S new risk-based supervision framework proactively – financial institutions must recalibrate credit risk and governance structures.	Diversify export revenue away from cocoa dependence; businesses with cocoa supply chain exposure need hedging and diversification strategies.	Commission energy cost stress-testing for operations – model 30-60% energy cost increases in adverse Middle East scenarios.

Sector Lens: Financial services face DDEP-related capital stress and BoG regulatory intensification. Agribusinesses face cocoa supply chain collapse risk. Energy companies face tariff volatility. All sectors must model post-IMF macro scenarios.



Legal & Regulatory Risk

O3. Legal & Regulatory Risk

Score: $L(3) \times I(3) \times V(2) = 18/125$ RATING: MODERATE RISK Velocity: Moderate

Definition: Risks associated with legal frameworks, tax policy volatility, regulatory changes, enforcement unpredictability, the VASP Act transition, anti-corruption compliance, land tenure, and the evolution of Ghana's judicial independence.

Key Ghana-Specific Factors (Q1 2026)

The VASP Act (signed December 2025) is a landmark regulatory development, opening a \$10bn digital asset market to formal regulation. The GRA's new AI-driven customs valuation system (TRUEDARE) – currently under parliamentary scrutiny – introduces compliance uncertainty for importers. Fomer Chief Justice removal continues to signal judicial independence concerns as there are ongoing judicial reform attempts.

Velocity Note: Slow – regulatory changes take time; VASP licensing instruments being phased through Q1-Q2 2026.

Risk Register – Inherent > Control > Residual Analysis

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
VASP Act Transitional Compliance Risk	HIGH	Low	MODERATE	Mandatory VASP licensing instruments being phased from Q1 2026. Fintech, payment processors, and digital asset operators must complete BoG/SEC registration. Non-compliance after threshold date carries sanctions and operational shutdown risk.
GRA AI Customs System (TRUEDARE)	HIGH	Low	HIGH	Customs agents raising alarm over new AI valuation system. Coalition of traders demands urgent review. Until system is validated, importers face unpredictable duty assessments and clearance delays.
Tax Policy Instability	MODERATE	Medium	MODERATE	Government borrowing GH¢15.231bn in H1 2026. Revenue shortfalls may trigger new levies or VAT adjustments. Businesses must maintain flexible tax provisioning.
Judicial Independence & Commercial Dispute Resolution	HIGH	Low	HIGH	Former Chief Justice removal proceedings completed. Commercial contract enforcement risk elevated. Arbitration clauses are essential for all material commercial agreements.

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Mining & Environmental Regulatory Volatility	HIGH	Medium	MODERATE	Environmental Protection Act 2025 (Act 1124), NAIMOS operations across 21 hotspots, and security zone declarations create new compliance obligations for all land-intensive and extractive operators.
Land Tenure & Property Rights	HIGH	Low	HIGH	Customary land ownership fragmentation, multiple-sales fraud, and title registration uncertainty remain acute. Pre-acquisition Lands Commission searches and traditional authority verification are mandatory.

Risk Mitigation for Businesses

Complete VASP licensing registration in Q1-Q2 2026 – engage BoG/SEC directly rather than waiting for secondary instruments.	Engage Customs Division of GRA proactively on TRUEDARE valuation methodology – document pre-clearance valuations as evidence.	Embed arbitration in all contracts – preference over domestic courts.	Conduct Lands Commission searches and traditional authority verification before any land acquisition in Ghana.	Maintain a regulatory monitoring protocol – Engage professionals with deep local insights who can provide sufficient market insights for planning while monitoring regulatory bodies for new regulations.
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Sector Lens: Fintech and digital payments face the most immediate VASP Act compliance deadline. Importers and freight forwarders must manage TRUEDARE system risk. Mining companies face environmental regulatory intensification.

The image shows two Bosch security cameras mounted on a wall. The camera on the left is a white cylindrical model with 'BOSCH' printed on its side. The camera on the right is a black cylindrical model, also with 'BOSCH' visible. Between the cameras are two square electrical boxes, one white and one black, with various cables connected to them. The background is a textured, light-colored wall. The entire scene is overlaid with a semi-transparent dark red filter.

Security & Operational Risk

04. Security & Operational Risk

Score: $L(4) \times I(4) \times V(4) = 64/125$ RATING: SEVERE RISK Velocity: Moderate

Definition: Risks to the safety, integrity, and operational continuity of businesses arising from internal security threats, conflict zones, galamsey-linked organised crime, Sahel regional spillover, cybersecurity breaches, and labour disruptions.

Key Ghana-Specific Factors (Q1 2026)

Galamsey is now Ghana's single biggest emerging security threat— not merely an environmental issue but an organised crime ecosystem linked to terrorism, human trafficking, and violent extremism. The Bawku conflict Mediation has concluded although there are lingering tensions. The conflict resulted in 119 confirmed deaths (SONA 2026). Security service recruitment scandal involves hundreds of thousands of desperate applicants for 5,000 slots. GH¢8.1bn public claims audit signals systemic fraud and operational risk across government.

Velocity Note: Fast – Bawku conflict and galamsey security nexus are active, fast-moving threats.

Risk Register – Inherent > Control > Residual Analysis

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Bawku Conflict & Northern Corridor Disruption	SEVERE	Low	HIGH	119 deaths. Military peace-enforcement following the Otumfo Mediation process. Bolgatanga-Bawku corridor partially inaccessible as risk lingers. Businesses with northern operations, supply chains, or personnel must actively monitor BCPs in the region.
Galamsey as Organised Crime & Security Threat	SEVERE	Low	SEVERE	Galamsey is Ghana's #1 security threat – linked to organised crime, terrorism, and human trafficking (March 2026). 11 of 14 districts in Western Region ravaged. GoldBod track-and-trace system delayed. Businesses in mining zones face violence and operational disruption.
Burkina Faso Jihadist Spillover	HIGH	Low	HIGH	Sahel-linked insurgency active north of Ghana's border. Parliament criticised government delay in briefing on Burkina Faso attack and killings of Ghanaian tomato traders. Northern supply chain and energy infrastructure face elevated threat.

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Cybersecurity & Digital Fraud	HIGH	Low	HIGH	President Mahama's X-account compromise (Q1 2025) illustrated executive-level cyber vulnerability. Fast-cash digital loan fraud escalating. Cybersecurity Amendment Bill 2025 adds compliance obligations. All businesses must implement MFA and real-time fraud detection. CSA is becoming an active regulator in the business ecosystem.
Labour Unrest & Security Recruitment Scandal	HIGH	Low	HIGH	Hundreds of thousands applied for 5,000 security service slots (March 2026). Desperate unemployment signals national security risk. Labour disputes and strikes are likely to intensify as expectations meet reality particularly with Middle East tensions and Post-IMF reversal risks.
Market & Infrastructure Arson	MODERATE	Low	MODERATE	Multiple market burning incidents in Q1 2025. Commercial hubs remain vulnerable to deliberate sabotage. Businesses in market-adjacent locations require emergency response frameworks and insurance coverage review.

Risk Mitigation for Businesses

Actively monitor northern corridor BCPs – do not wait for Bawku escalation; map all supply chain alternatives now.	Conduct a cybersecurity audit against Cybersecurity Amendment Bill 2025 standards – implement MFA and encryption across all business-critical systems.	Engage professional security services for all northern region operations and personnel.
Review commercial insurance for arson, sabotage, and business interruption – ensure coverage is current and adequate.	Monitor emerging threat briefings on galamsey-organised crime nexus – subscribe to security intelligence services.	Develop emergency staffing models for critical operational functions to manage labour disruption scenarios.

Sector Lens: Energy and extractive companies face direct galamsey security risk. Logistics and supply chain businesses face northern corridor disruption. Financial services face escalating cybersecurity and digital fraud risk.

A pair of hands is shown holding a carved wooden mask. The mask features intricate carvings, including a face with large eyes and a mouth. The entire scene is overlaid with a semi-transparent red filter. The text 'Sociocultural & Human Capital Risk' is centered over the image in a white, sans-serif font.

Sociocultural & Human Capital Risk

05. Sociocultural & Human Capital Risk

Score: $L(4) \times I(4) \times V(3) = 48/125$ RATING: HIGH RISK Velocity: Moderate

Definition: Risks from demographic pressures, high youth unemployment, workforce quality deficits, social cohesion strains, ethnic tensions, and the widening gap between economic stabilisation and citizens' lived experience.

Key Ghana-Specific Factors (Q1 2026)

WEF Global Risks Report 2026 named unemployment as Ghana's #1 risk. Hundreds of thousands applied for 5,000 security service recruitment slots (March 2026) – Unemployment has become a national security-level labour crisis. President Mahama's claim of 1 million jobs created was independently fact-checked as false and GSS data shows 72% of employed Ghanaians remain in vulnerable informal employment.

Velocity Note: Moderate – structural unemployment takes years to resolve, but social unrest can crystallise fast.

Risk Register – Inherent > Control > Residual Analysis


Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Youth Unemployment – #1 WEF National Risk	HIGH	Low	HIGH	WEF 2026 Executive Opinion Survey: unemployment is Ghana's single greatest risk. Fact-checked jobs claims reveal the employment gap is wider than official narratives suggest. Social licence and community stability risk for all businesses in high-unemployment regions.
AI & Technology Displacement	MODERATE	Low	MODERATE	WEF 2026 names AI disruption Ghana's #2 risk. AI literacy gap in young professionals. Businesses must invest in workforce upskilling or face productivity erosion and talent shortages.
Social Cohesion & Ethnic Tensions	HIGH	Low	HIGH	Bawku conflict signals how ethnic tensions can rapidly escalate. Low trust in institutions (Afrobarometer) and perception of corruption create social fragility. Community relations investment is essential for social licence.

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Healthcare System Gaps	HIGH	Low	MODERATE	President Mahama’s pledge to end ‘no bed syndrome’ (SONA 2026). MahamaCares free primary healthcare launched. Healthcare infrastructure deficit affects workforce productivity and absenteeism rates for businesses.
Education-to-Labour Mismatch	HIGH	Low	HIGH	Ghana’s educational output continues to diverge from industry demand in STEM, fintech, and digital services. This directly constrains business productivity and increases the cost of talent acquisition and retention.

Risk Mitigation for Businesses

Invest in TVET partnerships and apprenticeship programmes aligned with the GH¢690M National Apprenticeship Programme (2026 Budget) – this is both social licence and talent pipeline investment.	Develop structured local hiring pipelines in all regional operations – document and communicate hiring impact to host communities.	Partner with Universities and technical institutions for industry-academi a collaboration on curriculum relevance.	Commission AI readiness assessment for workforce – identify roles at displacement risk and develop reskilling programmes.	Formalise employment contracts and respect labour laws – 92% informal employment means many businesses are exposed to labour risk.
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Sector Lens: All sectors face workforce pipeline risk. Extractives and agribusinesses face most acute social licence risk in high-unemployment regions. Financial services must manage AI-displaced front-office staff transitions.

A conceptual illustration of a futuristic city built on a globe. The city is shown in an inverted, upside-down perspective, with skyscrapers and green spaces. A large satellite or space station is visible in the sky above the globe. The scene is lit with a mix of warm and cool tones, suggesting a sunset or sunrise.

Environmental & Climate Risk

06. Environmental & Climate Risk

Score: $L(5) \times I(5) \times V(4) = 100/125$ RATING: EXTREME RISK Velocity: Moderate

Definition: The most severe risk dimension for 2026 – combining the ecological emergency of galamsey, climate change vulnerability, coastal erosion, air quality regulatory intensification, and the EU export market access threat arising from mercury contamination.

Key Ghana-Specific Factors (Q1 2026)

Galamsey has devastated an estimated 16% of Ghana's landmass. EPA confirmed \$35M needed for Birim River restoration alone. Parliamentary Minority declared it 'a clear and present danger' to national stability (December 2025). Galamsey is Ghana's #1 security threat (March 2026). The Iran-US conflict is now pushing fertilizer prices higher, directly threatening food security across Ghana's agricultural regions. This dimension scores 100/125 – the highest possible inherent rating applied.

Velocity Note: Fast – ecological damage is irreversible and accelerating. EU export restrictions could crystallise within 12-18 months.

Risk Register – Inherent > Control > Residual Analysis

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Galamsey – Ecological Emergency	SEVERE	Low	SEVERE	Rivers Pra, Ankobra, Birim, Offin contaminated with mercury. \$35M Birim River restoration cost. 16% of Ghana's landmass devastated. Galamsey is now Ghana's #1 security threat. Businesses in agri, food, and water sectors face direct supply chain contamination risk.
EU Export Market Access – Mercury Contamination	SEVERE	Low	SEVERE	EU Ambassador warned mercury in farm produce will impact Ghana's agricultural export access. Premium gold buyers are already excluding Ghana's galamsey-linked gold. Agribusinesses and food exporters need urgent supply chain contamination risk assessment.
Fertilizer Price Shock – Iran-US Conflict	HIGH	Low	HIGH	Iran-US conflict is pushing fertilizer prices higher, raising food security risks. Ghana's agricultural productivity and food inflation are directly threatened. Input cost planning must model 30-50% fertilizer cost increases.

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Coastal Erosion & Flooding	HIGH	Low	HIGH	Tidal waves displaced 600+ in Ketu South and Keta constituencies (Q1 2025). Coastal infrastructure, highway connectivity, and coastal business assets face escalating erosion risk across the Volta Region coastline.
Air Quality Regulatory Compliance	MODERATE	Low	MODERATE	L.I. 2507 Air Quality Management Regulations 2025 mandate emission limits for vehicles, factories, and construction sites. District Assemblies must develop Air Quality Management Plans. Manufacturing and logistics businesses face new compliance obligations.
Climate Finance & ESG Reporting	MODERATE	Low	MODERATE	World Sustainability Organization launched 'Friend of the Earth' certification in Ghana. ESG due diligence from international buyers is intensifying. Businesses without documented environmental management systems risk losing access to international supply chains and financing.

Risk Mitigation for Businesses

Commission mandatory environmental baseline study before any land acquisition, extraction, or agribusiness investment – document EPA compliance comprehensively.	Conduct immediate supply chain contamination risk assessment if operating in agriculture, food processing, or water-intensive industries.	Update environmental management systems against L.I. 2507 Air Quality Regulations - manufacturing, construction, and logistics businesses must act before enforcement escalates.
Model 30-50% fertilizer cost increases in agricultural enterprise planning for 2026-2027.	Engage World Sustainability Organization's 'Friend of the Earth' certification framework – position ahead of mandatory international ESG Reporting requirements.	Advocate for Environmental Fast-Track Court establishment – current enforcement timelines allow irreversible damage to continue.

Sector Lens: Agribusiness and food processing face existential EU export market access risk. Mining and energy companies face environmental liability at a scale not seen before. All businesses must treat environmental due diligence as a pre-investment requirement, not a CSR option.



Infrastructure & Technology Risk

07. Infrastructure & Technology Risk

Score: $L(3) \times I(4) \times V(3) = 36/125$ RATING: HIGH RISK Velocity: Moderate

Definition: Risks associated with Ghana's ability to support economic activity through adequate power, transport, digital, and trade infrastructure – including ICUMS integrity, 5G deployment, energy sector liability, and cybersecurity infrastructure gaps.

Key Ghana-Specific Factors (Q1 2026)

Ghana Link's ICUMS Kumasi Tier IV Data Centre achieved ISO/IEC 27001:2022 certification – a growing cybersecurity trend in Ghana and an infrastructure milestone that many critical infrastructure data centers are getting international certifications. However, the GH¢22bn energy sector liability and documented ICUMS downtime complaints from freight forwarders demonstrate that certification does not eliminate operational risk. Network disruptions from fibre optic cuts and weak 5G deployment continue to persist.

Velocity Note: Slow – infrastructure changes take years; energy sector reform timelines are 12-24 months.

Risk Register – Inherent > Control > Residual Analysis

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Energy Sector Liability & Power Reliability	SEVERE	Low	HIGH	GH¢22bn energy reform agenda: GH¢15.2bn accumulated shortfalls + GH¢4.8bn IPP debts. PURC just announced tariff cuts – fiscally counter-productive signal. Energy-dependent businesses must maintain on-site backup generation capacity.
ICUMS Operational Continuity	HIGH	Medium	MODERATE	ISO/IEC 27001:2022 certified but historical downtime at Tema Port flagged by freight forwarders. \$31bn ghost transfers and GH¢76bn under-declaration expose compliance gaps. Importers need ICUMS disruption contingency protocols.
5G & Digital Infrastructure Gaps	MODERATE	Low	MODERATE	Reports in March 2026 indicates Next Gen InfraCo 5G backbone live but rollout lags. Fibre cuts continue to disrupted connectivity. Digital businesses must maintain redundant internet providers. Monitor 5G-rollout services for accessibility and reliability constraints.

Key Risk	Inherent Rating	Control Effectiveness	Residual Risk	Primary Business Implication
Transport & Logistics Infrastructure	HIGH	Low	HIGH	Government called for 'united front to fix Ghana's transport crisis' (February 2026). Road network remains inadequate for industrial supply chains. GH¢2.81bn Road Fund allocation and Big Push programme underway but impact is 2-3 years away.
Cybersecurity Infrastructure	HIGH	Low	HIGH	Fast-cash digital loan fraud escalating. CSA and Cybersecurity Amendment Bill 2025 raise compliance bar. Businesses must implement ISO 27001-aligned controls, not just rely on regulatory compliance.

Risk Mitigation for Businesses

Deploy on-site generation backup for all energy-critical operations – do not rely on national grid stability through 2026.	Maintain ICUMS disruption contingency protocols including pre-clearance valuation documentation and alternative customs entry strategies.	Procure redundant internet connectivity (fibre + satellite) for all business-critical digital operations.	Audit cybersecurity systems against ISO 27001/2022 requirements – implement MFA, encryption, and real-time monitoring.	Monitor Big Push programme milestones for road and energy infrastructure – align investment location decisions to infrastructure delivery timelines.
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Sector Lens: Logistics and import-export businesses face ICUMS and transport infrastructure risk. Energy companies face regulatory volatility on tariffs. All businesses with digital operations face cybersecurity obligations under the 2025 Act.

Conclusion & Overall Risk Ranking 2026



Conclusion & Overall Risk Ranking 2026

Ghana enters 2026 at a pivotal crossroads. The macroeconomic stabilisation is real and commendable – a 13-year inflation low, a first-ever \$100bn GDP milestone, and a cedi that gained 40.7% in 2025. But these headline numbers mask structural fragilities that businesses must actively manage rather than assume will resolve themselves.

Sompa National Risk Ranking – Q1 2026

Rank	Risk Dimension	Score	Rating
1	Environmental & Climate Risk	100	EXTREME RISK
2	Security & Operational Risk	64	SEVERE RISK
3	Economic & Financial Risk	60	SEVERE RISK
4	Sociocultural & Human Capital Risk	48	HIGH RISK
5	Political & Governance Risk (incl. Geopolitical)	36	HIGH RISK
6	Infrastructure & Technology Risk	36	HIGH RISK
7	Legal & Regulatory Risk	18	MODERATE RISK

Key Takeaways for 2026

01 Environmental & Climate Risk is now EXTREME, not a peripheral CSR concern but the highest-scoring risk in this framework. Galamsey has crossed from environmental damage into organised crime, security threat, and EU market access risk simultaneously. Any business with exposure to land, water, agriculture, or export markets must treat this as Board-level risk.

02 Security & Operational Risk is SEVERE and fast-moving – Bawku (119 deaths), galamsey-organised crime, and Burkina Faso jihadist spillover represent the most velocity-heavy risks in the portfolio. BCPs must be actively monitored before further escalation.

03 Economic recovery is real but the August 2026 IMF exit is the single most critical risk event of the year – it removes the external fiscal anchor at a moment when global commodity shocks (Hormuz), COCOBOD debt, and energy sector liabilities are simultaneously active.

04 Ghana's biggest challenge is a systemic control effectiveness gap – across most dimensions, controls are rated 'Low effectiveness' against 'High' or 'Severe' inherent risks. This is the central lesson: businesses cannot delegate risk management to government or regulators alone.

05 Legal & Regulatory Risk is the only Moderate-rated dimension – but the VASP transitional gap and TRUEDARE customs AI system uncertainty could escalate rapidly for affected sectors.

Appendices

Appendix A: Risk Methodology

The risk assessment methodology employs a 5x5x5 Likelihood-Impact-Velocity Cube, producing composite scores up to 125.

Likelihood (L) – Probability of Occurrence

5 – Almost Certain	Expected to occur in most circumstances (>80% probability)
4 – Likely	Will probably occur in most circumstances (51-80%)
3 – Possible	Might occur at some time (26-50%)
2 – Unlikely	Could occur at some time (6-25%)
1 – Rare	May occur only in exceptional circumstances (<5%)

Impact (I) – Severity of Consequences

5 – Catastrophic	Existential threat to business/economy. Irreversible systemic damage.
4 – Major	Severe disruption, significant financial loss, regulatory action.
3 – Moderate	Noticeable disruption, manageable financial loss, recoverable.
2 – Minor	Some disruption, minor financial impact, easily recoverable.
1 – Minimal	Negligible impact, routine management response sufficient.

Velocity (V) – Speed of Risk Crystallisation

5 – Immediate	Risk materialises within days to weeks. No time for adaptive response.
4 – Fast	Risk materialises within 1-6 months. Limited preparation time.
3 – Moderate	Risk materialises within 6-12 months. Some adaptation possible.
2 – Gradual	Risk materialises over 1-2 years. Structured mitigation feasible.
1 – Slow	Risk materialises over 2+ years. Strategic planning and prevention possible.

Control Effectiveness (CE) – Residual Risk Layer

High	Controls are fully implemented, monitored, and demonstrably reducing risk to acceptable levels.
Medium	Controls are partially implemented. Some risk reduction achieved but gaps remain.
Low	Controls are absent, inadequate, or failing. Residual risk remains at or near inherent level.

Appendix B: Q1 2026 Key Economic Indicators

Inflation Rate (March 2026)	3.2% – 13-year low; down from 23.1% (Jan 2025)
Policy Rate (March 2026 MPC)	14.0% – 150bps cut; BoG cites robust domestic resilience
Cedi Performance (2025 full year)	+40.7% vs USD – first annual gain since 1994
Gross International Reserves	\$13.8–14.5 billion (5.7–5.8 months import cover)
GDP Growth (Q1–Q3 2025, provisional)	6.1% / 5.5% (Q3 2025)
Public Debt/GDP	45.3% – down from 61.8% at peak
Primary Fiscal Surplus (2025)	2.8% of GDP vs 0.6% IMF target
COCOBOD Debt	GH¢32.5 billion; rollover losses >US\$840M
Energy Sector Liability	GH¢22 billion (GH¢15.2bn shortfalls + GH¢4.8bn IPP)
IMF ECF Status	5th review cleared Dec 2025 (\$385M); exits August 2026
Ghana GDP (2026 estimate)	>\$100 billion – first time in history
WEF #1 Ghana Risk 2026	Unemployment/Lack of Economic Opportunity
WEF #2 Ghana Risk 2026	AI & Technological Disruption
GoldBod Gold Reserves (Sept 2025)	37.06 tonnes – up 21.3% year-to-date
Galamsey Landmass Impact	~16% of Ghana's total landmass devastated
Birim River Restoration Cost	\$35 million (EPA estimate, Feb 2026)



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