



# FEED THE FUTURE AGRICULTURE POLICY SUPPORT PROJECT (APSP)

QUARTERLY REPORT (OCTOBER-DECEMBER 2015)  
FISCAL YEAR 2016, QUARTER 1



**January 29, 2016**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



**Contract No. 641-C-14-0001**

**Cover Photo: Seed Producers and Traders at the Consultative Workshop to Establish National Seed Association on 10<sup>th</sup> and 11<sup>th</sup> November, 2015.**

**January 29, 2016**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# **FEED THE FUTURE AGRICULTURE POLICY SUPPORT PROJECT (APSP)**

**QUARTERLY REPORT (OCTOBER-DECEMBER 2015)  
FISCAL YEAR 2016, QUARTER 1**

**Contract No. 641-C-14-00001**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## TABLE OF CONTENTS

Executive Summary.....	1
A. Progress by Component .....	3
A1. Component 1: Policy Formation and Implementation.....	3
A2. Component 2: Policy Research.....	11
A3. Component 3: Policy Advocacy.....	13
B. Planned Activities for Next Quarter by Component.....	18
C. Progress on Gender and Environmental Compliance.....	19
C1. Gender.....	19
C2. Environmental Compliance.....	19
D. Monitoring and Evaluation.....	20
Annex A: APSP Indicator Data Table.....	A-1
Annex B: Revision of APSP Indicator Targets.....	B-1
Annex C: Snapshots	
Improving Access to Credit for Smallholder Farmers in Ghana.....	C-1
Building District-Level Capacity to Advocate for Resources in the Agriculture Sector.....	C-2
Annex D: Policy Analysis, Advocacy Planning and Implementation Toolkit.....	D-1
Annex E: Training in Operations Management for Designated Non-State Actors in the Agricultural Sector (Participants’ Handouts).....	E-1
Annex F: Identifying Building Blocks for Commodity Trading In Ghana.....	F-1

## ACRONYMS

AGD	Attorney General's Department
AGRA	Alliance for Green Revolution in Africa
APPDF	Agricultural Public Private Dialogue Forum
APSP	Agriculture Policy Support Project
CAPI	Computer-Assisted Paperless Interviewing System
CCC	Collaborative Circle of COPs
CEPA	Center for Policy Analysis
CLIP	Community Life Improvement Program
CSO	Civil Society Organizations
EDRI	Ethiopian Development Research Institute
EPDRA	Evangelical Presbyterian Development and Relief Agency
FAO	Food and Agriculture Organization of the UN
FASDEP	Food and Agriculture Sector Development Policy
FBO	Farmer-Based Organizations
FinGAP	Financing Ghana Agriculture Project
FtF	Feed the Future
FY3 Q1	Fiscal Year 3 Quarter
GAABIC	Ghana Agriculture Associations Business and Information Center
GADS	Gender in Agriculture Development Strategy
GAPS	Ghana Agriculture Production Survey
GDCA	Ghana Developing Communities Association
GIDA	Ghana Irrigation Development Authority
GIRSAL	Ghana Incentive-Based Risk Sharing System for Agricultural Lending
GCX	Ghana Commodity Exchange
GIMPA	Ghana Institute of Management and Public Administration
GoG	Government of Ghana
IAPRI	International Agricultural Policy Research Institute of Zambia
IMCL	Integrated Management Consult Limited
ISU	Iowa State University
JSR	Joint Sector Review
MEAS	Modernizing Extension Advisory Services
MED	Monitoring and Evaluation Directorate
MESTI	Ministry of Environment Science Technology and Innovations
METASIP	Medium Term Agriculture Sector Investment Plan
MoFA	Ministry of Food and Agriculture
MoFAD	Ministry of Fisheries and Aquaculture Development
NAFCO	National Buffer Stock Company
NASTAG	National Seed Trade Association of Ghana
NBA	National Bio-safety Authority
NORTHCODE	North West Corridor Development Coalition
NSA	Non-State Actor
NSC	National Seed Council
POSDEV	Pan-African Organization for Sustainable Development
Re-SAKSS	Regional Strategic Analysis and Knowledge Support System
RUMNET	Rural Media Network
RUWA	Rural Urban Women Association
SADA	Savannah Accelerated Development Authority
SAFE	Small Action for Enterprise
SAKSS	Strategic Analysis and Knowledge Support System
SeedPAG	Seed Producers Association of Ghana
SIRDA	Savannah Integrated Rural Development Aid
SRID	Statistics Research and Information Directorate of MoFA
STAG	Seed Traders Association of Ghana
TVRC	Technical Variety Release Committee
URBANET	Urban Agriculture Network
USAID	United States Agency for International Development
WACSI	West Africa Civil Society Institute

## EXECUTIVE SUMMARY

The USAID/Ghana Feed the Future Agriculture Policy Support Project (APSP) is pleased to present the quarterly progress report for October through December 2015, which corresponds to the first quarter of fiscal year 2016 (FY16), or Year 3 (Y3) of the project. APSP aims to improve the food security enabling environment for private sector investment by increasing the capacity of public and private stakeholders to implement evidence-based agriculture policies, as well as perform rigorous monitoring and evaluation of agricultural programs implemented under the Ghanaian Ministry of Food and Agriculture's (MoFA) Medium Term Agriculture Sector Investment Plan (METASIP).

APSP activities are focused around the project's three components:

1. Policy formation and implementation, to improve Ghana's agricultural sector policy process for evidence-based decision making related to food security;
2. Policy research to increase rigorous policy analysis capacity for evidence-based policy making; and
3. Policy advocacy to strengthen the institutional and technical capacities of private organizations and the media to participate and amplify their voice in the public policy process.

During this reporting period, the project's main accomplishments are as follows:

- Trained 22 public officers from METASIP/SAKSS implementing institutions in information technology and data management in agriculture; leadership and governance; improved knowledge and practice of policy evaluation; project design, implementation and performance measurement framework; survey research methods and quantitative data analysis using SPSS and STRATA.
- Re-constituted membership of SAKSS Nodes with Chairpersons to pave the way for re-activating their quarterly meetings and implementing their action plans.
- Conducted four public educational campaigns on food security and nutrition. Provided nutrition information and instruction to 250 schoolchildren and teachers from the Ga West Municipality and organized a public quiz competition for high school children to raise public awareness about healthy eating habits.
- Conducted a review of the farmer-based organizations' (FBO) strategy to support the improvement of agriculture extension delivery.
- Validated the 2014 Agriculture Facts and Figures report for publication and distribution to assist MoFA in improving the quality of publicly available agriculture data.
- Developed a branding strategy for the National Biosafety Authority to help the NBA's public awareness campaign on the benefits biotechnology.
- Released and registered an updated procedure manual for seed variety evaluation for final approval by the National Seed Council.
- Trained 15 SRID staff in the Computer-Assisted Personal Interviewing (CAPI) data collection system.
- Evaluated 63 research proposals and grant applications. Selected 16 proposals for further evaluation and approval in coordination with MoFA.

- Organized a forum of experts with FinGAP to develop a roadmap for the design of the Ghana Incentive-based Risk Sharing System for Agricultural Lending (GIRSAL) to improve access to agriculture credit.
- Developed ToRs for METASIP selected prioritized research topics.
- Consulted with the Agriculture and Agribusiness Unit of the Ministry of Finance to plan a public forum to discuss findings and recommendations of the Soil Fertility Management Study conducted in Q2 of FY2.
- Facilitated the formation of a national seed-industry umbrella association.
- Conducted two district public-private forums for 222 participants in Ashanti and Brong Ahafo regions.
- Trained 137 individuals from 43 NSAs in policy advocacy and organizational development.
- Trained 746 individuals from public and private sectors in the Northern, Upper West and Eastern regions on Ghana's agriculture policy documents (METASIP and FASDEP II).
- Sensitized and educated 489 stakeholders in Northern, Ashanti, Eastern and Brong Ahafo regions in agriculture policy and advocacy.

## A. PROGRESS BY COMPONENT

The narrative that follows is organized by key results areas or KRAs (*Subheadings in bold and italics*) and by work plan activities (*Italicized text*) under each component.

During FY3 Q1, the project began implementation of its approved work plan activities and as well as provisional activities that contributed to APSP's project objectives.

### A1. Component 1: Policy Formation and Implementation

Component 1 will improve Ghana's agricultural sector policy process for evidence-based decision making related to food security through four main pillars:

- Improve capacity for policy analysis and evaluation by core METASIP-institutions by standing up the Strategic Analysis and Knowledge Support System (SAKSS) node;
- Enhance implementation of improved policies, regulations, and administrative procedures as outlined by Government of Ghana (GoG)-endorsed policy documents and agreements between GoG, donors, and the private sector;
- Improve policies that enable private sector development, commercialization, and use of improved agricultural inputs to increase smallholder productivity and incomes; and
- Improve execution of the METASIP.

#### A1a. Progress to date per agreed-upon work plan

##### ***KRA 1.1: Improve Capacity for Policy Analysis and Evaluation by Core METASIP Implementing Institutions by Standing up the Strategic Analysis and Knowledge Support Systems (SAKSS) Node/Enhance Capacity in Policy Analysis and Evaluation***

*Build Capacity of METASIP/SAKSS Members [Indicators 1, 2 and 5].* APSP trained 22 staff members (18 males and 4 females) from the Statistics Research and Information Directorate (SRID) and the Monitoring and Evaluation Directorate (MED) of MoFA—six out of the 20 training modules were developed by our local partner GIMPA in FY2. The modules cover information technology and data management in agriculture; leadership and governance; improved knowledge and practice of policy evaluation; project design, implementation and performance measurement framework; survey research methods and advanced methods, and quantitative data analysis using SPSS and STRATA. This training improved the analytical skills and confidence level of staff of the METASIP implementing institutions in problem identification, data analysis, design, implementation, monitoring and evaluation. This will help enrich overall policy debate, including current discussion on the land use planning policy within the SAKSS Nodes.

#### COMPONENT 1: QUARTER KEY ACHIEVEMENTS

- Trained 22 public officers in two METASIP/SAKSS implementing institutions, SRID and MED, to enhance their capacity for policy analysis
- Re-constituted membership of SAKSS Nodes.
- Educated 250 school children and teachers in food and nutrition security.
- Awarded consultancy for review of FBO strategy.
- Validated 2014 Agriculture Facts and Figures.
- Produced a logo for National Bio-Safety Authority as part of implementing its communication plan.
- Updated procedure manual for seed variety evaluation.
- Trained 15 SRID staff on electronic data collection system and tested CAPI data collection system.



*Implement Action Plans for METASIP/SAKSS [Indicators 1, 2 and 5].* APSP and Re-SAKSS helped MoFA organize a SAKSS Thematic Working Groups meeting on 17<sup>th</sup> December, 2015, with the objective of re-constituting membership of the SAKSS Nodes, as many did not have the full membership. During the meeting, the establishment of a new METASIP Secretariat was announced and introduced to members. Additionally, APSP had the opportunity to present the project to the new members. In FY3 Q2, APSP will assist the Secretariat to reinstitute the quarterly meetings of SAKSS Nodes. Resumption of the meetings will empower the SAKSS Nodes to propose evidence-based recommendations for the formation and implementation of Ghana's agricultural policies.

*Collaboration with Other Partners.*

Mechanism	Members	Objective/Activity
Coordination Agreement	RE-SAKSS and APSP	Coordinated support to METASIP/SAKSS to organize SAKSS Thematic Working Groups Meeting to re-constitute SAKSS membership and enhance its work.
Partnership Agreement	GIMPA and APSP	GIMPA trained 22 staff members from SRID and MED of MoFA to improve their capacity for policy analysis and evaluation.

***KRA 1.2: Enhance Implementation of Improved Policies, Regulations and Administrative Procedures as Outlined by Government of Ghana (GoG)-endorsed Policy Documents and Agreements between GOG, Donors, and Private Sector.***

*Support Implementation of Relevant JSR Activities [Indicators 4 and 12].* The ministry of Food and Agriculture did not request any assistance to implement the JSR recommendations during FY3 Q1. APSP will follow-up throughout the fiscal year to see if they require project assistance.

*Support Drafting and Passage of Land Act to Improve Access to Agriculture Land [Indicators 4 and 5].* The World Bank is providing technical and financial assistance to the GoG to develop a new Land Bill; and in FY3 Q1, APSP agreed to leverage the Bank's assistance by accepting the Lands Commission's request for assistance to develop two new land policy initiatives. During Q2, APSP will assist the Commission to develop and undertake public sensitization of the new Model Land Lease Agreement and to validate the Guidelines for Large Scale Land Transactions. This intervention will help improve land administration by enhancing access to agriculture land and ensure land security for small farmers, especially resource-poor women.

*Review MoFA's FBO Strategy [Indicators 4 and 14].* During FY3 Q1, APSP and MoFA finalized the terms of reference and awarded a consultancy for the review of the farmer-based organization's (FBO) strategy, which is a component of Ghana's agricultural extension policy. This assignment is the result of recommendations that came out of the joint APSP and Modernizing Extension Advisory Services (MEAS) extension policy forum recommended in FY2. The consultant's inception report was accepted by APSP and field work is scheduled to begin in FY3 Q2. In the short-term, the review will help strengthen FBOs and improve their operational efficiencies; and in the long-term, it will help small farmers to adopt good agricultural practices to improve their incomes and livelihoods, as FBOs serve as natural entry points for agriculture extension delivery in Ghana.

*Passage of Animal Health and Livestock Production Bills into Law [Indicator 4].* APSP provided technical support to MoFA to draft the Animal Health and Livestock Production Bills. The bills were sent to the Attorney General's Department (AGD) for legal drafting and submission to

Parliament in FY2. MoFA and AGD will hold a gap analysis meeting in FY3 Q2 to complete the legal drafting and submit to Parliamentary for approval. APSP will continue to engage with MoFA authorities until the two bills are passed. An improved livestock sub-sector will create increased demand for prioritized Feed the Future crops like maize, rice and soya as animal feed.

*Assessment of the National Food Buffer Stock Company [Indicator 4].* The terms of reference for the assessment of the National Food Buffer Stock Company (NAFCO) was finalized and accepted by both APSP and CEPA in FY2. In FY3 Q1, APSP and CEPA agreed on guidelines to contract out the assessment and CEPA has since commenced the tender process to select a consultant. The assessment will address private sector concerns that NAFCO operations are distorting agriculture commodity markets, which discourages investment. It will help promote domestic market efficiency.

*Build Capacity of Parliament Select Committee [Indicators 1, 2, 5, 6, and 14].* In FY2, APSP engaged and supported the Parliamentary Select Committee on Food Agriculture and Cocoa Affairs by providing technical and financial support for the review of the agriculture and fisheries sectors of the economy. Recommendations from the review were submitted to Parliament and will help the House promulgate relevant laws, policies, and regulations for the development of the two sectors. APSP's planned training on budgeting, policy analysis, and expenditure tracking for Committee members in FY3 have been put on hold pending the re-structuring of all Parliamentary Select Committees and potential changes to their mandate. Committee members have shown enthusiasm for the planned training; therefore, in FY3 Q4, APSP will develop training modules FY4. The training will empower members to identify, develop, and enact appropriate laws for long-term sector growth and development.

*Enhance Momentum of The New Alliance for Food Security and Nutrition [Indicators 2, 4, 5, 6 and 8].* As part of efforts to enhance momentum of the New Alliance for Food Security and Nutrition, APSP provided assistance to MoFA in FY3 Q1 to organize educational programs on food and nutrition. On October 27, 2015, APSP and MoFA organized an educational forum to provide nutrition education for 250 primary school students and teachers from the Ga West Municipality. APSP also paid for a press release on "Africa Day for Food and Nutrition Security" in the Daily Graphic and Ghanaian Times newspapers on November 2, 2015. Additionally, the project supported a quiz competition on food and nutrition for students from three senior high schools, and organized radio sensitization and education discussions on Africa Day. These activities sensitized the public, especially women and children, on the importance of safe handling of food; promoted increased consumption of nutrient dense foods, especially among women of reproductive age; and enhanced knowledge on safe, adequate and nutritious food. Food and nutrition is cross cutting development issue and a prerequisite for achieving full social, mental and physical potential of a population. These values underpin the New Alliance, which is celebrated annually across Africa on Africa Day for Food and Nutrition Security.

*Support Education and Sensitization of Biosafety Act [Indicators 4, 6 and 11].* In FY3 Q1, APSP accepted a request from the Ministry of Environment Science Technology and Innovations (MESTI) to provide technical assistance to develop a logo for the National Biosafety Authority (NBA), as first step in implementing its public awareness campaign. The logo will appear on all biosafety educational materials produced by the NBA and disseminated to the public. This will improve the branding of the Authority and help create wider public awareness on the benefits of biotechnology and thereby reduce the negative public perception.

*Sensitization of the Gender and Agriculture Development Strategy [Indicator 4].* The Gender and Agriculture Development Strategy (GADS) document is scheduled to launch in January 2016. After the launch, APSP will provide technical and financial assistance for public sensitization of the strategy document in FY3 Q2.

*Other Emerging Policy Issues [Indicator 4].* MoFA did not engage the APSP on any emerging policy issues during FY3 Q1 however; we will continue to consult the Ministry in this regard throughout FY3.

*Collaboration with Other Partners.*

Mechanism	Members	Objective/Activity
Collaborative Circle of Feed the Future Chiefs of Party	ATT and APSP	Supported the GoG for the implementation of the Biosafety Act (Act 831)
Coordination Agreement	World Bank, FAO, MEAS, APSP	Coordinated with World Bank to assist GoG to develop Land Bill and related policies/regulations to improve access to agric. lands
		Coordinated with MEAS to revise agriculture extension policy to improve agricultural extension delivery and promote agricultural commercialization to increase private investment.
		Coordinated with FAO to develop and pass livestock sub-sector bills to improve and grow the industry.
		Coordinated with the FAO in educating the public to adopt safe and healthy eating habits.

***KRA 1.3: Improve Policies that Enable the Private Sector to Develop, Commercialize, and use Improved Agricultural Inputs to Increase Smallholder Productivity and Incomes***

*Support for GoG Investment Plan [Indicator 4].* MoFA’s Medium Term Agriculture Sector Investment Plan (METASIP) ended in 2015, and the Ministry is currently developing METASIP II to cover the period 2015-2017, with technical and financial assistance from the FAO. A draft of the investment plan was validated in FY3 Q1. APSP has agreed with to support MoFA in the implementation of METASIP II and are awaiting a formal request for assistance from MoFA.

*Support to Agriculture Commodity Trading Systems in Ghana [Indicators 4 and 6].* APSP commissioned a consultancy to undertake this assessment of the Ghana commodity exchange in FY2. In FY3 Q1, the consultant submitted the final report and a copy of that report is included in Annex E. Pending USAID’s decision, APSP will provide technical assistance to the GoG for the modernization of the commodity exchange.

*Development of an Agriculture Marketing Policy [Indicators 4, 11 and 14].* APSP is assisting MoFA to develop an agriculture marketing policy in FY3. In Q1, APSP, MoFA and CEPA, finalized a draft terms of reference for CEPA to undertake a “Situational Analysis of Agricultural Marketing in Ghana” in FY3 Q2. The analysis will provide evidence-based policy recommendations for developing the agriculture marketing policy. A marketing policy will promote operational efficiency in Ghana’s commodity markets.

*Support for the Implementation of the Seeds and Fertilizer Act, 2010 [Indicators 2, 4, 5, and 14].*

- *Support to NSC, TVRC, Research.* In FY2, APSP, provided technical assistance to train the National Seed Council (NSC) and Technical Variety Release Committee (TVRC)

members. The project also organized two workshops on Crop Variety Licensing and Quality Management for Testing Crop Varieties for seed experts, as part of the project’s commitment to support the implementation of Act 803 and the National Seed Plan. In FY3 Q1, APSP and ISU experts updated the procedure manual for seed variety evaluation, release and registration. The manuals will be presented to the NSC, the TVRC and other seed experts in FY3 Q2, for approval. The approval and operationalization of the manual will introduce operational efficiency and modernize the seed industry to attract increased private sector investments into the industry.

- Support to Seed Associations. In FY3 Q1, APSP supported efforts of splinter seed associations to form an umbrella body, details of which are provided under Component 3 below.

*Develop New Irrigation Policy [Indicators 2, 4, 5, 11, 12 and 14].* The Ghana Irrigation Development Authority’s (GIDA) mandate has changed to reflect the new GoG priority to promote private sector participation in the development and management of irrigation facilities. In FY3 Q1, GIDA requested assistance from APSP to develop a new irrigation policy, in line with the policy shift. The project helped GIDA to draft terms of reference for a consultancy to develop the new policy—this activity will take place during FY3 Q2. The new policy will attract private sector investments into the provision and management of irrigation facilities, help expand irrigation facilities across the country, improve access to water for year-round agriculture production, lessen agriculture risks, mitigate climate change challenges, and ultimately enhance farm revenues.

*Develop Business Plans for Aquaculture Investments [Indicators 2, 4, 5 and 14].* APSP will support the GoG’s aquaculture development policy in FY3 Q2. The business plans will establish feasibility of aquaculture production and provide motivation to attract private investments into the sub-sector and increase fish production and consumption.

*Establish Policy Unit in MoFA [Indicators 1, 2, 4, 5 and 14].* In FY3 Q1, APSP and MoFA began the process to establish a policy unit at the Ministry. A two-day stakeholder brainstorming session has been scheduled for January 2016, to discuss and agree on critical issues like funding for the unit, its location, staffing, logistical requirements, job descriptions, among others, with participation of experts from ISU, the Ethiopian Development Research Institute (EDRI), and the Indaba Agricultural Policy Research Institute (IAPRI) of Zambia. EDRI and IAPRI are two renowned African policy research institutes and their participation is an opportunity for MoFA to learn from their institutional models and experiences as employees of these research institutes. A one-week training for policy unit staff will take place from February 1-5, 2016. The policy unit will have a cadre of highly trained policy analysts to undertake rigorous policy research and analysis for improved policy process for evidence-based decision making related to food security.

*Collaboration with Other Partners.*

Mechanism	Members	Objective/Activity
Collaborative Circle of feed the Future Chiefs of Party	FinGAP, ADVANCEII and APSP	Coordinated the commodity trading systems assessment for the potential modernization of the commodity exchange.
Coordination Agreement	FAO and APSP	Provided assistance to develop new agriculture investment plan (METASIP II) for growth and development of the sector.
		Coordinated and provided technical input into the assessment of the agriculture commodity trading system.

#### **KRA 1.4: Improved Execution of METASIP Programs.**

*Support METASIP Activities [Indicators 2, 4, 5 and 14].* The APSP technical team met with representatives of the METASIP Steering Committee (SC) to discuss proposals submitted to the project for assistance. METASIP requested that APSP help create a platform to meet with the Lands Commission to discuss and provide input on the proposed Land Bill and related land policy documents. METASIP is the agriculture sector policy instrument and the consultation will help the Steering Committee to provide evidence-based recommendations for drafting the Bill and improve the policy process.

*Commission SAKSS Research.* APSP and MoFA have jointly developed terms of reference (ToR) for prioritized research studies. Details are provided under Component 2 below.

#### *Improve Agriculture Sector Data Collection, Analysis, Management, and Reporting.*

- *Agriculture Data Validation and Printing [Indicators 2, 5 and 14].* APSP provided technical assistance to SRID to validate the “2014 Facts and Figures” report at a workshop attended by 53 officials from MoFA and partner institutions. The validation will enhance credibility and use of sector data for improved evidence-based policy formation and implementation. In FY3 Q2, APSP will provide assistance to print copies of the “Facts and Figures” document for national distribution.
- *Implementation of Electronic Data Collection System [Indicators 2, 5 and 14].* In FY3 Q1, APSP made progress in the design, development, and implementation of the Computer-Assisted Personal Interviewing (CAPI) data collection system in support of the Ghana Agriculture Production Surveys (GAPS). A workshop was held in the quarter to test the system for the first time, based on SRID data collection forms for GAPS and Market surveys. Fifteen SRID staff were trained in the use of the CAPI. Going forward, the system will be piloted in 10 districts already covered under GAPS. A total of 290 MoFA national, regional, and district staff in the 10 districts will be trained. The deployment of the system will minimize human error in agriculture data collection and analysis and improve overall data credibility.

#### *Collaboration with Other Partners.*

<b>Mechanism</b>	<b>Members</b>	<b>Objective/Activity</b>
Coordination Agreement	Re-SAKSS and APSP	Coordinated both technical and financial support to empower METASIP to function effectively and efficiently and improve sector policy process.

*Additional Activities Not Originally Considered in FY3’s Annual Work Plan.* During FY3 Q1 APSP undertook two activities that were not included in the FY3 work plan but contributed to the project objectives.

- *Designing of the Ghana Incentive-based Risk Sharing System for Agricultural Lending (GIRSAL) [Indicators 4, 5 and 6].* APSP and FinGAP jointly provided technical and financial assistance for an initial brainstorming exercise in the design of the Ghana Incentive-based Risk Sharing System for Agricultural Lending (GIRSAL). This is a joint initiative of MoFA, Bank of Ghana (BoG), and Alliance for Green Revolution in Africa (AGRA) aimed at addressing the chronic credit squeeze in agriculture. GIRSAL will establish a Fund to provide guarantees and insurance to de-risk agriculture lending to

motivate banks and other financial institutions increase lending to the agriculture sector, thereby encouraging increased private sector investment in the sector.

- *Improving Agriculture Value Chain Analysis [Indicators 2, 5, and 14].* APSP agreed to fund a consultancy to Assess Methodologies Used to Collate and Analyze Data on Agriculture Value Chains and Propose New Methodologies. APSP and MoFA finalized the ToR during the quarter under review. The study will propose methodologies for collecting and analyzing agriculture data across the value chain and will expand and improve agriculture data collection and analysis. The intervention will give credibility and acceptability of sector data and provide basis for evidence-based decision making.

**A1b. Identification of specific problems and recommendations for corrective action and reasons why established targets were not met.**

Established Work Plan Milestones for the Quarter	Specific Problem	Reasons for not Meeting Established Target/Milestone	Corrective Action
Implement METASIP/SAKSS work plans	There have been delays in the implementation.	SAKSS Nodes did not have full complement of staff.	Membership now re-constituted. APSP has invited staff of METASIP/SAKSS Secretariat for meeting in January, 2016, to agree on implementation plan.
Support JSR recommendations	No request received from MoFA for this activity	MoFA has no plan to implement recommendations.	APSP will participate in the next pilot JSR and hold further consultations on support areas.
Commence support to draft Land Bill	Suspended	World Bank has given similar support.	Agreed with Land Commission to provide support to develop other related land policies.
Build capacity of 21 members of Parliament Select Committee	Differed	All Parliamentary Committees are re-structuring and mandates may change.	Deferred activity until FY 4.
Train 80 stakeholders for GADS sensitization.	Activity delayed	GADS launch is in January, 2016, before sensitization.	Planned ahead with MoFA to commence training of trainers (ToT) after the launch.
Support for GoG Investment Plan	Delayed	No request from MoFA yet.	Attended the validation workshop on newly developed investment plan and emphasized APSP's commitment to support development of the plan. The project will continue to engage the GoG on potential areas of support.

**A1c. Outcomes of high level meetings.**

Activity	Outcome
Met with MoFA Chief Director to brief him on project's joint initiatives with MoFA, including opening of METASIP Office at MoFA and establishment of Policy Unit at MoFA, for support.	Chief Director supported initiatives and directed his Directors present at the meeting to cooperate with the project in this regard.
Met Chief Director again in December, 2015, for his intervention to resolve the issue of non- payment of allowances to MoFA staff.	While understanding the general principle behind the policy, he promised to resolve the issue personally with USAID.
Met with two representatives from World Bank to discuss coordinated support to GoG for the development of a Land Bill.	World Bank was already providing needed support and APSP was advised to shift budgeted funds into other technical assistance.
Met with MoFA Director and staff of PPBD to discuss plans for establishing a Policy Unit within his Directorate.	Meeting resulted in initial planning to organize brainstorming session and training for Unit staff in January/February, 2016.

**A1d. Assessment of the validity and efficacy of progress against the objectives and results.**

Objectives (Quarterly milestones as established in the Annual Work Plan)	Efficacy of Progress against objectives and results
Build capacity of METASIP/SAKSS Members	Behind schedule. 22 out of the 100 officials from METASIP/SAKSS implementing institutions slated for training in FY3 were trained in 6 of the 20 training modules developed.



Review MoFA FBO Strategy	Behind schedule. Consultant now contracted to undertake assignment.
Passage of Animal Health and Livestock Production Bills	Behind schedule. MoFA and AGD will meet in January 2016, to complete legal drafting of the draft Bills and forward to Parliament.
Assessment of NAFCO	Behind schedule. ToR completed and tender for consultant in progress.
Enhance momentum of New Alliance	On track.
Support Education and sensitization of Bio-safety Act	On track.
Support to Agriculture Commodity Trading Systems in Ghana	On track. Final report submitted to APSP and forwarded to USAID as an attachment to this FY3 Q1 report.
Support for Plant and Fertilizer Act	On track.
Develop irrigation policy	Behind schedule. Draft ToR developed, discussed and being finalized
Establish Policy Unit at MoFA	On track.
Support METASIP activities	Behind schedule. Forum created for SC members and Lands Commission to discuss development of land policies in FY3 Q2.
Improve agriculture sector data collection, analysis, management and reporting	On track. CAPI designed and demonstrated and 15 SRID staff trained

**A2. Component 2: Policy Research**

Component 2 will increase the availability of rigorous policy analysis capacity for evidence-based policymaking through the following pillar:

- Enhancing the capacity for high quality policy research.

**A2a. Progress to date per agreed-upon work plan**

**KRA 2.1 Enhance High Quality Policy Research Capacity**

The policy research component of the project will increase the availability of rigorous policy analysis capacity for evidence-based policymaking through grants competitively awarded. The development of research studies will contribute to the policy formation and implementation component. The research grants program will support creative and unconventional partnerships between the public, private, and/or civil society sectors at all levels. In addition, the grants will assist key public, private, and civil society institutions to improve their policy research capacity.

*Operationalize Small Grants Fund [Indicator 8].* In FY3 Q1, APSP planned to award 10 research grants to operationalize its small-grants fund. The project reviewed 63 research proposals received from universities and research institutions and made recommendations to a “Technical Evaluation Panel” (TEP) comprised of three APSP staff, two MoFA staff and a Ghanaian scholar. Unfortunately, the TEP have faced difficulties in arranging the meeting the activity has been temporary placed on hold. APSP and MoFA held a high-level meeting in the quarter to resolve the technical challenge to pave the way for the commissioning the research studies in FY3 Q2. Research results will enhance evidence-based policy formulation by providing quantitative and qualitative analysis.

**COMPONENT 2:  
KEY ACHIEVEMENTS**

- Received and vetted 63 research proposals
- Developed ToR for 5 SAKSS prioritized research topics

*Building Capacity for Research among Research Institutions [Indicators 8, 9 and 14].* APSP proposed to set aside 15 percent of small grants approved for research institutions to build capacity of the institutions but this could not be done in FY3 Q1 since no grant was awarded in the quarter under review.



*Engage with MoFA to Issue Tenders for Specific METASIP Research Studies [Indicator 8].* In FY3 Q1, APSP worked with METASIP to develop and complete ToRs for five prioritized research topics submitted to the project by METASIP. Research areas included integration of land use planning, urban/peri-urban agriculture for sustainable urban development, and sustainable land and water management technologies for extension service provision. Research findings from METASIP prioritized topics will provide evidence-based recommendations for agriculture policy formation and implementation.

*Follow up on Research Recommendations [Indicators 4, 11, 12 and 14].* In FY3 Q1, APSP met with the Agriculture and Agribusiness Unit of the Ministry of Finance and agreed to organize a workshop in FY3 Q2 to present and discuss findings and recommendations of the Soil Fertility Study conducted in FY2. The activity will provide analytical evidence to inform the government in assessing and reviewing the on-going fertilizer subsidy policy and serve as platform for public-private dialogue on the policy.

*Collaboration with Other Partners.*

Mechanism	Members	Objective/Activity
Coordination Agreement	ATT, FinGAP, ADVANCE II and APSP	APSP received some good research proposals that did not align with project goals and forwarded them to other FtF IPs for consideration.

**A2b. Identification of specific problems and recommendations for corrective action and reasons why established targets not met.**

Established Work Plan Milestones for the Quarter	Specific Problem	Reasons for not Meeting Established Target/Milestone	Corrective Action
Award up to 10 grants for research.	Activity has stalled.	Technical challenges arose with MoFA participation in evaluating research proposals.	High level meeting held with MoFA management for solution and Chief Director promised discussions with APSP COR on the issue.
Issue tender for METASIP priority topics and award grants for research studies.	Development and submission of ToRs for the research topics delayed.	MoFA staff working on the documents were too busy to commit adequate time for assignment.	Lead persons identified from each group to work on the ToRs. APSP also working with newly established METASIP Secretariat to complete ToR.

**A2c. Outcomes of high level meetings.**

Activity	Outcome
Meeting with MoFA management to find solution to refusal of MoFA representatives to participate in the TEP.	MoFA Chief Director will have further discussions with APSP COR on the issue.

**A2d. Assessment of the validity and efficacy of progress against the objectives and results.**

Objectives (Annual Milestones as established in the Annual Work Plan)	Efficacy of Progress against objectives and results
Award at least 10 Grants for policy research development.	Behind schedule. 63 research proposals received and reviewed. 16 of them selected for discussions with MoFA and approval.
Build capacity of research institutions.	Behind schedule. Assessment of improved areas of policy research capacity among universities and other research institutions completed in FY2.

### A3. Component 3: Policy Advocacy

Component 3 is focused on building the capacity of civil society and farmer-based organizations (FBOs) to develop and implement policy advocacy activities thus amplifying their voice in the agriculture policy process to:

- Improve engagement of the private sector in food security policy reforms and implementation;
- Improve the capacity of the private sector to advocate for pro-business agriculture sector reforms; and
- Provide civil society support for the policy efforts of other Ghana Feed the Future projects.

#### A3a. Progress to date per agreed-upon work plan

##### ***KRA 3.1 Improve Engagement of the Private Sector in Food Security Policy Reforms and Implementation.***

*Support the Revival of APPDF [Indicators 11 and 12].* In FY3 Q1, APSP evaluated a grant application submitted by APPDF in FY2 however, it was declined because APPDF is not a legally registered entity. APPDF was advised to officially register the forum as a legal entity, acquire a permanent secretariat and office space, open a bank account, and then re-submit the application for evaluation. The revival of APPDF will accelerate public private engagements for policy reforms that are crucial for improving private sector investments in Ghana's agriculture.

##### **COMPONENT 3: QUARTER KEY ACHIEVEMENTS**

- Facilitated formation of a national seed industry association with endorsement of all major seed stakeholders comprising 54 (47 males & 7 female representatives)
- Held 2 district public private dialogue forums for a total of 222 (182 males & 40 females) in Ashanti and Brong Ahafo Regions.
- Trained 137 individuals from 43 NSAs in policy advocacy and organizational development.
- Trained 746 individuals from public and private sectors in the Northern, Upper West and Eastern regions by NSAs.

##### *Facilitation of Policy Advocacy Activities.*

- *Strengthening FBO Networks [Indicators 6, 7, 11 and 12].* APSP met with the ADVANCE II Project to identify and discuss FBO networks already receiving ADVANCE assistance and their locations in the FtF zone of influence (ZOI). In FY3 Q2, APSP will commence its policy advocacy activities within the ZOI and strengthen the capacity of selected number of FBO networks to participate in the agriculture policy making process, contributing to.
- *Expanding NSA Participation through the Small Grants Fund [Indicators 4, 6, 7, 10, 11 and 12, 13, 14].* APSP expanded its district-level policy advocacy initiatives during FY3 Q1 to cover many more districts and social groups. Accordingly, the project facilitated and supported the training and policy advocacy initiatives of 7 grantees at the regional and district levels through its small grants mechanism, including:
  - FMSL Multi Media (Rite 90.1FM). The focus of this initiative is to use radio to advocate for increased resource allocation to Departments of Agriculture in six districts in the Eastern region: Shai Osudoku, Yilo Krobo, Lower and Upper Manya, Akuapem North and Asuogyaman. As part of the initiative, FMSL trained 81 public/private stakeholders (75 males and 6 females) in decentralization, composite budgeting, and the agriculture policy process.
  - Pan African Organization for Sustainable Development (POSDEV). POSDEV organized a 3-day residential training for 35 participants (23 males and 12 females)

from fishery groups on the fishery/aquaculture policy and regulations and a one-day civic community engagement for 95 (31 females and 64 males) public and private stakeholders on challenges in the fisheries and aquaculture sector in two districts in East Akyem and Asuogyaman Districts in the Eastern Region.

- Evangelical Presbyterian Development and Relief Agency (EPDRA). EPDRA sensitized and educated a total of 630 stakeholders (417 males and 213 females) from the security agencies (police and custom officers), farmer groups, input dealers and staff of Department of Agriculture in Yendi, Saboba and Chereponi Districts in the Northern Region on the Plants and Fertilizer Act (Act 803).
- North West Corridor Development Coalition (NORTHCODE). NORTHCODE organized a validation and dissemination workshop on a study it conducted on women's access to SADA's agriculture input program in October 2015. The grantee disseminated the findings in November 2015, at a workshop in Tamale for 39 participants (15 males and 24 females) from the Department of Agriculture and SADA. A major finding of the study was that the poor and vulnerable had limited access to agriculture inputs; this is especially true among women and persons with disability.
- Savannah Integrated Rural Development Aid (SIRDA) and Rural Urban Women Association (RUWA). These two grantees carried out a baseline survey to assess women and FBOs access to agriculture extension services under FASDEP and METASIP in Northern and Upper West regions and disseminated the findings to 55 (40 females and 15 males) MoFA officials from both regions at a workshop in Tamale in November, 2015. The major finding in this research was that many of the women respondents did not know where and how to access agriculture extension services in their districts.
- SIFA Agro Trade Investment Company Ltd. SIFA organized a one-day smallholder farmer community agriculture policy fair at Kanvile in the Sagnarigu Municipality of the Northern Region in December, 2015 for more than 400 participants, including representatives of other USAID FtF Projects such as ADVANCE II, ATT and FinGAP, traditional leaders and farmers. The farmers presented a resolution to the Hon. Minister of Food and Agriculture, through his representative, the Director of Agriculture, Sagnarigu Municipality, asking government to increase the fertilizer subsidy component to 50 percent, among other demands.

From the comparative analysis of the pre-and post-training evaluations, the grant activities undertaken in FY3 Q1 strengthened trainees' understanding of the Plants and Fertilizer Act and its related policy documents, such as FASDEP and METASIP. The activities carried out with these grants will increase in the number of dialogue forums and production of relevant policy briefs and position papers for attention of policy makers, and ultimately enhance private sector influence in agriculture sector decision making at the local level.

*District Level Agriculture Policy Education and Sensitization Forums [Indicators 11 and 12].* In FY3 Q1, APSP organized a forum each for public and private stakeholders in Ejura-Sekyedumase Municipality in Ashanti region and Kintampo North Municipality in Brong Ahafo region to build capacity of 222 participants (40 females and 182 males) to understand and contribute to Ghana's agriculture policymaking process. The two forums made two major recommendations: 1. District Authorities must encourage regular consultations with non-state actors (NSAs), and 2. District Departments of Agriculture must present their agriculture plans to the Assemblies and hold public forums to share the plans.

*Develop and Produce Agriculture Policy Communication Materials.*

- *Engaging Editors of Media Houses [Indicators 6, 7 and 11].* The Terms of Reference (ToRs) to engage the services of an event organizer to organize Editors' Soiree was completed in FY3 Q1. Unfortunately, this activity is delayed due to the resignation of the APSP Communication and Media Specialist in FY2 Q4. With the recruitment of a new Communication and Media Specialist, the activity is currently re-scheduled for FY3 Q2. The execution of the activity will improve media reportage of agriculture-related issues in the Ghanaian media, enhance public education.
- *Institutional Newsletter [Indicator 6].* This activity was delayed due to the resignation of the APSP Communication and Media Specialist in Q1 of FY3. It has been re-scheduled for FY3 Q3.
- *Supporting MoFA/MoFAD to Disseminate Policy Documents [Indicator 6].* Activity is delayed until the project recruits a Graphic Designer/Artist to undertake the assignment. This is expected to take place in Q2.

### ***KRA 3.2: Improve the Capacity of the Private Sector to Advocate for Pro-Business Agriculture Sector Reforms in Ghana.***

*Capacity Building for NSAs & Post-Training Monitoring [Indicators 1 and 13].* In FY2 Q4, APSP entered into a subcontract with the West Africa Civil Society Institute (WACSI) and Integrated Management Consult Limited (IMCL) to execute training programs for over 40 non-state actors (NSAs) in the northern and southern regions of Ghana. The exercise was completed in FY3 Q1 and WACSI and IMCL trained 137 individuals from 43 civil society organizations (CSOs) and farmer groups to better advocate for policy reforms to enhance increased private sector investments in the agriculture sector. In FY3 Q2 and Q3, APSP will carry out post-training monitoring and evaluation of trainees to determine impacts of the training.

*Establishment of a National "Umbrella" Organization to Represent Seed Traders [Indicators 4, 6, 11, 12, and 13].* In FY2, the Seed Producers Association of Ghana (SEEDPAG) and the Seed Traders Association of Ghana (STAG) approached APSP to support the formation of a national umbrella organization to represent the interests of seed value chain actors in Ghana. In FY3 Q1, APSP facilitated and supported this joint effort by providing technical and financial assistance to organize a seed sector stakeholders' workshop at Ejisu near Kumasi on 10<sup>th</sup> and 11<sup>th</sup> November, 2015. Other USAID-funded projects including ADVANCE II, BUSAC, ATT, and Africa Lead, participated in the workshop. The major outcome of the meeting was a unanimous resolution by the 54 (47 males and 7 females) participating stakeholders to form a national umbrella association called National Seed Trade Association of Ghana (NASTAG). NASTAG will foster the unification

of current splinter groups within the seed value chain. The initiative is strategically part of APSP's on-going interventions to support implementation of the Plant and Fertilizer Act (Act 803).

A seven-member Interim Executive developed an initial roadmap, outlined below, and APSP will collaborate with the Committee in FY3 Q2 to achieve its mandate.

- Register NASTAG.
- Draft Constitution by the close of December 2015.
- Open a bank account by the close of February 2016.
- Establish a Secretariat with qualified staff by close of February 2016.
- Organize an Annual General Meeting (AGM) before the close of February 2016 to adopt the Draft Constitution and elect a National Governing Council.
- Present Technical and Financial Proposals to APSP for grant support in March, 2016.

**KRA 3.3: Provide Civil Society Support for the Policy Efforts of Other Ghana Feed the Future Projects.**

*Collaboration with other USAID/Ghana FTF Projects and other DPs [Indicators 2, 6, 7, 11, and 12].* APSP collaborated with other partners in FY3 Q1, outlined below, to strengthen public-private sector dialogue and advocacy, especially within the USAID zone of influence (ZOI) and this will provide coordinated intervention to build capacity of local stakeholders to participate and influence the decision making process.

*Collaboration with Other Partners.*

Mechanism	Members	Objectives/Activity
Cooperation Agreement	APSP, Africa Lead II and GIZ-MOAP	Established a well- functioning agriculture public-private policy dialogue and advocacy platform to revive APPDF.
Cooperation Agreement	APSP & ADVANCE II	Expanded regional and district level inputs or participation in the agriculture public policy process at the regional and district level sensitization and education forums with FBO networks.
Cooperation/Coordination Agreement	APSP & ADVANCE II	ADVANCE II supported district assemblies to develop investment plans and APSP built capacities of agriculture sub-committees of the assemblies to effectively discharge their mandates.
Cooperation Agreement	APSP, BUSAC, ATT & ADVANCE II	Facilitated the formation of a national "umbrella" organization to represent the seed value chain in Ghana and promote policy reforms to promote investments in the seed industry.

*Additional Activities Not Originally Considered in FY3's Annual Work Plan.* During FY3 Q1, APSP did not undertake any activities under Component 3 outside those outlined the Y3 work plan.

**A3b. Identification of Specific Problems and Recommendations for Corrective Action and Reasons Why Established Targets Are Not Met.**

Established Work Plan Milestones for the Quarter	Specific Problem	Reasons for not Meeting Established Target/Milestone	Corrective Action
Development of policy communication materials	Activity was delayed during the FY3 Q1.	The Communication and Media Specialist who was working to recruit the graphic designer resigned.	Contact has been made with the PMU to speed up the hiring process. Delayed activities will be completed in FY3 Q2.

Revival of APPDF	Inability to register the forum and establish a permanent secretariat	Co-chairs were delayed in meeting the requirements for the registration	Committee created a road map developed for implementation by Committee to address the challenges.
Organize 1 FBO Networks Strengthening Workshop	Activity was delayed.	The mapping of the existing FBO networks working in the SADA region and other non FtF regions in the country could not be completed	Met with ADVANCE II Project to identify the existing FBOs in FtF ZOI and agreed to organize two FBOs Network strengthening workshops in FY3 Q2.

### A3c. Outcomes of High Level Meetings.

Activity	Outcome
ADVANCE II and APSP policy advocacy teams met to identify and firm up areas of collaboration in October 2015.	Agreement reached to continue to support each other on the policy education and sensitizations forums and to collaborate in strengthening FBO networks in the USAID ZOI.
Meeting with Co-chairs of APPDF in October 2015 at APSP Office.	Agreed on milestones to be achieved in order to satisfy the requirement for support from APSP to revive the forum.

### A3d. Assessment of the Validity and Efficacy of Progress against the Objectives and Results.

Objectives (Quarter milestones as established in the Annual Work Plan)	Efficacy of Progress against objectives and results
Supporting the revival of APPDF	Behind schedule. APPDF grant application rejected because APPDF has no legal identity. Forum advised to register and acquire an office premises and re-submit grant application.
District Agriculture Policy Education Forums.	On track. Two forums carried out in FY3 Q1, 3 are currently outstanding.
1 NSAs received grants for policy advocacy	Behind schedule. One grant application was approved within the quarter. Disbursement of funds to the grantee will start in FY3 Q2. The start of the grant activity will increase number of organizations focusing on women agriculture policy advocacy issues
2 subcontractors are implementing NSAs capacity building training	On track. Training of the NSAs completed and provided skills to write policy briefs/ position papers and participate fully in the policy making process
Seed producers and traders form an umbrella association	On track. SeedPAG and STAG adopted resolution to establish NASTAG and rolled out roadmap towards inauguration
Collaborate with FtF projects and donor projects such as ADVANCE II, ATT, BUSAC and GIZ-MOAP	On track. Collaboration on-going between APSP, ATT, ADVANCE II and BUSAC Fund to establish NASTAG and with GIZ—MOAP to revive APPDF.

## B. PLANNED ACTIVITIES FOR NEXT QUARTER BY COMPONENT

Activity	Component 1 Policy Formation and Implementation	Component 2 Policy Research	Component 3 Policy Advocacy
High-Level Meetings	<ul style="list-style-type: none"> <li>• Make presentation to USAID senior official visiting Ghana from U.S.</li> <li>• Meet with APSP COR to sort out issues concerning payment to public officials.</li> <li>• Commence Implementation Progress Meeting with MoFA Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet MoFA management to resolve technical challenges with research.</li> </ul>	<ul style="list-style-type: none"> <li>• Organize one media house editors' meeting (media soiree) in February 2015</li> <li>• Support AGM of National Seed Trade Association in March 2015</li> </ul>
Technical Assistance, Trainings, and Assessments	<ul style="list-style-type: none"> <li>• Continue to build capacity of METASIP/SAKSS members</li> <li>• Commence implementation of METASIP/SAKSS action plans</li> <li>• Support joint sector review implementation</li> <li>• Support design of selected land policies.</li> <li>• Undertake NAFCO assessment</li> <li>• Support development of website for the National Bio-Safety Authority (NBA).</li> <li>• Commence sensitization of GADS document.</li> <li>• Undertake "Situational Analysis of Agriculture Marketing in Ghana"</li> <li>• Commission consultancy to develop Irrigation Policy for MoFA</li> <li>• Organize training for NSC and TVRC members and other seed experts.</li> <li>• Organize brainstorming to discuss guidelines for establishing Policy Unit at MoFA.</li> <li>• Undertake first training of staff for Policy Unit.</li> <li>• Continue the training of SRID staff in CAPI</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate, select and award up to 15 research proposals, including selected high quality research studies, thesis/ dissertations, and special policy documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement media training for at least 20 journalists in March 2015</li> <li>• Organize at least two district policy education and sensitization forums.</li> <li>• Develop Terms of Reference (TOR) for post training evaluation of NSAs</li> </ul>
Grants, Subcontracts	<ul style="list-style-type: none"> <li>• CEPA to undertake three assessments with APSP including NAFCO, Situation Analysis of Agric Marketing and New Methods to collect agriculture data.</li> <li>• GIMPA will continue training of METASIP/SAKSS members.</li> <li>• Potential grant for Community Life Improvement Program (CLIP) and Ghana Developing Communities Association (GDCA) for Act 803 community sensitization.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor implementation of CAPI</li> <li>• Train 75 MoFA/SRID staff on CAPI.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand policy advocacy activities through two grants to NSAs.</li> <li>• Monitor implementation of recommendations of public-private dialogue forms/sessions.</li> <li>• Print policy communication material.</li> <li>• Institution of a Quarterly Newsletter.</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• APSP and FinGAP collaboration to support final design of GIRSAL</li> <li>• Collaboration with Re-SAKSS for METASIP/SAKSS quarter meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with other FtF projects to fund research proposals relevant to their projects for sponsorship.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen FBO networks of at least of two networks in Q2</li> </ul>



## C. PROGRESS ON GENDER AND ENVIRONMENTAL COMPLIANCE

### C1. Gender

*Project Progress in Gender Mainstreaming.* Gender is cross-cutting in APSP implementation; accordingly, the project developed a gender strategy with the objective to build capacity of project staff and key partners and promote gender sensitive policy making and to mainstream gender in all aspects of the project. Table below presents details of gender activities in FY3 Q1.

Planned Activities	Accomplishment
Printing of Gender and Agriculture Baseline Survey Report.	APSP and WIAD produced 500 hardcopies, 500 CDs and 500 Pendrives for national distribution to help sensitize agriculture stakeholders on the need to promote and integrate gender into Ghana's agricultural sector policy formulation and implementation.
Gender Training for selected staff of SRID	As part of APSP's contract with GIMPA, 22 public officials from SRID and MED were trained in gender mainstreaming to improve MoFA skills in gender disaggregated data for agriculture reporting.
CSOs mapped in gender and agriculture research/advocacy.	Ten gender advocacy groups have been mapped out for dialogue to encourage them to intensify activities related to gender in agriculture policy research and advocacy and participate in APSP FY3 grant activities.
Revision of APSP Gender strategy	The APSP gender strategy was revised with 13 gender indicators rolled to guide implementation and evaluation of the gender strategy. Indicators will be tracked during mid-term and terminal evaluation of the strategy.
Technical assistance to MoFA New Alliance Desk.	The APSP Gender Specialist provided technical backstopping to MoFA New Alliance Desk to develop a press release and nutrition sensitization seminar to mark the 6 <sup>th</sup> African Day for Food and Nutrition Security.
Technical support on gender mainstreaming to APSP technical team.	During the reporting period, the APSP Gender Specialist provided technical support to the technical team. Gender integration issues were incorporated in APSP grants Annual Program Statement and grant proposal evaluation.

### C2. Environmental Compliance

As per USAID regulations, APSP activities, including trainings, advocacy initiatives, and research are not expected to have an environmental impact and are therefore categorically excluded from the project's Initial Environmental Examination (IEE). APSP activities in FY3 Q1, including activities carried out by grantees and subcontractors, consisted of trainings, consultative workshops and meetings, research, and strategic planning sessions with stakeholders. The table below shows the activities excluded from initial environmental examination.

Activities under 22 CFR 216 Categorically Excluded	APSP Activities in FY3 2 (illustrative)
Activities involving education, training, technical assistance or training programs, except to the extent such programs include activities directly affecting the environment (eg. construction of facilities, etc.)	<ul style="list-style-type: none"> <li>• Training of MoFA staff in policy and development planning</li> <li>• Training of CSOs/FBOs in organizational improvement &amp; policy advocacy</li> <li>• Validation of agriculture data.</li> </ul>
Activities involving analyses, studies, academic research or workshops and meetings	<ul style="list-style-type: none"> <li>• Pre application meetings with Universities and research institutions on the submission of research proposals</li> <li>• Consultations on FBO strategy review.</li> </ul>



## D. MONITORING AND EVALUATION

### *Performance Monitoring*

*Review of Project PMP:* After two years of project implementation, APSP reviewed indicators in its Performance Monitoring Plan (PMP) against achievements, and proposed changes and adjustments to selected indicator targets. The proposed changes, with relevant details and justifications for the changes in targets, are shown in Annex B.

*Assistance to MoFA's M&E Directorate and Others.* APSP provided training, through subcontractor GIMPA, to 22 staff from MED and the SRID of MoFA in FY3 Q1.

*M&E Capacity Building Support to Non-State Actors.* In FY3 Q1, 137 members of 43 NSAs benefited from capacity building training in Monitoring and Evaluation which was provided by subcontractor WACSI.

*Knowledge Management and Learning.* The M&E Specialist participated in a USAID M&E learning group meeting for Feed the Future implementing partners and received training to review the AIDtracker software, enter data into the FTFMS, develop project Performance Narratives and write comments in support of indicator target deviations. APSP reports on 14 indicators to USAID, 3 of which were entered into the FTFMS (2015 FTFMS) in FY3 Q1.

## Annex A: APSP Indicator Data Table

#	INDICATOR	LOA	FY16 TARGET	FY16 Q1 ACTUAL	Cumulative Result	Analysis of processes/results against Targets																				
1	Score, in percent, of combined key areas of organizational capacity among direct and indirect local implementing partners	4	-	-	2.83	Baseline for 45 NSAs (local implementing partners) has been completed using the OCA tool.																				
2	Number of individuals who have received U.S. government-supported short-term agriculture sector productivity or food security training	5000	1500	415	2963	<p>- Indicator under progress and APSP is on track.</p> <table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Subcontractors Training of NSAs</td> <td>31</td> <td>7</td> <td>38</td> </tr> <tr> <td>Grantees training activities</td> <td>122</td> <td>33</td> <td>155</td> </tr> <tr> <td>APSP Activities</td> <td>182</td> <td>40</td> <td>222</td> </tr> <tr> <td>Totals</td> <td>335</td> <td>80</td> <td>415</td> </tr> </tbody> </table>		Male	Female	Total	Subcontractors Training of NSAs	31	7	38	Grantees training activities	122	33	155	APSP Activities	182	40	222	Totals	335	80	415
	Male	Female	Total																							
Subcontractors Training of NSAs	31	7	38																							
Grantees training activities	122	33	155																							
APSP Activities	182	40	222																							
Totals	335	80	415																							
3	New Indicator: Number of organizations focusing on women in agriculture policy advocacy, demonstrating knowledge of sources and use of gender disaggregated data on agriculture.	10	2	-	0	New Indicator: Percent change of key decision-makers reporting that activity-supported data to inform their decisions related to food security and agriculture policy issues contain gender sensitive data																				
<b>Component 1: POLICY FORMATION &amp; IMPLEMENTATION</b>																										
4	Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance					Indicator under progress and APSP is on track. Specific project activities are progressing steadily in achieving results in this indicator, as shown below disaggregated by stages in the policy process																				
	Stage 1: Analyzed	20	5	0	2	<ul style="list-style-type: none"> <li>i. Fertilizer subsidy analyzed as part of Soil Fertility study to be presented to GoG.</li> <li>ii. Ghana Agriculture Extension Policy analyzed by public-private stakeholders</li> <li>iii. National Seed Policy and regulations under drafting for legislature.</li> </ul>																				
	Stage 2: Drafted for public consultation	15	4	0	0																					

#	INDICATOR	LOA	FY16 TARGET	FY16 Q1 ACTUAL	Cumulative Result	Analysis of processes/results against Targets
	Stage 3: Presented for legislation	10	3	0	3	<ul style="list-style-type: none"> <li>- None National Seed Policy and regulations under drafting for legislature.</li> <li>- Animal Health Bill being drafted</li> <li>- Livestock Production Bill being drafted</li> </ul>
	Stage 4: Passed/approved	5	2	0	1	Harmonized National Quarantine Pest List approved by MoFA administrative procedure for implementation.
	Stage 5: Passed for which implementation has begun	3	1	0	1	Implementation workshops for Act 803 for compliance taking place through project TA
5	Number of government units or divisions that have received short-term training.	20	4	2	12	<p>Indicator under progress and APSP is on track.</p> <ul style="list-style-type: none"> <li>- PPMED – TA to METASIP / SAKSS Node;</li> <li>- RADU - Training on mapping Donor Support to MoFA Regional Directors;</li> <li>- SRID – TA in validating “Facts &amp; Figures” Agricultural Statistics in Ghana;</li> <li>- WIAD – Baseline study for Gender in Ag Development in Ghana;</li> <li>- VSD - Analyzing and Drafting Animal Health Bill;</li> <li>- APD - Analyzing and Drafting Livestock Production Bill;</li> <li>- DAES - Analyzing and reviewing Ghana Agriculture Extension Policy;</li> <li>- PPRSD &amp; DCS - TA to disseminate Act 803 through sensitization workshops;</li> <li>- DCS - Seed Regulation drafted for legislature, National Quarantine Pest List harmonized;</li> <li>- Parliamentary Select Committee on Food, Agriculture, and Cocoa Affairs (MOFA Annual Progress Report)</li> <li>- National Seed Council and Seed Breeders trained</li> <li>- MED Unit</li> </ul>
6	Number of agriculture policy communications, developed and/or written for stakeholder consumption	200	40	17	67	<p>There were 17 policy communications in Q1 FY3 as follows:</p> <ul style="list-style-type: none"> <li>- Subcontractor for developed eleven training manual for training NSAs</li> <li>- Second Fact &amp; Figures document was validated by stakeholders</li> <li>- 2nd Advert for Africa Day for Food Security &amp; Nutrition</li> <li>- SIRDA/RUWA Policy Brief,</li> <li>- SIFA-Agro Policy Brief</li> <li>- EPDRA Radio Discussion,</li> <li>- Bio-safety Logo was developed</li> </ul> <p>[Previous communication materials: - Radio discussions = 12; Online website coverage = 21; Newspaper articles = 6; TV Discussions = 2; Printed documents = 2; policy briefs=1</p> <ul style="list-style-type: none"> <li>- Policy Briefs to be issued from: Study on Soil fertility in Ghana;</li> </ul>

#	INDICATOR	LOA	FY16 TARGET	FY16 Q1 ACTUAL	Cumulative Result	Analysis of processes/results against Targets
						GCX Study; Agriculture Extension review; Agriculture Insurance Study]
7	Number of policy advocacy campaigns that focus on the separate needs of men and women small holder farmers	20	5	5	10	Indicator is on target and will accelerate as more grantees take on activities. One grantee (NORTHCODE) carried out advocacy campaign focused on women in FY3 Q1. Grantees: RUMNET (2) CRIS, URBANET, SIRDA (3), RUWA (3), carried out Advocacy campaigns focused on special needs of women
<b>Component 2: POLICY RESEARCH</b>						
8	Number of high quality research reports published	6	2		2	Two project-sponsored high quality research studies have been accomplished for this indicator: <ul style="list-style-type: none"> <li>• Towards a Soil Fertility Strategy in Ghana</li> <li>• Report on Agricultural Insurance in Ghana.</li> </ul>
9	Score, in percent, of improved areas of policy research capacity in assisted research organizations and units (Outcome)	4	n/a		1.75	APSP completed a self-assessment tool of universities and other research organizations for this indicator if FY2. [See September 2015 Research Capacity Assessment Report]
<b>Component 3: POLICY ADVOCACY</b>						
10	Score, in percent, of the capacity of the private sector to advocate for pro-business agriculture sector reform in Ghana (Outcome)	4	n/a		2.50	Advocacy Capacity measured from ACA results for 45 NSAs [See December 2014 ACAT Report]
11	Number of public-private advocacy dialogues focused on policy that supports private sector investment	120	40	8	66	Indicator under progress and APSP is on track. Three more Grantees carried out Policy Advocacy Dialogues in the quarter. 6 more advocacy dialogues for a were carried out by grantees (POSDEV, RUWA, SIRDA) and APSP undertook 2 Policy Advocacy dialogues in Ejura& Kintampo.
12	Percent of recommendations agreed upon during public-private dialogues that are implemented	30	5		0	District agriculture policy dialogues, which involved public-private stakeholders, agreed upon on a number of recommendations in 15 assemblies, including: <ul style="list-style-type: none"> <li>• develop Agriculture Investment Plans</li> <li>• create a sub-committee on agriculture as a standing committee of the Assembly</li> <li>• institutionalize District Agriculture Forums</li> <li>• establish by-laws on land use, bush burning, degradation of the environment</li> </ul>

#	INDICATOR	LOA	FY16 TARGET	FY16 Q1 ACTUAL	Cumulative Result	Analysis of processes/results against Targets
13	4.5.2-11: Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and agribusiness associations (such as farmer based organizations), and community-based organizations (CBOs) receiving USG assistance (Output)	45	20	1	56	7 grants were approved, one of them was new and 6 were continuing
14	Number of Local Entities receiving performance improvement assistance (disaggregated by type of entity – government, CSO, Private sector)	55	36	3	68	Local entities include government institutions, private sector businesses, civil society organizations, cooperatives, and associations. This indicator is related to indicators #5 and #13 above

## Annex B: Revisions of APSP Indicator Targets

INDICATOR	EXISTING TARGET	CUMULATED FY2 ACTUAL	PROPOSED NEW LOA TARGET	(Current status of Indicator / Proposed Adjustment)
<b>Indicator #2</b> Number of individuals who have received USG-supported short-term agriculture sector productivity or food security training	650	2548	5000 Target Increased	<b>ON TRACK/Target Increased</b>  In setting the target of 650, APSP envisaged working with a limited number of public and private organizations, in the absence of specific information on individual's needs. However, this target has already exceeded 2548 individuals trained due to engagement with other stakeholders such as: District Assemblies and district-level staff, Civil Society organizations, FBOs, private sector firms and in general other non-state actors. Understanding that these engagements will continue over the LOA, including new grantees, other NSAs and even other new public sector individuals not only from MoFA but also from other MDAs. The project therefore requests to revised the LOA target to 5,000 (five thousand)
<b>Indicator #4</b> Number of agricultural enabling environment policies/ regulations / administrative procedures in the following stages of development as a result of USG assistance. (Output and Outcome)	Stage 1 - 40 Stage 2 - 35 Stage 3 - 20 Stage 4 - 10 Stage 5 - 5	Stage 1 - 2 Stage 2 - 0 Stage 3 - 3 Stage 4 - 1 Stage 5 - 1	Stage 1 – 20 Stage 2 - 15 Stage 3 - 10 Stage 4 - 5 Stage 5 - 3	<b>ON TRACK/Target Decreased</b>  APSP has examined the policy environment and the demands from MoFA and other MDAs in terms of agriculture policy reform and implementation is to revised existing laws to make them private-sector friendly rather than developing new laws. As such not many new policies/regulations, administrative procedures will be developed during the LOA.
<b>Indicator #5</b> Number of government units or divisions that have received short-term training assistance	10	10	20 Target Increased	<b>ON TRACK/Target Increased</b>  In setting this target, APS Project planned to work solely with the MoFA and MoFAD Directorates. However, the project is planning to reach out to other MDAs also engaged in activities that contribute to improve the business enabling environment for increasing private sector investments in agriculture and food security such as: GIDA, RADU/DOAs, Ghana seed inspection Division, Ghana Statistical Service, Ghana Standards Authority, Agribusiness Unit at MOF, MOTI, SADA, Lands Commission, etc. APSP proposes to revise this target up from 10 to 20

INDICATOR	EXISTING TARGET	CUMULATED FY2 ACTUAL	PROPOSED NEW LOA TARGET	(Current status of Indicator / Proposed Adjustment)
<b>Indicator #8</b> Number of high quality research reports published	<b>10</b>	2	20  Target Increased	<b>ON TRACK/Target Increased</b>  In its first tender for supporting the development of grants for research, studies, APSP received 64 research proposals from public and private universities, CSIR research institutes, and up to 13 proposals have been short listed for evaluation. The project will also issue further tenders for research going forward. Also there are TORs from MoFA covering METASIP priorities that will be tendered. Taking into account this universe of potential proposals and other priorities that may emerge from engaging with the GoG, APSP expects in the final selection process, a larger number than originally established of research reports could be implemented. Therefore, APSP proposes to increase the target for this indicator from 10 to 20.
<b>Indicator #11</b> Number of public/private advocacy dialogues focused on policy that supports private sector investment	<b>90</b>	58	120  Target Increased	<b>ON TRACK/Target Increased</b>  By the end of FY2, the project has progressed achieved more than 50% of the LOA's target for this indicator. Initially, in the absence of a precise identification of stakeholders to implement public/private advocacy dialogues with, 90 activities were established. However, APSP has committed to support advancing dialogues for the METASIP Steering Committee, the National Seeds Council, and will also be supporting the revival of the APPDF, the formation and functioning of an umbrella organization representing the Seeds sector. In addition, based on the planned policy reform agenda, several public/private dialogues will take place to discuss new laws/policies or adjustments to existing ones, hence contributing to promote private investments. APSP's grantees will also be carrying out activities to promote private investment in agriculture. In consequence, there is room for APSP's to increase this target to 120 dialogues.
<b>Indicator #13</b> Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and agribusiness associations (such as FBOs, and CBOs) receiving USG assistance	<b>45</b>	55	90  Target Increased	<b>ON TRACK/Target Increased</b>  By the end of FY2, the project has progressed achieved more than 50% of the LOA's target for this indicator. Based on the tenders for grants aimed at strengthening the policy advocacy capacity of CSO and the successful training programs implemented through local subcontractors, APSP managed to identify and support more organizations than initially expected. By continuing with the grants and training subcontracts to undertake this type of support, more

INDICATOR	EXISTING TARGET	CUMULATED FY2 ACTUAL	PROPOSED NEW LOA TARGET	(Current status of Indicator / Proposed Adjustment)
				stakeholders, such as members of the APPDF and the Seeds national umbrella organizations will come on board going forward. APS Project therefore proposes to double up the number of organizations receiving support with USG assistance to a new LOA total of 90 organizations.
<p><b>Indicator #3</b>  Current Indicator: Percent change of key decision-makers reporting that activity-supported data to inform their decisions related to food security and agriculture policy issues contain gender sensitive data (Outcome)</p> <p>New Indicator: "Number of organizations focusing on women in agriculture policy advocacy, demonstrating knowledge of sources and use of gender disaggregated data on agriculture."</p>		<b>0</b>	10 New Target	<p><b>BEHIND SCHEDULE / Change of Indicator:</b></p> <p>Narrative: Justification for the change, new PIRS for the indicator and the plan for attaining the new targets.</p> <p>APSP proposes a new Indicator #3 as follows:  <i>"Number of organizations focusing on women in agriculture policy advocacy, demonstrating knowledge of sources and use of gender disaggregated data on agriculture."</i></p>



## **Annex C: Snapshots**

- 1. Improving Access to Credit for Smallholder Farmers in Ghana**
- 2. Building District-Level Capacity to Advocate for Resources in the Agriculture Sector**



**USAID**  
FROM THE AMERICAN PEOPLE

**GHANA**

## SNAPSHOT

# Improving Access to Credit for Smallholder Farmers in Ghana

**Key stakeholders collaborating to connect small farmers with agriculture credit**



Representatives from the Bank of Ghana contributing to the kickoff workshop for GIRSAL



Participants brainstorming to produce a roadmap for designing and implementing GIRSAL

The USAID/Ghana Feed the Future Agriculture Policy Support Project (APSP) is collaborating with the government of Ghana and local and international partners to design the Ghana Incentive-Based Risk Sharing System for Agricultural Lending (GIRSAL)—a farmer-friendly microcredit scheme for small holder farmers to improve access to agriculture credit. This initiative is designed to increase access for finance and economic growth, improve food security, and reduce rural poverty, especially among poor vulnerable women.

Smallholder farmers often face limited access to credit from formal and informal credit institutions reducing their ability to finance their businesses. These farmers play a major role in food production in Ghana, contributing an estimated 90 percent of the nation's food supply. However, the lack of available credit for smallholder farmers is an entrenched issue that limits the development of the country's agricultural sector.

Through GIRSAL, APSP is working to establish a fund to provide credit guarantees and insurance to de-risk agriculture lending by banks and other financial institutions. This will motivate and stimulate institutional confidence to give credit to smallholder farmers. This effort is being implemented with the assistance of the Ministry of Food and Agriculture (MoFA), the Bank of Ghana (BoG), USAID/Financing Ghanaian Agriculture (FINGAP) Project, and the Alliance for Green Revolution in Africa (AGRA).

In November 2015, APSP and partner FinGAP hosted a kickoff workshop with 13 stakeholders from the aforementioned partner organizations, public and private financial institutions, and mobile money service providers. During this breakthrough collaborative session, participants developed on a roadmap and timeline for the design and implementation of GIRSAL. Some of the activities include establishing a steering committee, recruiting a Fund Manager, and registering GIRSAL as a legal entity.

Although GIRSAL is still in the design stages, the launch and implementation of this initiative in 2016 promises to enhance farmer access to agriculture credit, improve the environment for increased private sector investments in agriculture, and drive the pace for agriculture commercialization.

### Telling Our Story

U.S. Agency for International Development  
Washington, DC 20523-1000

<http://www.usaid.gov/results-data/success-stories>



**USAID**  
FROM THE AMERICAN PEOPLE

**GHANA**

## SNAPSHOT

# Building District-Level Capacity to Advocate for Resources in the Agriculture Sector

**Strengthening the mass media's ability to report on agriculture policies in order to better inform the Ghanaian public**



*Project Manager, MAASI contributing to a radio program to increase awareness of agricultural policies*



*Capacity building workshop for Farmers and Assembly members*

“This MAASI project has stimulated every one along the agriculture value chain to be up and doing. We are being provided with fuel to facilitate field trips and office supplies to enhance administrative work regularly by the District Assembly. A big thanks to Rite 90.1FM”

Mr. Philip Amoah, Agriculture Extension Officer – Lower Manya Krobo

In September 2015, the USAID/Ghana Feed the Future Agriculture Policy Support Project (APSP) awarded a yearlong grant to FMSL Multimedia Rite 90.1 FM, a local radio station in the Eastern region, to implement the Mobilizing Action towards Agriculture Sector Improvement (MAASI) initiative. This program will use radio and other multimedia platforms to advocate for improved resource allocation to district-level Departments of Agriculture (DOA) and District Assemblies (DA). The project will work in the following six Districts in the Eastern Region: Asuogyaman, Lower Manya Krobo, Yilo Krobo, Upper Manya, Akuapim North, and Shai Osudoku.

Although the Local Government Legislative Instrument (LI) 1961 bill passed by the government of Ghana decentralized Ministries into local of assemblies, DOAs and DAs continue to face resource constraints due to inadequate funding and lack of information on national policies like the Food and Agriculture Sector Development Policy (FASDEP) and the Medium Term Agriculture Sector Investment Plan (METASIP). These actors heavily rely on funding and information from the central government to effectively develop and implement agricultural policies in their districts.

APSP began awarding targeted grants to organizations committed to strengthening dialogue at the local government level and creating an environment for improved resource allocation. MAASI seeks to build the capacity of DOAs and DAs to participate in the national budget development process and train government officials and civil society on the FASDEP and METASIP policies and how implement them at the district level.

Participants are being trained on Ghana's agriculture policy, composite budgeting, the decentralization policy, and their role in the agriculture policy processes. This intervention is strengthening participants' knowledge of agriculture policy and their capacity to leverage additional resources to improve district-level implementation.

### Telling Our Story

U.S. Agency for International Development  
Washington, DC 20523-1000

<http://www.usaid.gov/results-data/success-stories>

## **Annex D: Policy Analysis, Advocacy Planning and Implementation Toolkit**

# POLICY ANALYSIS, ADVOCACY PLANNING AND IMPLEMENTATION TOOLKIT

*A training toolkit for Non-State Actors (NSAs) working in Agriculture Sector in Ghana*



*Picture source: The Advocacy Cycle: [www.slideshare.net](http://www.slideshare.net)*

Developed by

WEST AFRICA CIVIL SOCIETY INSTITUTE (WACSI)

for USAID/FtF/AGRICULTURE POLICY SUPPORT PROJECT

August 2015

## TABLE OF CONTENTS

### PART ONE: AGRICULTURAL POLICY CONTEXT ANALYSIS

#### OVERVIEW: POLICY ANALYSIS

Background.....	7
Training Aim.....	7
Teaching Points.....	8
Training Outcomes.....	8
How to analyse the policies.....	8

#### SESSION ONE: THE FOOD AND AGRICULTURAL SECTOR ..... 8

Introduction.....	8
Roles of Agriculture.....	9
Food and Agriculture in Ghana .....	9
Agricultural Sector Constraints.....	10
Strengths and Opportunities of the Sector .....	10
Previous Approaches to Sector Development and Lessons Learnt.....	11
The New Direction.....	13

#### SESSION TWO: FOOD & AGRICULTURE SECTOR POLICY FRAMEWORK.....13

Vision for Food and Agriculture Sector.....	13
Links to Global, Regional, Sub-regional and National Development Programme.....	14
Agricultural Policy Objectives.....	15
Broad Policy Principles.....	15

#### SESSION THREE: POLICY STRATEGIES /METASIP..... 16

Introduction: Food Security and Emergency Preparedness .....	16
Increased Growth in Incomes .....	16
Increased Competitiveness and Enhanced Integration into Domestic and International Markets .....	16
Sustainable Management of Land and Environment.....	17
Science and Technology Applied in Food and Agriculture Development .....	17
Improved Institutional Coordination.....	17

#### SESSION FOUR: SUB-SECTOR POLICIES..... 17

Introduction: Crop Development Policy .....	18
Cocoa Strategy .....	18
Livestock Development Policy .....	18
Fisheries Policy .....	18
Cross-cutting Policies .....	19

#### SESSION FIVE: POLICIES FOR SERVICE DELIVERY ..... 19

Introduction: Extension Services Strategies .....	19
Irrigation Development Strategies .....	20
Plant Protection Strategies .....	20
Agricultural Mechanisation .....	20

Access to Agricultural Inputs.....	20
<b>PART TWO: POLICY ADVOCACY, PLANNING AND IMPLEMENTATION</b>	
Introduction.....	21
Objectives and structure of this session.....	21
<b>SESSION ONE: PUBLIC POLICY AND THE POLICYMAKING CYCLE.....</b>	
What is Public Policy?.....	22
The Policy Making Process.....	23
The Policy Cycle.....	23
<b>SESSION TWO: BASIC ADVOCACY CONCEPTS CLARIFICATION.....</b>	
Understanding Advocacy.....	25
Types of Advocacy.....	26
Benefits of Advocacy.....	27
What is Legislation?.....	28
Understanding the Legislative Process in Ghana.....	28
Why Legislative Advocacy?.....	29
Considerations for Effective Legislative Advocacy in Ghana.....	29
<b>SESSION THREE: ADVOCACY COMMUNICATION.....</b>	
Principles of Effective Communication.....	32
<b>SESSION FOUR: UNDERSTANDING ADVOCACY ENVIRONMENT AND STAKEHOLDERS.....</b>	
Introduction to the stakeholders.....	33
Stakeholder Analysis and Mapping.....	33
Stakeholder Influence Mapping.....	34
Mapping and Issue Analysis in the Agriculture Sector in Ghana.....	35
Clusters of Advocacy Stakeholders.....	35
How to use Media, New (social) Media and policy writing materials to Support Advocacy.....	36
<b>SESSION FIVE: ADVOCACY APPROACHES, TOOLS AND TECHNIQUES.....</b>	
Advocacy Tools.....	37
Techniques for Effective Advocacy.....	38
Policy monitoring and public accountability.....	38
<b>SESSION SIX: ENGAGING POLICYMAKERS AND POLICY MAKING PROCESSES ON AGRICULTURAL ISSUES.....</b>	
Preparing for Effective Advocacy Work.....	42
Who Can Engage?.....	42
What Platforms Do We Have For Engagement?.....	42
What platforms are provided by the government / state?.....	42
What platforms are provided by the Communities/culture?.....	43
What platforms can Advocates create for engagement?.....	43
<b>SESSION SEVEN: HOW TO GATHER EVIDENCE TO SUPPORT AN ADVOCACY CAMPAIGN.....</b>	
	43

Introduction to the Session.....	43
What is Advocacy Evidence? .....	44
Forms of Advocacy Evidence .....	44

<b>SESSION EIGHT: DESIGNING ADVOCACY CAMPAIGNS USING THE ADVOCACY PLANNING FRAMEWORK .....</b>	<b>45</b>
Introduction to the Advocacy Planning Framework.....	47

<b>SESSION NINE: MONITORING AND EVALUATION OF ADVOCACY CAMPAIGNS .....</b>	<b>51</b>
Introduction to the session .....	51
Why is Monitoring and Evaluating Advocacy Important? .....	52
Who is responsible for monitoring advocacy?.....	52
What are some of the challenges in monitoring and evaluating advocacy? .....	52
How we can monitor and measure advocacy.....	52

**LIST OF FIGURES**

Figure 1: The Policy Making Cycle.....	23
Figure 2: Communication Process.....	31
Figure 3: Strategic Communication Model for Advocacy.....	32
Figure 4: Matrix to prioritise key stakeholders.....	34
Figure 5: The Advocacy Planning Cycle (APC).....	47
Figure 6: Work Plan.....	51

This toolkit provides the requisite information and resources to strengthen the operational and institutional capacities of Non States Actors (NSAs) working in the agricultural sector, specifically in the area of policy analysis, advocacy planning and implementation.



## ACRONYMS

AAGDS	Accelerated Agricultural Growth and Development Strategy
AESD	Agricultural Engineering Services Directorate
AGOA	African Growth and Opportunity Act
AIDS	Acquired Immuno Deficiency Syndrome
APC	Advocacy Planning Cycle
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CBOs	Community Based Organizations
CHRAJ	Commission on Human Rights and Administrative Justice
CJ	Chief Justice
CSO	Civil Society Organization
ECOWAP	ECOWAS Agricultural Policy
ECOWAS	Economic Community of West African States
EIA	Environmental Impact Assessment
FAO	Food and Agriculture Organisation
FASDEP	Food and Agriculture Sector Development Policy
FBOs	Farmer-based organisations
GDP	Gross Domestic Product
GIDA	Ghana Irrigation Development Authority
GoG	Government of Ghana
GPRS II	Growth and Poverty Reduction Strategy II
HIV	Human Immuno-deficiency Virus
IEC	Information, Education and Communication
INGO	International Non-Governmental Organizations
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MEAL framework	Monitoring, Evaluation, Accountability and Learning framework
METASIP	Medium Term Agriculture Sector Investment Plan
MoFA	Ministry of Food and Agriculture
MPs	Members of Parliament
MoFA	Ministry of Food and Agriculture
M&E	Monitoring and Evaluation
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NSAs	Non-State Actors
PSIA	Poverty and Social Impact Analysis
PSOs	Private Sector Organizations
RELCs	Research Extension Liaison Committees
RTIU	Rural Technology Information Unit
SEA	Strategic Environmental Assessment
SFO	Serious Fraud Office
SLM	Sustainable Land Management
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
TV	Television
WIAD	Women in Agricultural Development

## **OVERVIEW: POLICY ANALYSIS**

### **Background**

The Food and Agriculture Sector Development Policy (FASDEP) is developed as a policy of the Government of Ghana to guide development and interventions in the agriculture sector. The first Food and Agricultural Sector Development Policy (FASDEP I) was formulated in 2002 as a holistic policy, building on the key elements of Accelerated Agricultural Growth and Development Strategy (AAGDS), and with a focus on strengthening the private sector as the engine of growth. FASDEP I was meant to provide a framework for modernizing the agricultural sector and making it a catalyst for rural transformation, in line with the goal set for the sector in the Ghana Poverty Reduction Strategy (GPRS I). A poverty and social impact analysis (PSIA) of FASDEP I, however, concluded that the policies would not be able to achieve the desired impact on poverty for a number of reasons, including the following:

- The expectation of modernizing poor smallholder agriculture was unachievable because of improper targeting of the poor within an environment where the drivers of modernization, access to credit and technology, good infrastructure, and markets are very limited.
- Problem analysis was weak and did not sufficiently reflect client perspectives on their needs and priorities; and
- The process by which the Ministry of Food and Agriculture (MoFA) was to stimulate response from other MDAs for interventions that fell outside the domain of MoFA was not specified.

*FASDEP II* seeks to enhance the environment for all categories of farmers, while targeting poor and risk prone and risk-averse producers. This is made possible through an extensive stakeholder consultation process which incorporates lessons learnt from implementation of FASDEP I, and sub-sector policies and strategies that have been developed since 2002. The policy also ensures consistency with national development objectives as specified in the Growth and Poverty Reduction Strategy II (GPRS II). GPRS II aims to achieve accelerated and sustainable-shared growth, poverty reduction, gender equity, protection and empowerment of the vulnerable and excluded within a decentralized and democratic environment.

### **Training Aim**

This training block aims to improve on the knowledge base and build the capacity of participants to understand the main Agricultural Policies in Ghana. The key emphasis therefore will be on developing an understanding of the factors and actors that underpin Policy formulation and implementation so that you can reflect critically on your practice, and further develop your skills, once you are back in your organisation. In this way, we hope to develop your ability to act as a 'critical reflective practitioner'.

### **Training Methods**

Training shall take the form of Lectures, Discussions (Plenary and Group), ice breakers and energizers as well as stories

### **Training Outcomes**

The session of the training will enable participants to:

- Develop a basic understanding of the current policies in the Agricultural sector.

- Share experiences as civil Society Organizational functionaries, and develop a collective identity and perspectives as such
- Understand the dynamics inherent in the policy formulation and implementation
- Develop the skills for analyzing Agricultural Policies and implementation outcomes

### **Policy analysis approaches**

- a. The policy targets must be identified. For instance in the food and agriculture sector, the main policy document is the FASDEP of which the **Medium Term Agriculture Sector Investment Plan (METASIP)** was developed to implement it. The knowledge of FASDEP therefore is critical for the analysis
- b. FASDEP, METASIP and the projects such as Rural Growth, Neral Rice, AMSEC, Youth in Agriculture etc. need to be interrogated to establish the link between the projects, the implementation policies (METASIP) and the policy (FASDEP)
- c. The biggest gap in most policies in Ghana especially agricultural policies is the gap between the policies and primary beneficiaries. In the case of the FASDEP and the METASIP, while the formal sector actors such as MOFA and NGOs, and CSO's are familiar with the FASDEP and METASIP, farmers have no knowledge about these policies and projects implemented to meet the objectives of the policies
- d. The agricultural policies in general are good. The challenge however is the weak link between implementation and stakeholders' participation. For example, programmes under METASIP are good, but the farmers who are to benefit from this programme know little about this programme.
- e. The key policy actors are MOFA, MLGRD, MOF, Attorney General Department, Parliament and the MMDEs and Community Base Organizations. NSA must first engage at the MMDAs level, who will submit input to the ministry. The ministry then compiles input for the Attorney General Department to put a legal interpretation and submit to parliament for debate and approval. The engagements should be at different levels. At the MMDAs level, Ministry level and Parliament

## **SESSION ONE: THE FOOD AND AGRICULTURAL SECTOR**

**Overview:** The understanding of the nature of the sector enables NSA to make focus position for policies that will enhance the sector. Understanding the sector will help NSA to strategize on engaging policy makers to formulate or review existing policies leading to contributing to overall economic development of the country

**Goal:** The goal is to provide NSAs with understanding of the importance of agricultural sector to economic development in Ghana

### **Objectives are to:**

- a. Understand the contribution of agriculture to employment
- b. Know the contribution of agriculture to foreign exchange earning
- c. Know the contribution of agriculture to food security

**Duration: 3 hours**

**The role of agriculture in Ghana**

‘The Food and Agriculture Sector Development Policy (FASDEP) is developed as a policy of the Government of Ghana to guide development and interventions in the agriculture sector. The first Food and Agricultural Sector Development Policy (FASDEP I) was formulated in 2002 as a holistic policy, building on the key elements of Accelerated Agricultural Growth and Development Strategy (AAGDS), and with a focus on strengthening the private sector as the engine of growth. FASDEP II seeks to enhance the environment for all categories of farmers, while targeting poor and risk prone and risk-averse producers. This is made possible through an extensive stakeholder consultation process which incorporates lessons learnt from implementation of FASDEP I, and sub-sector policies and strategies that have been developed since 2002.

The policy also ensures consistency with national development objectives as specified in the Growth and Poverty Reduction Strategy II (GPRS II). GPRS II aims to achieve accelerated and sustainable shared growth, poverty reduction, gender equity, protection and empowerment of the vulnerable and excluded within a decentralised and democratic environment. The traditional roles of agriculture include provision of food security, supply of raw materials for industry, creation of employment and generation of foreign exchange earnings. Beyond these, agriculture is also recognised to have a greater impact on poverty reduction than other sectors. Other roles are social stabilisation, buffer during economic shocks, support to environmental sustainability, and cultural values associated with farming.

The other roles of agriculture, beyond food production, have been assessed in Ghana through the Food and Agriculture Organisation (FAO) cross-country project, ‘Roles of Agriculture’. Analyses of the Ghana Living Standards Surveys of 1991/92 and 1998/99 showed that growth in the agricultural sector stimulated higher rates of growth in the economy through forward linkage activities such as processing and transportation, and backward linkages to the provision of services to the sector with further growth spurred as a result of spending of incomes earned from all these productive activities. Poverty reduction was, however, limited by a widening inequality. High labour absorption by the sector, as an employment avenue, is confirmed by recent estimates of an economy-wide multi-market model, which show that the agricultural sector is the most labour-intensive sector of the economy.

### **Food and Agriculture in Ghana**

Agriculture is predominantly practised on smallholder, family-operated farms using rudimentary technology to produce about 80% of Ghana’s total agricultural output. It is estimated that about 2.74 million households operate a farm or keep livestock. According to the 2000 census, 50.6% of the labour force, or 4.2 million people, are directly engaged in agriculture. About 90% of farm holdings are less than 2 hectares in size. Larger scale farms and plantations produce mainly oil palm, rubber and coconut and to a lesser extent, maize, rice and pineapples. Agricultural production is generally dependent on rainfall, although an estimated 6,000-farm enterprises nation-wide were using some means of irrigation in 1999. In 2002, the total area under formal irrigation was around 11,000 hectares whereas the potential area – including inland valleys – that could be developed for irrigation is estimated at 500,000 ha.

The Ghana Irrigation Development Authority (GIDA) in 2000 identified 32,000 hectares of under-developed inland valleys throughout the country that could benefit from moisture improvement technologies for food production. Ghana produces 51% of its cereal needs, 60% of fish requirements, 50% of meat and less than 30% of the raw materials needed for agro-based industries. Production of roots, tubers and vegetables such as tomatoes and onions, the most widely used staple food crops, is rather erratic and vacillates between scarcity, sufficiency and glut, depending on the vagaries of the

weather. Agriculture continues to contribute the largest share to the Gross Domestic Product (GDP), even though the share of the sector in national output declined from 44% in 1990 to 37% in 2005. Since 2000, the contribution of agriculture to total GDP has varied between 35.8% and 37%; Agricultural growth increased from about 4% in 2000 to 6% in 2005 but much of the recent growth has been stimulated by the cocoa industry.

### **Agricultural Sector Constraints**

The slow growth of agriculture is due to a combination of factors that reduce farmers' incentives to invest and produce, which include lack of technological change and poor basic infrastructure. Annual rainfall varies between 800 and 2400 mm, generally decreasing from south to north and from west to east. A significant proportion of arable land has soils with poor physical properties and low content of organic matter. As a result, productivity in both crops and livestock is very low. Constraints of the sector are classified under:

- Inadequate human resource and managerial skills;
- Poor natural resource management regime;
- Technology development and dissemination;
- Poor infrastructure;
- Lack of market access;
- Food insecurity and
- Inadequate irrigation infrastructure and poor management of existing facilities

The cross-cutting constraints include gender inequality and discrimination against women, access to land and finance, and energy availability and costs. There are also commodity specific constraints all of which are linked to one or the other of the above constraints.

The challenges of the agriculture sector have the added dimension of diversity in agro-ecology from the south to the north of the country. The recognised agro-ecological zones in Ghana are coastal savannah, rain-forest, semi-deciduous forest, forest-savannah transition, Guinea savannah and Sudan savannah. These zones define the physical production environment and therefore the comparative advantage for production of different commodities. A successful agriculture sector policy must, therefore, recognise the comparative advantage and specific needs of different areas of the country.

### **Strengths and Opportunities of the Sector**

Despite the challenges discussed above, the agricultural sector has strengths and opportunities, which have been taken into consideration in adopting strategies for developing the sector. The major strengths of the sector are:

- Diversity of commodities due to diverse agro-ecological zones. This allows for easy diversification of farm production systems.
- Well-endowed network of water bodies, which can be tapped for irrigation.
- Comparative advantage in the production of roots and tubers can be built on to enhance food security and increase agricultural trade.
- A well-established agricultural research system, which has been successful in crop improvement (e.g. cassava, maize, cowpea).
- Relative proximity to Europe as an export destination compared to competitors in Southern Africa and Central and South America.
- A flourishing horticultural sector with a knowledgeable private sector. Opportunities mainly for expanding agricultural trade are:
- New foreign direct investment in horticultural and industrial crop production.

- Expanding international trade in high value horticulture commodities, in which the country has comparative advantage.
- Initiatives to open up ECOWAS sub-regional market.
- Preferential access to international markets through bi-lateral agreements such as the African Growth and Opportunity Act (AGOA) of the United States and EU-ACP countries' economic partnership agreements.

### **Previous Approaches to Sector Development and Lessons Learnt**

The Government has applied a number of instruments to address the constraints in the sector. The thrust of the approach has been public-led service delivery, complemented with stand-alone projects funded by donors. A multi-donor budget support within a sector-wide approach is in the offing to improve coordination among donor support and consistency of the latter with sector policies. Project activities and impact are seldom sustained because of inadequate plans for phasing out and mainstreaming project activities with budgetary support from the government. Reforms in the research and extension systems in the 1990s suffered similar fate after funding from the World Bank ended.

Although the institutional arrangements under the *National Agricultural Extension Project and the National Agricultural Research Project* were maintained, they remained ineffective until a new line of funding was provided by another project, the Agricultural Services Sub-sector Investment Project.

Experiences of the *Research Extension Liaison Committees (RELCs)* show that bottom-up and participatory approaches are workable if well funded. Therefore the variability in project funds for research calls for greater commitment by the government to funding of research, and for widening sources of funding. Public service delivery, e.g. research and extension, has come under scrutiny with concerns over sustainability. This led to attempts to introduce private sector participation in the delivery of veterinary services in the 1990s, and more recently, the piloting of pluralism in extension services.

The response of private sector for the provision of veterinary services to livestock farmers has been low. In the case of the general extension services, there is lack of awareness about the policy of extension pluralism. Also, the few pilots on the ground show that private sector service providers have their strengths in group development and business related services rather than in the delivery of technical information. Engagement of private sector service providers for the promotion of private sector participation in extension service delivery should therefore be based on their specific competences as well as cost effectiveness. The use of contact farmers for dissemination of extension messages has worked but tends to limit access of poor risk prone farmers to extension services, because extension agents prefer to work with farmers who are outgoing and can demonstrate ability to utilise technologies. While **farmer-based organisations (FBOs)** are being developed as part of the strategy for improved access of smallholders to services, the efforts of pilots have tended to focus on helping them access the FBO Development Fund for the purchase of equipment, to the neglect of building their capacity to access services.

The passage of **local government Law (Act 462)** requires implementation of policies at the district level but this is not working well because of lack of capacity in the districts, inadequate flow of funds to the districts, and divided attention from implementation of parallel projects. The institutional capacity to implement policies in a decentralised framework is still weak. The project approach has not benefited districts fairly; in districts that have benefited from a multiplicity of projects,

coordination between the projects has been lacking. The impact of policies and projects has not been well documented because monitoring reports have tended to focus on activities and outputs.

### ***Diversification of exports products***

The need to diversify exports from traditional commodities was realised in the mid 1990s under the Medium Term Agricultural Development Programme but the focus was on creating price incentives and using fiscal instruments to boost trade in non-traditional agricultural exports. However, the incentives were not enough as structural and capacity problems have been a major drawback. The government has introduced major initiatives to enhance competitiveness of the non-traditional export sub-sector, and the horticulture sector in particular has become the country's focus for agricultural export diversification. Interventions in this area plus higher price incentives for the cocoa sub-sector have impacted positively on poverty reduction among the export crop producers.

Therefore, favourable incentive environment and institutions for coordinating productive activities can engender growth of other sub-sectors, particularly the food crop sub-sector. Recent shock to the pineapple industry from the introduction of MD2 exposed the country's lack of preparedness to respond to changes in international markets. Market information, market intelligence, and continued innovation are necessary for success in international markets. The growing importance of private standards of GAP on the international market is also challenging participation of smallholders in high value commodity systems, especially for export. Skills of the human resource serving the sector are also challenged. Therefore, product and cluster development, and innovative linkage arrangements between agribusinesses and smallholders are necessary for improving competitiveness in international agricultural trade.

### ***Irrigation***

This is seen as a necessary instrument for the modernisation of agriculture, and in particular, for reducing vulnerability of smallholders to rainfall variability. However, the expansion in irrigation is slow and the productivity of public systems is low due to poor management. Yet not much attention is given to informal systems largely patronised by smallholders. The use of small individual water lifting devices has contributed to increased food production in the Upper East Region and can be replicated in other parts of the country. Water Users' Associations can contribute substantially to the management of irrigation schemes but governance systems need to improve to include women.

### ***Land productivity***

This has increased more than labour productivity in agriculture and this is inimical to growth in incomes. Weak links in commodity value chains limit income growth. Interventions in the cocoa sector that have enabled cocoa farmers to use more fertiliser, improved varieties and better agronomic practices have increased productivity in the sector and together with price incentives, have contributed to poverty reduction. High costs of inputs, low liquidity of farmers and lack of credit facilities constrain demand for agro-inputs e.g. technologies for sustainable management of land and the environment. Also, liberalisation of input markets has not increased competition substantially but has introduced quality challenges because of insufficient regulation.

### ***Gender inequality***

Gender inequality in the agriculture sector has undermined the achievements of sustainable agricultural development because programmes and projects are not systematically formulated around different needs, interests, roles, responsibilities, status and influence in society of women and men. Female representation is very low in MoFA, with women making up just 16% of the total workforce,

and 9.5% located at a high enough status to participate in decision making. Dissemination of new and improved technologies through extension services is highly unbalanced between women and men farmers, with as little as 20% of services reaching women. RELC's do not focus much on gender issues nor on women in agricultural development (WIAD) activities during prioritization activities. Gender sensitization and training programmes held for various categories of staff are impacting in individual awareness, but has not yet translated into practice.

Lack of gender disaggregated statistical data seriously hampers gender sensitive planning for sustainable agricultural development. The establishment of a desk, staffed by someone with senior rank, to coordinate gender mainstreaming, in particular the 8 strategies of the GADS, into the work of MoFA is necessary for tackling gender inequality in the sector and for creating conditions to encourage and improve upon the productivity of women farmers and producers.

### **New Direction**

The Government of Ghana now wants to have a focus in its efforts for greater effectiveness, sustainability and equity in impacts. In particular, a few commodities will be targeted for support. A value chain approach to agricultural development will be adopted with value addition and market access given more attention. Efforts will be intensified to build capacity towards meeting challenges of quality standards in the international market, with focus on increasing productivity along the value chain. While quotas and tariffs will not control imports, the use of standards to control imports of poor quality produce will be pursued. Attention will be given to improving standards in local markets and for food safety.

## **SESSION TWO: FOOD AND AGRICULTURE SECTOR POLICY FRAMEWORK**

**Overview:** Knowledge of the linkages in policy framework helps NSA to strategies on how to engage. It will also help to take a decision on either engage at the country level or at the regional level. It will also help them to make a case for country level policies if they are deviating from the continental policies

**Goal:** The goal is to provide NSA with knowledge required to create the linkages between country level policies with regional, continental and global level

### **Objectives are to:**

- a. Help participants to understand CAADP objectives
- b. Help participants establish the linkages between METASIP, FASDEP and CAADP

**Duration: 3 hours**

### **Vision for Food and Agriculture Sector**

The national vision for the food and agriculture sector is a modernised agriculture culminating in a structurally transformed economy and evident in food security, employment opportunities and reduced poverty.

### **Links to Global, Regional, Sub-regional and National Development Programmes**



The vision for the food and agriculture sector is linked to the national vision in the Growth and Poverty Reduction Strategy (GPRS II), the Comprehensive Africa Agriculture Development Programme (CAADP) of the New Partnership for Africa's Development (NEPAD). Declarations from the various international conferences, since 1992, identified food security as one of the underlying and cross-cutting issues that require concerted action in order to ensure the sustainable reduction of absolute poverty in all countries. This realization culminated in the elaboration of the Millennium Development Goals (MDGs) to prompt all countries to work towards achieving the following internationally agreed targets, now known as the MDGs, by 2015:

- Eradicate extreme poverty and hunger
- Achieve universal basic education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, tuberculosis, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development

The food and agriculture sector has direct impact on at least five of the MDGs. Therefore; policies for developing the sector are crucial in the attainment of these global goals. The African Union (AU) has translated the agreed targets for poverty elimination into a region-wide strategy that takes into consideration local issues specific to its member countries. Under the AU's New Partnership for Africa's Development (NEPAD), the Comprehensive African Agriculture Development Programme (CAADP) has been developed to accelerate food security in sub-Saharan Africa. The five pillars of the CAADP framework are:

- Sustainable land development and reliable water control systems;
- Improvement of rural infrastructure and trade-related capacities for improved market access;
- Enhancement of food supply and reduction of hunger;
- Development of agricultural research, technology dissemination and adoption;
- Sustainable development of livestock, fisheries and forestry resources.

*CAADP's* seven-part vision for agriculture in Africa includes food security, improved productivity of agriculture to attain annual growth rate of 6%, with particular attention to small-scale farmers and women, as well as, dynamic agricultural markets, and sustainable use of the natural resource base. In 2002, member countries of the African Union (AU) pledged to allocate at least 10% of national budgetary resources for implementation of CAADP.

The Economic Community of West African States (ECOWAS) has, in turn, developed an *ECOWAS Agricultural Policy (ECOWAP)* to address food security in the sub-region in conformity with existing regional and international commitments. ECOWAP is expected to have a significant impact on the ecological, economic, institutional and social environment. Programme objectives include increased food production and income generation, increased inter-country trade, strengthened producers' organisations and greater involvement of women in socio-economic decisions that affect household livelihood opportunities. The objectives for agricultural development in Ghana, as outlined below, are consistent with these regional and sub-regional development initiatives, especially in relation to food security. Ghana's medium-term development plan is the GPRS II.

In this plan, agriculture is expected to lead the growth and structural transformation of the economy.

The strategies in FASDEP II encompass all of these interventions and demonstrate consistency with GPRS II. The performance targets for the agriculture sector, based on achievements between 2001 and 2006, are:

- Agricultural growth rate of 6-8% per annum over the next 4 years
- Crops and livestock leading the growth at an average annual growth rate of 6%
- Forestry and logging, and fisheries, each growing at 5% per annum.
- Cocoa will remain robust in support of other sectors.

### **Agricultural Policy Objectives**

Based on the role of agriculture in the national development framework, the objectives for the food and agriculture sector policy are as follows:

- Food security and emergency preparedness
- Improved growth in incomes and reduced income variability
- Increased competitiveness and enhanced integration into domestic and international markets
- Sustainable management of land and environment
- Science and Technology Applied in food and agriculture development
- Improved Institutional Coordination

### **Broad Policy Principles**

The following principles are policy statements intended to determine the direction of the policy as well as guide and foster implementation. Therefore, all future activities will be justified against these principles.

### **The Government of Ghana (GoG) shall;**

- Strive to achieve the Maputo Declaration of allocating at least 10% of annual government expenditure to the agricultural sector.
- Target poor in appropriate aspects of policy and programmes.
- Pursue regional balance in agricultural development, building on regional comparative advantage.
- Design all policies and programmes from a gender perspective, enabling the government to work towards greater gender equality in the agriculture sector.
- Base all investments in the sector on scientific and environmental sustainability and consider on the basis of economic feasibility and social viability/sustainability.
- Implemented policy and programmes within the framework of decentralisation and all agricultural structures of decentralisation will be strengthened.
- Pursue inter-sectoral collaboration in the implementation of policies and programmes.
- Partner private sector and civil society in policy implementation, and review.
- Continue to pursue pluralism in service delivery for increased access
- Foster an enabling environment for the provision of key infrastructure (irrigation, roads, storage, and energy) and information, by the private sector and where necessary provide such infrastructure.
- Foster an enabling environment for the enforcement of laws and regulations.
- Subject all sector policies and plans to *Strategic Environmental Assessment (SEA)* while all projects are subjected to *Environmental Impact Assessment (EIA)*.
- Ensure DPs work in ways consistent with the sector policy and the Government in turn will engage DPs in ways consistent with the policy.

## **SESSION THREE: POLICY STRATEGIES/ METASIP**

**Overview:** METASIP is the bases of all investment under the ministry of Food and Agriculture. Without good understanding of METASIP it would be difficult to engage either MOFA or Parliament for any changes in policy.

**Goal:** The goal of the session is to deepen participant's understanding of METASIP, and enhance their ability to contribute to the METASIP 2, which is a review of METASIP 1.

### **Objectives are to:**

- a. Expose participants to projects under each programme area so they can participate in monitoring and evaluation
- b. Empower participants with knowledge to identify gaps in each programme area and make input during review meetings

**Duration: 3 hours**

### **Introduction**

This chapter states the policy strategies that will be adopted to achieve the six policy objectives. These objectives and the strategies for achieving them are complementary and reinforce each other. Also, the policy objectives embrace the sub-sectors and require effectiveness of service delivery. Therefore strategies in existing sub-sector policies and those for delivery of services have been analysed for their consistency with the FASDEP II objectives and accepted as the framework for implementing FASDEP II. The existing sub-sector and service policy strategies, therefore, also reinforce those specified for achieving

### **Food Security and Emergency Preparedness**

MoFA defines food security as good quality nutritious food, hygienically packaged and attractively presented, available in sufficient quantities all year round and located at the appropriate places at affordable prices. The key elements of the definition, as is the case with other definitions, are nutritive quality of food, self-sufficiency and physical and financial availability.

### **Increased Growth in Incomes and reduced income variability**

The purpose of interventions for enhancing growth in incomes in the sector is to provide opportunities for diversification into cash crops and livestock, and for value addition on all commodities. Enhanced incomes will also reinforce food security through financial access to food. Diversification will be pursued by introduction of new commodities and creation of opportunities for value addition to primary commodities.

### **Increased Competitiveness and Enhanced Integration into Domestic and International Markets**

Ghana has pursued a demand-led growth based on exports since the mid-1990s as part of the strategy to diversify the country's export base. New opportunities are emerging in the international market and the country has to position itself to compete. The aim is to enhance Ghana's comparative advantage and translate it into competitive advantage in producing the needed volumes of commodity and quality on a timely basis. The potential for expanding domestic markets also exists as the economy expands and incomes grow. The capacity of semi-commercial and commercial smallholders can be enhanced for them to produce for the international and expanding domestic markets, including agro-industry.

### **Sustainable Management of Land and Environment**

The Government will aim at mainstreaming and supporting the scaling up of *Sustainable Land Management (SLM)* practices in addressing objectives around both environmental resilience and agricultural productivity in the country's overall development agenda. In addition to addressing issues (barriers or opportunities) of productivity in both agriculture and in environmental services, this objective will serve as entry point in addressing the interactions between agriculture and climate change and biodiversity loss. Strategic

**Environmental Assessment of FASDEP II** will ensure that the policy is consistent with all regional and sub regional conventions on natural resource management. Inclusiveness and cross-sector interactions will guide the implementation of strategies designed to achieve this objective.

### **Science and Technology Applied in Food and Agriculture Development**

The vision is for a modernised food and agriculture in which productivity and production improvements are based on science and technology. Prioritisation of research on the basis of commodities targeted in FASDEP and public funding of basic research will guide the promotion of science and technology in agriculture development. Demand-driven research implies the activity is motivated from the desires of final users (in the case of information) or beneficiaries (in the case of research).

### **Improved Institutional Coordination**

The public sector has been dominant in the delivery of services in the sector. However, expansion of the sector and its transformation requires greater involvement of the private sector in service delivery, and investment and management of the sector as a whole.

Issues

- There is very limited public-private engagement in the sector.
- The framework for collaboration within MoFA and across MDAs, as stated in FASDEP I, is not functioning.
- The project approach adopted previously by DPs was associated with weak coordination among projects, and inoperative exit strategies for the project.
- No well-defined exit strategies for donor-funded projects to ensure sustainability.

## **SESSION FOUR: UNDERSTANDING SUB-SECTOR POLICIES**

**Overview:** Appreciating issues within the sub-sectors and their linkages helps in designing strategies to engage.

**Goal:** The goal of the session is to identify and understand the linkages of the subsectors within agriculture

### **Objectives are to:**

- a. Understand crop and cocoa development strategy
- b. Understand livestock and fishery development policies
- c. Understand cross cutting issues within the agricultural sector

## **Duration: 3 hours**

### **Introduction**

The agricultural sector consists of crops and livestock, cocoa, fisheries and forestry. However, the management of cocoa, fisheries and forestry is outside the mandate of MoFA. There exist policies or strategies for livestock, fisheries, cocoa and forestry. Key strategies for developing the crop sub-sector have also been developed. The strategies for crop and livestock sub-sectors will be implemented by MoFA under the umbrella of FASDEP II while the cocoa, fisheries and forestry policies will complement FASDEP II. The specific strategies in the sub-sector policies and interventions will support the realisation of the development objectives of FASDEP II. As part of its coordination responsibility, MoFA will identify the relevant sessions of policies for the cocoa, fisheries and forestry sub-sectors that require action from MoFA and incorporate them in the strategic plan for the implementation of FASDEP II.

### **Crop Development Policy**

The goals of the crop sub-sector development are to:

- Enhance an integrated promotion of food, horticultural and industrial crop;
- Enhance the competitiveness and profitability of crops through access to improved technological packages for increased productivity;
- Ensure sustainable management of environment in crop production systems.

### **Cocoa Strategy**

Despite efforts to diversify agricultural exports, cocoa remains the largest export commodity and remains the driving force of agricultural growth in the country. The key strategy for the development of the cocoa has been the promotion of high technology package of improved hybrid seed, a set of fertiliser, pesticide and fungicide recommendations and improved husbandry practices. This is backed by improvements in producer prices, which have increased almost three-fold since 2001. In addition, since 2001, farmers have been supported with credit for the acquisition of fertiliser, and there is a cocoa disease and pest control programme funded from cocoa tax.

### **Livestock Development Policy**

The goals of the livestock policy are increasing the supply of meat, animal and dairy products from domestic production at the current aggregate level of 30% to 80% by the year 2015; and contributing to the reduction of the incidence of poverty among farmers (who are also livestock keepers) from 59% to 30% by the year 2015.

### **Issues**

- Low genetic material of livestock species.
- Poor management practices (feeding and health care) and low productivity.
- Inadequate availability of quality feed.
- Low application of good agricultural practices in the production, handling and transportation of livestock/livestock products.
- Low awareness of food safety leading to practices such as use of inappropriate transport in conveying livestock and livestock products.
- Poor quality of data and monitoring system.

### **Fisheries Policy**

The Ministry of Fisheries has developed an inland fisheries policy and an aquaculture development strategic framework. The inland fisheries policy targets inland water bodies with the following strategies to increase fish production, increase incomes and employment, protect the fisheries resource and environment and build capacity of relevant institutions. Some of the specific strategies are to:

- Improve management of declining fish resources.
- Develop under-exploited fisheries resources.
- Improve product utilisation and marketing.
- Improve socio-economic infrastructure and opportunities.
- Promote an integrated development of artisanal fisheries.
- Promote inter-sectoral cooperation.

The aquaculture strategy covers issues on inputs, institutions and production systems. Inputs are to be delivered as a private sector activity. The institutional strategies also cover greater engagement of the private sector, training, extension and formalisation of links among public sector institutions for aquaculture development. MoFA will collaborate with the Ministry of Fisheries to appropriately integrate fish farming in cropping systems.

### **Cross-cutting Policies**

Existing national policies, which have direct impact on the food and agriculture sector, are:

- Decentralisation Policy;
- Macroeconomic policy and its implications on prices and incentives;
- Private Sector Development and Trade Policies;
- National Transport Policy;
- Land Policy;
- National Water Policy; and
- HIV/AIDs.

All of these policies are part of the context in which FASDEP II will be implemented and can influence the effectiveness of FASDEP.

## **SESSION FIVE: POLICIES FOR SERVICE DELIVERY**

**Overview:** This is essential to NSA because the key to agricultural development depends on the quality of services farmers received. This understanding will help them to demand for services that will lead to increase in productivity

**Goal:** The goal is to strengthen participant's abilities to identify the type of services in the sector and how these services are delivered to the farmers

### **Objectives are to:**

- a. To be able to understand agricultural extension services
- b. To understand irrigation development services
- c. Understand how access to inputs affects small holder farmers

**Duration: 3 hours**

## **Introduction**

The development of the sub-sectors of the food and agriculture requires delivery of extension, irrigation, mechanisation and crop protection. The strategies designed to improve the delivery of these services are consistent with FASDEP objectives. The key aspects of these policies are listed below while the specific activities specified in the relevant policy documents are maintained for implementation under FASDEP II.

### **Extension Services Strategies**

The vision of the extension policy is to have established in the medium term an efficient and demand-driven extension service in a decentralised system, through partnership between the government and the private sector.

#### **Issues**

- Limited participation of clients in extension programme planning and implementation.
- Under-funding of Research Extension Liaison Committees (RELCs).
- Limited access to extension services, especially by female agricultural operators.
- Undeveloped capacity of FBOs to access or deliver services.
- Limited funding of public sector extension.
- Poor accessibility limits extension service delivery.
- Advocate the use of light aviation in mass spraying exercises.

### **Irrigation Development Strategies**

The policy objective for irrigation development is to enhance production potential of existing schemes by raising productivity of irrigation water from 30% to 80% in the next 10 years.

#### ***Policy Issues***

- Low levels of irrigation infrastructure and services.
- High cost of irrigation development and low capacity of local contractors in the construction of irrigation facilities.
- Inefficient use of water at formal irrigation facilities.
- Most irrigation schemes are designed and operated with little consideration for land and water degradation and energy efficiency.
- Limited knowledge and skills in irrigation farming.
- Limited stakeholder participation in the design and implementation of public irrigation schemes, leading to conflicts between ownership and rights of irrigators, particularly of women, to land.

#### ***Strategies***

Principles of sustainability in operation and maintenance of public irrigation facilities, and use of natural resources, equitable access of men and women to benefits of irrigation, and rights to participate in irrigation management. However, only partial capital cost-recovery may be achieved, especially for services to the rural poor. Finally, the principle of subsidiarity will be followed in the management of infrastructure but with public sector participation in decision making at all levels.

### **Plant Protection Strategies**

The goal of the national plant protection strategies is to achieve an efficient system that ensures that crop losses caused by biological, environmental and ecological factors are contained in a sustainable

and economical manner. MoFA aims to reduce crop losses caused by crop pests from 30-50% to 10-15%.

### **Agricultural Mechanisation**

The objective is to facilitate access of farmers and agro-processors to mechanised services at affordable cost. The Rural Technology Information Unit (RTIU) of Agricultural Engineering Services Directorate (AESD) will continue to source appropriate mechanised technologies to address the needs of farmers and processors.

### **Access to Agricultural Inputs**

To improve access to inputs and profitability of their use, principles of competitiveness and cost-reduction in input markets will be promoted. Regular revision of laws and regulations on agro-inputs will be pursued to create an enabling environment for the private sector.

### ***Policy Issues***

- Absence/Inappropriate policy and regulatory framework for input marketing.
- Low demand for agro-inputs.
- Strategies
- Advocate the passage and enforcement of laws and regulations and foster an enabling
- Environment to enhance trade in and use of inputs.
- Facilitate the creation of the enabling environment for the establishment of input shops in the districts.
- Strengthen surveillance of agriculture input trade and use.
- Create awareness on usefulness and benefits of agricultural inputs.
- Encourage local production and re-packaging of agricultural inputs to reduce cost.

## **PART TWO**

### **OVERVIEW**

#### **Introduction**

Striving to influence policy and its outcome is a process of ongoing interaction between various actors, as well as the internal and external forces that affect their beliefs and actions. It is also a process of unexpected revelations, big disappointments and a test of patience and perseverance. Throughout the policy process these actors make decisions that affect its outcomes: about what evidence to use and consider to be credible; about which policies to work on at any point in time; who to work with while designing, implementing and evaluating policies; about how to implement a policy on the ground; and, about how to monitor its impact. These decisions will inform policy changes and the use of tools to reach the overall goal of sustainable development including food security.



## Objectives

The objectives of this session of the toolkit is to strengthen the capacity of Non-States Actors (NSAs) to effectively plan and implement advocate agenda for sustainable development oriented policy reform within the agricultural sector in Ghana.

The session is divided into 10 different but inter-related sessions. It aims to provide NSAs with requisite knowledge to;

- Appreciate public policy and the policymaking cycle
- Understand basic advocacy concepts, approaches, tools and techniques
- Recognize legislative advocacy and advocacy communication
- Analyse advocacy issues, policy context, and stakeholders in the agriculture sector
- Engage policymakers and policymaking processes on agricultural issues based on credible evidence
- Effectively use conventional and social media to support advocacy actions
- Understand key negotiation and lobbying techniques/tools
- Design and implement as well as monitor and evaluate advocacy campaigns

### **SESSION ONE: PUBLIC POLICY AND THE POLICYMAKING CYCLE<sup>1</sup>**

**Overview:** This session introduces participants to the concept of public policy, enables them to explore what constitutes a public policy and the processes of designing, implementing and evaluating a typical public policy, referred to as the policy making cycle. Most importantly, participants get to understand the complexity of the process and how they can influence it.

#### **Objectives are to:**

- Introduce participants to the different characteristics of public policy
- Explain what public policy is and share what constitute the policy making cycle

#### **Duration: 2 hours**

#### ***What is Public Policy?***

Studies of public policy have offered many definitions of the term; the following is a list of the core elements that define public policy:

- authoritative government action - Public policy is action implemented by the government body which has the legislative, political and financial authority to do so.
- a reaction to real world needs or problems - Public policy seeks to react to the concrete needs or problems of a society or groups within a society, e.g., citizens, non-governmental organizations (NGOs) or government bodies.
- goal-oriented- Public policy seeks to achieve a particular set of elaborated objectives which represent an attempt to solve or address a particular need in the targeted community.
- a course of action - Public policy is usually not a single decision, action or reaction but an elaborated approach or strategy.
- a decision to do something or a decision to do nothing - The outlined policy may take action in an attempt to solve a problem or may be based on the belief that the problem will be solved within the current policy framework, and therefore takes no action.
- carried out by a single actor or a set of actors - The policy may be implemented by a single

---

<sup>1</sup> Information in this session was heavily extracted from *Writing Effective Public Policy Papers*, (Young and Quinn, 2002)

government representative or body or by multiple actors.

- a justification for action - The outlined policy usually includes a statement of the reasoning behind the policy.
- a decision made - Public policy is a decision already made, not an intention or promise.

### ***The Policy Making Process***

There are different approaches to policy-making process, depending on the purpose and context. However, the model commonly accepted within the field of policy science is called the policy cycle (as shown in figure 1).

**Figure 1: The Policy Making Cycle**

### **The policy-making process (the policy cycle)**

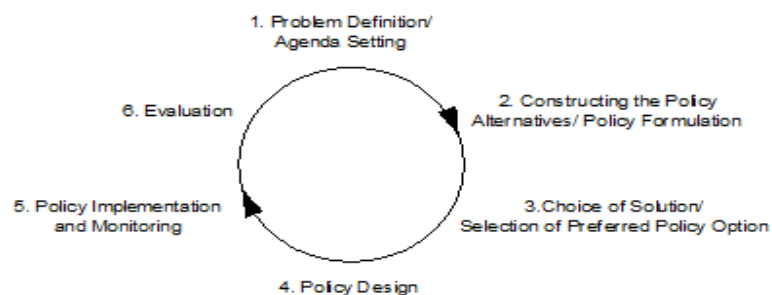


Figure 3.1 The Policy Cycle

*Writing Effective Public Policy Papers, p12  
(Young and Quinn, 2002)*

As with many models, the strength of the policy cycle lies in its power to guide; however, its weakness lies in its lack of flexibility. In other words, while such a model can never prescribe the specific action that the policy specialist should take in every situation, it informs the context within which the policy specialist should act in order to follow best practice. In addition, the true nature of policy-making is that each stage in the proposed six stage process has the potential to inform previous and following steps in the cycle, e.g., weighing your options to select the best policy option can often help to deepen and widen your problem definition.

It is also important to note the inherently collaborative and interactive nature of all stages of this process. Most effective policy research and analysis is carried out in teams and involves different levels of interaction with various stakeholders throughout the process. For example, such interactions can range from discussions with policy researchers in the problem definition stage, to researching the cost-benefit of policy options with the target groups, to meeting with representatives of government to promote your policy recommendations. A brief look at the steps of the process follows to highlight the focus of each.

**Step 1: Problem definition/Agenda setting** - As a starting point in the policy-making process, a problem is usually identified by a group of people in a particular society. If you as the policy specialist are also interested in finding a solution to this problem, you will attempt to get it onto the

government's political agenda, i.e., turn the problem into an issue, or make it a higher priority issue if it is already on the agenda. In order to do this, it is necessary to convince both the relevant government agency and the broader policy community that a real problem exists which requires government action. In order to achieve this in the politicized world of public policy, you will need to present a suitably persuasive and comprehensive argument which details the causes, effects and extent of the problem based on a wide variety of sources.

**Step 2: Constructing the policy alternatives/Policy formulation** - Once the nature of the problem is sufficiently detailed and the issue is on the government agenda, the first step in attempting to address the issue is to elaborate the possible ways it can be solved, i.e., determine the policy options. In order to construct appropriate alternatives, you will need to consider what is currently being done, what options others are suggesting as well as your own suggestions. You should try to make the different options mutually exclusive, i.e., avoid options that are simply variations of the same idea. Also, consider that it will be difficult to find the ideal alternative, so you should try to search for the most feasible and realistic policy alternatives for the context.

**Step 3: Choice of solution/Selection of preferred policy option** - Following the elaboration of the alternatives, a preferred policy option to address the particular problem is then selected based on a set of evaluation criteria. The use of this criteria-based evaluation process not only allows you to choose a suitable alternative, but it will also form the basis on which you can authoritatively argue for the legitimacy of your policy option. Although the issue in question and the context will determine the specifics of the evaluation criteria, commonly used criteria in this process are as follows:

- ***Effectiveness***: To what extent will this alternative produce the desired outcomes, i.e., solve the current problem?
- ***Efficiency***: Based on a cost-benefit analysis of both money and social impact, how will this option affect the target groups?
- ***Equity***: Is there a fair distribution of costs and benefits? – **Feasibility/Implementability**: Is there a suitable political, administrative and legal framework in place to allow for the effective and efficient implementation of this option?
- ***Flexibility/Improvability***: Does this option have the flexibility to be changed to suit other possible situations or allow for improvements?

**Step 4: Policy design** - Once you have selected your preferred policy option and presented it to the relevant government agency, and assuming that they also accepted it fully or modify your proposal, it now becomes public policy (as outlined in session 2.1). The government agencies must now decide how they can most effectively implement the policy. In order to elaborate an effective policy design, the agency must choose a policy instrument mix (e.g., legal, organizational or network empowerment) and a delivery organization mix (e.g., governmental or non-governmental, public or private) to provide the services or products outlined in the policy.

**Step 5: Policy implementation and monitoring** - Next, the policy is implemented according to the policy design. A balance between good policy design and effective implementation usually leads to the most effective outcomes. Also, an on-going process of monitoring needs to be conducted which forms the basis of a comprehensive evaluation procedure relying on multiple sources of data.

**Step 6: Evaluation** - Within the framework of any good policy design and implementation plan, a comprehensive evaluation procedure is essential in determining the effectiveness of the implemented policy and in providing the basis for future decision-making. In designing a policy evaluation plan,

government agencies and delivery organizations need to consider how the policy objectives can be accurately and effectively measured and how the evaluation data collected will be used as a basis for decision-making. The evaluation process consists of looking at the particular public policy in practice, both in terms of objectives and means employed. It will probably involve a broad group of people including bureaucrats, politicians as well as non-governmental agencies and other stakeholders.

As can be seen from the circular and iterative nature of the policy cycle, following the evaluation stage any of the following may be reconsidered: the problem, the chosen policy option, the policy design or implementation. This means that the issue may be put back on the agenda, put back to another stage of the process or may continue to be implemented in the same way.

## **SESSION TWO: BASIC ADVOCACY CONCEPTS CLARIFICATION**

**Overview:** This session seeks to provide explanation to the concept of advocacy. It reveals the relationship between advocacy and analysis, and then leads to the definition of advocacy. This session also throws light on the justification for advocacy as well as its benefits. Finally the session shows the connection between advocacy and other key development concepts

### **Objectives are to:**

- Establish the relationship between advocacy and analysis
- Learn about the benefits and risks of advocacy
- Clarify meanings of other related concepts and different types of advocacy

**Durations: 2 hours**

### **Understanding Advocacy**

Over the years, almost all attempts made towards enhancing national developments have been through policymaking and the planning and implementation of development projects. These are often policies and projects aimed at improving the lot of citizens, such as infrastructure development and the construction of social amenities such as educational or health facilities. Such projects are often financed by either the central government or some donor agencies and implemented by government agencies or Non-Governmental Organisations (NGOs).

The rights based approach to development enables people to take their destiny into their own hands and to do things for themselves to improve upon their lot. Also when people become conscious of their responsibilities and rights, this consciousness could be extended from the civil society doing things to improve their lives to their demanding accountability from people in responsible positions (including the government) as well as service providers.

Traditionally, efforts to tackle the challenge of accountability have tended to concentrate on improving the “supply-side” of governance using methods such as political checks and balances, administrative rules and procedures, auditing requirements, and formal law enforcement agencies like courts and the police. More recently, increased attention has been paid to the concept of advocacy; the demand side of good governance – strengthening the voice and capacity of citizens (especially the poor) to directly demand greater accountability and responsiveness from public officials and service providers.

In simple terms, advocacy is the process of citizens dialoguing or interacting with policy makers or people in authority to influence the way government does its business through the policy making process and to demand their rights or accountability. Advocacy involves a relationship building process between citizens on the one hand and government (particularly the institutions through which government works as well as private sector) on the other hand. The main idea behind advocacy is to have the citizens' perspective on the development process which should aim at making all, particularly, the vulnerable, live a life of dignity. Advocacy is about empowering the ordinary citizen to demand accountability and their rights from the people they have given power and responsibility to protect their rights.

Essentially, advocacy is about people. In advocacy, people take the initiative to engage the government and not otherwise. Evidence has shown that citizens and CSOs engaging in advocacy activities have the potential to strengthen the accountability of duty bearers and service providers to citizens. This in turn will result in better governance, improved public/private service delivery and enhanced development.

### **What is Advocacy?**

Like many concepts, advocacy has been defined by various experts from their varied perspectives. There is therefore no definite definition for advocacy. The key elements that define advocacy include:

- Strategy to affect policy change/ action (at any stage of the process)
- Primary audience of decision makers
- Deliberate process of persuasive communication (aim: move to action)
- Requires the building of support & momentum
- Conducted by groups of organised citizen

### **Advocacy is:**

- An action-oriented process by which individuals and organizations attempt to influence public policy decisions
- A process of supporting a cause, proposal, or action directed at change
- It involves making a problem an agenda and finding solutions to that problem by building support for it and all subsequent activities geared towards securing the needed solution.
- The strategic and deliberate process to bring about change in policies and practice. It can happen at local, national, regional and international levels. Advocacy can go beyond aiming simply to change policies, to challenge and change how people perceive their ability to influence decision-making processes.
- Generally not a one-way linear transfer of information but a two-way process of mediation and negotiation that is messy and generally, takes time, persistence and commitment.
- About policy issues, policy-making processes, target audiences and how to get your voice/message into the policy debates in a convincing way. It is how you get your target audiences to understand and engage with your point of view and getting them convinced to accept your position as their position and push for its adoption.

### **Benefits of Advocacy**

There are several benefits underlying the importance of advocacy, these include:

- **Effective Advocacy results in improved governance:** Advocacy promotes accountability of public officials, which is the cornerstone of good governance and a prerequisite for an effective democracy.

- **Advocacy increases effectiveness in development:** Advocacy also contributes to increased development effectiveness. This is achieved through improved public service delivery and more informed policy design.
- **Advocacy ensures empowerment:** Advocacy initiatives can lead to empowerment, particularly of poor people. More citizens feel confident to approach people in power to demand their rights.
- **In Advocacy, citizens are involved in national development:** There is generally limited citizen involvement in the planning, implementation and evaluation of development projects in the country. Advocacy helps to promote citizens involvement in the national agenda.
- **Advocacy promotes transparency and accountability:** There is generally a lack of transparency in the disbursement and the use of the public funds though citizens have the right to know. Empowered citizens who demand their rights promote transparency and accountability in the use of public funds thus reducing corruption.
- **Advocacy helps to reduce misapplications and Misappropriation of Public Funds:** There are alleged financial malpractices and misapplications in connection with the disbursement and use of public funds by government and public officials. This is because there is the general lack of transparency and minimal citizens' involvement in the planning and utilization of the public funds.
- **Advocacy helps to improve service delivery:** The quality of services provided in Ghana, like most developing countries, is generally below standard. The situation is worse with services provided by public institutions such as health centres, schools and utility service providers in the rural communities. Citizens have the right to demand efficient service provision from service providers. Unfortunately, most citizens do not know this or are not empowered enough to demand this right from service providers.

### **Types of Advocacy**

It is important to be clear about the different types as well as definitions of advocacy. All advocacy types are of equal value. What advocacy is used, and when, should depend on what is best suited to the person who seeks it. What is common to all types of advocacy is that the person who it is for is always at the center of the advocacy process. It is all about what that person wants, and finding the best way of getting that across to the people who need to know. The different types of advocacy can be like tools in a tool-box, they can be used together or separately depending on the job that needs to be done. The main types of advocacy are:

- Citizen advocacy
- Independent (Issue Based) Advocacy
- Paid Independent Advocacy
- Paid independent advocacy
- Self advocacy
- Group Advocacy
- Peer advocacy
- Legal Advocacy
- Professional Advocacy
- Statutory advocacy

- Family and Friend Advocacy

**Citizen Advocacy:** Is one to one partnership between a citizen advocate and a person or a group of people. The Citizen Advocate is a volunteer who usually forms a long term relationship with their partner(s) and takes a personal interest in ensuring that their partners' interests are effectively represented. The relationship is based on trust, commitment and loyalty. There is an element of emotional support and friendship as well as a social element, which may involve introducing the partner to new experiences and/or activities.

**Independent (Issue-based) Advocacy:** Can also be called crisis or case advocacy. It is a one to one partnership between two people, often provided by unpaid advocates. Independent advocacy shares the same principles as Citizen Advocacy, but is usually a short-term, one-off involvement, dealing with a specific issue in a person's life. The relationship is normally time limited, but may last for several months. When this has been done the advocacy partnership is terminated until it is required again.

**Paid independent advocacy:** Generally, independent advocates are unpaid, many not taking even expenses. But volunteers are always in short supply. Where there is a huge demand, for example where a dam that supplies irrigation to farming communities break and large numbers of people are being affected, or where a major problem (e.g. flooding of farm lands) has occurred, paid advocates may be needed to deal with the situation on a temporary basis. Their role is typically a combination of citizen and case advocacy, but they will have a caseload of several clients. Ideally, once a person is resettled, the paid advocate hands over to volunteer local citizen or self-advocacy.

**Self Advocacy:** People speaking out for themselves to express their own needs and representing their own interests. This type of advocacy is seen by many to be the most ideal form of advocacy. It is the best kind of advocacy where people feel able and willing to do so. This should always be worked towards. Self advocacy groups are often groups of people who use services or have the same interests locally. They work together to make sure they have a say in how those services are run. They are a very good way for people to support each other and they can help to build confidence so that people feel more able to speak up for themselves.

**Group Advocacy:** Where people come together to represent shared interests or goals and works by offering mutual support, skill development and a common call for change with the intention of developing or changing services.

**Peer Advocacy:** Support from advocates who themselves have experience of using particular services such as extension or farm input services. Can involve people speaking up for those who cannot do so themselves and may link with group advocacy.

**Legal advocacy:** Representation by legally qualified advocates, usually barristers or solicitors.

**Professional Advocacy:** Representation by members of services involved in a person's life, for example Agriculture Extension agents or farm inputs producers. Whilst this is an important form of advocacy, most independent advocacy agencies would stress the limitations of this type of advocacy and recognize the potential conflict of interest that may arise out of professionals advocating on their service users behalf.

**Statutory Advocacy:** Where there is a statutory duty to provide advocacy following government legislation such as removal of subsidies on farm inputs. Public policy making processes requires that citizens have a say in legislation issues that affect them and in how things work where they live. It also recognizes that some people need support to make this happen.

**Family and Friend Advocacy:** Where a person's family member or members or friend(s) play a part in advocating on their behalf. Most of us will have used or provided this support at some time in our lives whether we realized it or not.

### **SESSION THREE: LEGISLATIVE ADVOCACY**

**Overview:** This session exposes what legislation is, throws light on the legislative process in Ghana, including the national level legislation and District Assembly Bye-laws. It also touches on defining legislative advocacy and provides practical hints on effective legislative advocacy in Ghana

**Objectives are to:**

- Define what legislation is?
- Examine and understand the importance of legislative advocacy
- Learn how NSAs can influence legislation processes in Ghana

**Duration: 2 hours**

#### **What is Legislation?**

Legislation is law enacted by legislature or other governing body or the process of making it. Law is basically the body of official rules and regulations, generally found in constitutions, legislation, judicial decisions and opinions, amongst others, which are used to govern a society and to control the behavior of its members.

Law may be codified as in a Constitution; in statutes or orders, rules and regulations; they may be case law or common law as handed down by judges from time to time; or may be unwritten as found in customary law. The provisions of an Act are sections, sub-sections paragraphs and sub paragraphs.

Bills are proposals for legislation. The provisions of bills are clauses, sub clauses, paragraphs and sub paragraphs. A bill may be a public or private members bill, under Article 108 of Ghana's 1992 Constitution; the power to initiate bills with financial implications is the prerogative of the President. Most of the laws passed by Ghana's Parliament are initiated by the Executive arm of government.

#### **Understanding the Legislative Process in Ghana**

At the national level, the legislative process is in three key stages:

1. Pre-Parliamentary stage
2. Parliamentary stage
3. Post parliamentary stage

**Pre-Parliamentary Stage:** Under Article 108 of the 1992 Constitution, the power to initiate bills with financial implications is an exclusive prerogative of the President. The legislative process in Ghana entails the sector ministry (or the Attorney-General and Minister for Justice, where the legislation does not fall under any particular ministry) obtaining approval from cabinet to initiate the drafting of a bill. The Drafting Division of the Attorney-General's Office prepares the draft bill upon



instruction of and in close consultation with the sponsoring ministry. This suggests that most of the laws passed by Ghana's Parliament were actually initiated by the Executive arm of Ghana. By implication, Civil Society Organizations (CSOs) and Private Sector Organizations (PSOs) that seek the passage of any law must work closely with the relevant sector Ministry, who will then ensure that the proposed bill gets the attention of Cabinet. This is an integral part of the pre-legislative procedures that all bills/draft legislations must go through before they get to the floor of Parliament

**Parliamentary Stage:** The legislative procedures for the passage of bills by Parliament is made up of four stages namely; First reading, Second reading, Consideration stage and Third reading. After the first reading the draft bill is given to relevant parliamentary select committees for discussions and inputs. Committee seeks comments and recommendations from stakeholders including civil society and the general public. The bill is then read for the second time and sector committee submits reports, including proposals for amendments for considerations. The consideration stage is where all the proposed amendments and recommendations are reviewed and considered. The house may also propose amendments to the draft bill. It is important to note that CSOs and PSOs can push for amendments at the pre-parliamentary, first reading and second reading stages. Before the third reading, the draft bill is reviewed based on proposals made and at the third reading if parliament is satisfied, the bill is passed into law.

**Post-Parliamentary Stage:** The bill becomes an act of parliament after receiving the president's assent. However, the President can withhold approval if there are still agitations from some quarters, which need to be assessed. The President through a prerogative power can call for submission of comments from the society before final approval. If the President assents, the bill becomes law. The new law is published in the Gazette and enters into force.

### **Enactment of District Assembly bye-laws**

Enactment of bye-laws at the district assembly level goes through various processes that involve the unit committee, district assemblies, the Ministry of Local Government, and the Ministry of Justice and Attorney General's Department. District Assemblies are mandated to enact bye-laws to regulate activities and functions within their jurisdictions. Though bye-laws differ from one district assembly to the other, they must conform to national laws, particularly the 1992 Constitution.

### **What is Legislative Advocacy?**

Legislative advocacy refers to efforts to influence the introduction, enactment, or amendment of legislation. It entails engaging policy makers at various points of the policy making process. In Ghana these include the pre-Parliamentary stage, the parliamentary and the post Parliamentary stages

### **Why Legislative Advocacy?**

One of the most important aspects of our system of government is that those who make our laws represent us. But they can only represent us effectively let them know what we want in our laws and policies. We can and should remind leaders of their responsibilities to their constituents and offer them constructive ideas; this is how we can bring about public policy changes. It is important that people who will directly be affected by a policy or law are given the opportunity and voice to contribute to the development of the law. Such people have a better understanding of the issues than some policy makers who may not have ever experienced the issue the law seeks to address.

## **Considerations for Effective Legislative Advocacy in Ghana**

All the key steps that are relevant in advocacy planning and implementations process apply to legislative advocacy. The following are key considerations for effective legislative advocacy in Ghana:

- Gather credible evidence (this could be through research/policy evaluation) and widely disseminate your findings using diverse media, including conventional and social media.
- Advocates (CSOs and PSOs) that seek the passage of any law must work closely with the relevant sector Ministry, who will then ensure that the proposed bill gets the attention of Cabinet.
- Identify MPs who have a good understanding of CSO and PSO issues and build a cordial relationship with them. Enhance their capacity on the technical areas of your advocacy actions and seek their support to articulate your advocacy issues in Parliament.
- Statements issued by advocates to Parliament must be comprehensive, well-researched and should include proposed solutions, so that they can arouse the interest of the Speaker, who may then refer it to the relevant Committee in Parliament for further investigations and submission of a report which will be debated on the floor of Parliament.
- Bills or policies that have multi-sectorial dimensions need input and consensus from all the relevant ministries before they are formulated. Even though this process sometimes causes delays in the formulation of policies advocates pursue, there is the need for policies to properly go through this process in order to avoid potential policy conflicts during implementation. If you can afford, facilitate these consultations by organizing workshops, in collaboration with the key sector ministry.
- Study the calendar of Parliament to enable you to submit memoranda at the right times so as to influence policy formulation and amendments. Also knowing Parliament's calendar will help you plan your legislative advocacy more effectively.
- Establish pleasant relationship with the Parliamentary Clarks for the relevant sector ministry to enable you have access to information and easy access to the committee members.
- Involve as many relevant stakeholders as possible in your advocacy for the passage of specific bills or policies. Promote ownership for the policy among your stakeholders.
- Ensure that you have enough budgets to embark on legislative advocacy – engaging with MPs is generally not cheap.
- Take advantage of committees' own sittings and meet with them in Parliament, it is far less expensive. Arranging to meet with Select committees outside Parliament is far more expensive.
- When necessary to meet MPs out of parliament, it is important that you hold the meeting outside Accra (not too far though) to minimize disruptions and ensure that you have their maximum attention

- As much as practicable, avoid arranging to meet with MPs when they are on recess. It can be extremely expensive since you will have to foot their transport from their various constituencies and accommodate them and possibly their drivers.
- Use a mixture of advocacy tools to engage with Parliament and mobilise huge public support on the issue. Keeping the issue constantly in the media has been seen to be effective in pushing the policymakers to action.

## **SESSION FOUR: ADVOCACY COMMUNICATION**

**Overview:** This session explains what communication is and the principles and processes involved in general communication. It then places emphasis on communication as it relates to advocacy by enabling participants to explore the most effective ways of communicating to their diverse stakeholders.

### **Objectives are to:**

- Understand the process and principles of communication in advocacy
- Understand how to effectively communicate with/to advocacy stakeholders

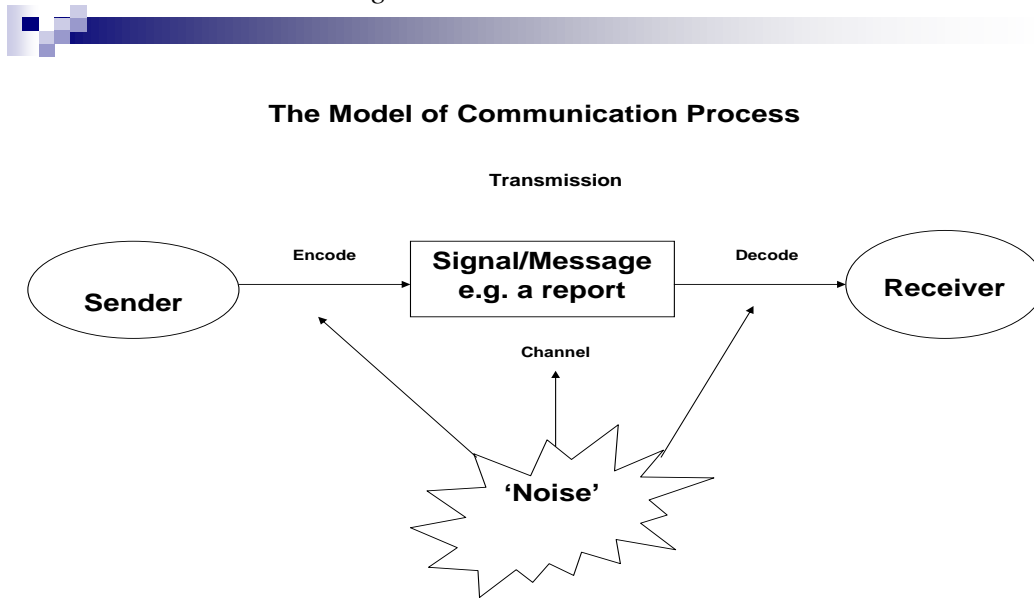
**Duration: 3 hours**

### **Model of communication**

The “model of the communication process” as seen below, demonstrates how a message is transferred from a sender to a receiver. It places emphasis of the possible presence of “noise” that reduces the effectiveness of the communication. The process involves “encoding” and “decoding”. This process applies in both written and verbal communication. For effective communication, all efforts should be made to minimize the noise. The possible noise in advocacy communication may include:

- Lack credibility of the advocating organization or messenger
- Political colorization
- Unclear message
- Tiredness, on the part of policymaker
- Abbreviations that are not defined
- Long and winding sentences
- Unnecessary verbosity and jargons
- Font size and style
- Illogical flow of thoughts
- Spelling and inconsistency in the type of English. (British or American) etc.

Figure 2: Communication Process



Effective communication can only be achieved if “Noise” in the communication process could either be eliminated or considerably minimized. Crucially, communicating ideas clearly and eloquently is an imperative in advocacy. ‘Noise’ can obscure the meaning of an intended message that can be very costly.

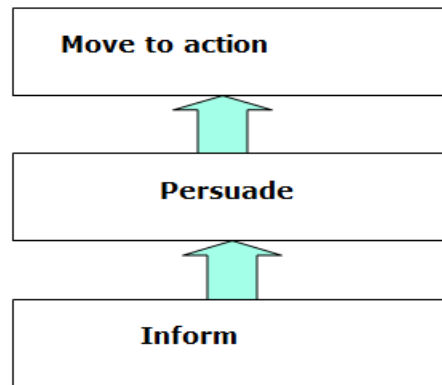
### Principles of Effective Communication

1. Know what to communicate;
2. Be clear on how to communicate the issue;
3. Determine the appropriate time to communicate
4. Clarity of expression very crucial;
5. Consider recipient emotions and feelings;
6. Be careful about your gestures or body language;
7. Recipient must be receptive to the message;
8. Recipient must be able to interpret message accurately;

Effective communication in any advocacy process must lead to moving the decision maker to take action. It is important to inform and persuade the policy maker but both the information and persuasion must ultimately lead to the policy maker acting on your request. It is therefore critical to eliminate all “noises” from your advocacy communication process.

Figure 3: Strategic Communication Model for Advocacy

### Strategic communication model for advocacy



## SESSION FIVE: UNDERSTANDING ADVOCACY ENVIRONMENT AND STAKEHOLDERS

Overview: The session focuses on enabling the training participants to understand their advocacy environment through critical analysis of all stakeholders, how the issue affects them and to what extent they are able to influence decision-making. It explores stakeholder analysis, influence mapping and analysis of advocacy issues and stakeholders in the agricultural sector of Ghana. Finally It throws light on how NSAs can use the conventional and social media to advance their advocacy course.

### Objectives are to:

- Understand the relevance of issue and stakeholder analysis to the advocacy process
- Identify and analyse advocacy issues in the agriculture sector of Ghana and their respective stakeholders
- Map out the level of influence of various stakeholders in the agriculture sector of Ghana

**Duration: 3 hours**

### Stakeholder Analysis and Mapping

Stakeholder analysis is a process to determine whose interests should be taken into account when developing and/or implementing a policy advocacy project. Stakeholders are people or organizations that either) stand to be affected by the proposed policy or reform or ii) can influence those who are making policy. That is, they could make or break the policy change project's success. They may be winners or losers, included or excluded from decision-making, users of results and/or participants in the process. Stakeholders can usually be grouped into the following categories:

- International/donors;
- National political (legislators, governors);
- Public (e.g. ministries of Food and Agriculture, social security agencies, ministries of finance);
- Labour (unions, medical associations);
- Commercial/private for-profit, non-profit (NGOs, foundations), civil society and users/consumers.

**Stakeholder analysis** is useful when conducted before an advocacy project is implemented because it enables you to detect and act to prevent potential misunderstandings about and/or opposition to the policy issue being advocated. When a stakeholder analysis and other key tools are used to guide implementation, the policy advocacy project is more likely to succeed.

**Stakeholder analysis** may generate a long list of stakeholders. Prioritization is key because time may not allow lengthy work with all stakeholders. As such, it is important to consider who should be the focus of the policy advocacy project. Often, it is important to focus on those who are likely to support or inhibit your change project.

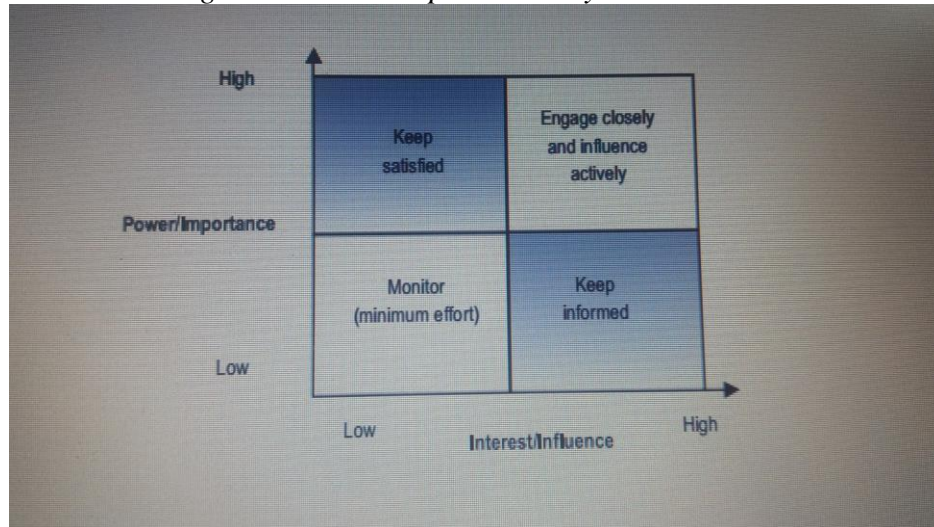
**Stakeholder prioritization** can be achieved by using a key stakeholder prioritization matrix, as presented in Figure 4. In using this, first identify a list of stakeholders, who stand to lose or gain significantly from the policy and whose actions could affect the policy success. Then position each one at the appropriate point between the axes. Importance, along the vertical axis, means the degree to which a stakeholder stands to lose or gain from the policy. Influence, along the horizontal axis, refers to the relative ability of a stakeholder to affect policy outcome.

### **Stakeholder Influence Mapping**

Stakeholder influence mapping, or power mapping/arena influence, is a tool to examine and identify the individuals and groups with the power to effect a key decision. It also investigates the position and motives of each player and the best channels through which to communicate with him or her. It is important to differentiate between the decision makers, who have the actual responsibility to make the decisions in a specific policy area, and their opinion leaders, who can influence them, or lead their opinion, and who are generally more accessible. It is key to note that the relative importance of opinion leaders in influencing decision makers varies from one country to another. In Eastern Africa, policymakers do not listen to opinion leaders; instead, experts in government departments are more influential, in Ghana the reverse may be true in most cases (especially where the opinion leaders are political leaders).

It also important, however, to note that absolute power and autonomy in decision-making is a myth. Policymakers depend on a group of advisors, without whom they cannot operate, and are accountable to a wide group of interest groups, constituencies and lobbyists. They may be influenced by the nature of the information and research, how it is reported in the media, political regime, not to mention their own beliefs and ideologies. It is often helpful to map this information as a pyramid of actors and influences.

Figure 4: Matrix to prioritise key stakeholders



### Mapping and Issue Analysis in the Agriculture Sector in Ghana

In addition to the general stakeholders that have been identified to be associated with advocacy, every development sector has its own peculiar list of stakeholders. Again even in any particular sector, specific legislature, policy or advocacy issue has its own set of stakeholders. To be successful in any advocacy campaign, it is critical to carefully analyse and select the issues. After which you have to identify all stakeholders, analyse how they relate to the issue in your context and determine how you can mobilise their support or deal with their opposition to your course. This will also enable you to strategize to appropriately engage various decision makers in your sector.

### Clusters of Advocacy Stakeholders

Key stakeholders in every advocacy agenda can be broadly classified into duty bearers/power holders, citizens, rights-holders, collaborators/allies and opponents. Most of the terminologies often used in the concept of advocacy have same meaning as they stand in everyday language. However, there are a few that have additional meanings or slightly different meanings when used in advocacy.

- a. **Citizen:** In addition to the legal definition of who a citizen is in various countries, a citizen means a person who has rights, roles and responsibilities and is able to engage duty bearers or power holders for what is due them.
- b. **Rights Holder:** This refers to a person who has a privilege, freedom or opportunity to do something, own something or state his/her position. In the process of advocacy, at any point in time, the person or group of persons whose rights are at stake are considered the rights holders. E.g. children of school going age are the rights holders in any advocacy process that seeks to promote educational rights.
- c. **Duty Bearer:** this is the person, group of persons or institution which has the responsibility to ensure that citizens' rights are realised and fulfilled. For example the Ministry of Education is the duty bearer on the people's right to education.

- d. **Power Holder**: This refers a person, group of persons or institution that has authority over a particular policy issue. Usually this authority/power comes with the responsibility to protect the rights of citizens.
- e. **Allies/Collaborators**: Refers to persons, groups, institutions or organisations that have interest in your advocacy agenda and positively support your advocacy course. They may be entities that may be ‘fighting’ the same or similar ‘battles’; they could be entities that are likely to benefit from the success of your advocacy; they could also be entities that have similar values and interests as yours.
- f. **Opponents**: These are individuals, groups, institutions or organisations that oppose your advocacy agenda. They are the ones that may be benefiting from the status quo and stand to lose when there is a change. They may also simply have a diverging value or interest from yours. The opponents to your advocacy agenda often raise arguments to counteract your arguments.

### **Groupings of duty bearers**

We may classify duty bearers into the following categories:

1. Government institutions such as the Ministries, Departments and Agencies (MDAs)
2. Independent Pro-Accountability Agencies such as the Commission on Human Rights and Administrative Justice (CHRAJ), the Serious Fraud Office (SFO), and the Auditor General.
3. Private companies –e.g. mining companies, manufacturing and cement producing companies.
4. Service providers (both state and privately owned), e.g. electricity company, telecommunication companies, schools and health centres.
5. Traditional Authorities – e.g. chiefs, queen mothers, clan heads.
6. Civil society Organizations – Including development partners, NGO, Trade unions, networks and associations.
7. Religious Groups – e.g. Churches, Mosques and shrines

### **Stakeholders in the agriculture sector**

The key stakeholders in the agricultural sector in Ghana include:

- Farmers,
- Agric. Extension Agents,
- Ministry of Food and Agriculture (MOFA)
- Directorates of the Agriculture at district and regional levels
- Farmer-Based Organizations (FBOs)
- Agribusiness organizations,
- Agriculture Research and learning institutions
- Farm input dealers,
- Agriculture products processors
- Food staff traders,
- Agriculture products exporters,
- CSOs, NGOs and CBOs
- Development partners

Various stakeholders may be placed under various categories depending on the advocacy issue at stake. However because of the peculiar responsibilities of government, the state agencies (MOFA and



its Directorates) are often duty bearers. A particular agribusiness organization may be an ally or an opponent depending on its interest in the advocacy issue.

## **HOW TO USE MEDIA, NEW (SOCIAL) MEDIA AND POLICY WRITING MATERIALS TO SUPPORT ADVOCACY**

### **What is the role of the Media in Advocacy?**

The media plays a critical role in promoting advocacy. In many countries, independent media is a leading force in informing/educating citizens, monitoring government performance and exposing misdeeds. Local-level media (in particular, private and community radio) provide an important means whereby ordinary citizens can voice their opinions and discuss public issues. The extent to which media is independent and ownership is pluralistic (versus concentrated in a few hands) are important factors that can contribute to the accountability of the political system.

A common element of almost all successful advocacy initiatives is the strategic use of both traditional and social media to raise awareness around public issues, disseminate findings and create a platform for public debate. The media environment in Ghana is much liberalized. People can call into radio and TV programmes to make their views heard on issues and if properly utilized the media is very useful for mobilizing support, for publicizing an issue and even for investigating injustices as part of the broader advocacy campaign.

In spite of the extreme usefulness of the media in promoting advocacy and accountability, advocates should use the media with caution since when not properly managed they can hinder the progress of any advocacy process. For instance, exposing the weaknesses or some sensitive information about a duty bearer in the media may lead to mistrust and the duty bearer's refusal to open up to you for dialogue.

### **USING SOCIAL MEDIA FOR ADVOCAY PURPOSES**

Using social media for advocacy entails using social digital technology platforms to contact, inform, and mobilize a group of concerned people around an issue or cause. The purpose of digital advocacy is to galvanize supporters to take action. Social media helps amplify advocacy efforts by potentially reaching more people, in more places, faster than ever before. To use social media effectively, you should have a clear plan in mind of who your audience is, which social media platforms are most suited to that audience, and what results you hope to gain from your efforts.

Some of the most-used social media platforms include Facebook, Twitter, email, texts, whatsapp, Pinterest, Tumblr, and Instagram and several new tools that are emerging every week. Literally hundreds of social media applications exist that could be used for digital advocacy, but to get started, spend your time and resources where your supporters are most likely to be (Whatsup, Facebook and Twitter are good bets).

Key points to note in the use of social media for advocacy are:

- Social media is a conversation, not a monologue.
- Create a strategy for using social media as part of your advocacy efforts.
- The most effective way to utilize your social media accounts is to post regularly.
- Be genuine. Let the personality of AAUW and your branch show when posting something on social media.

## General Principles for Using Social Media

- **Be genuine.** Let your personality show, use humor, and be transparent about who is posting content. Try not to simply broadcast; rather, when possible, speak as an individual, to individuals. This will help grant you credibility as a trusted source.
- **Stay focused.** The people and organizations that follow you on social media have certain expectations about the type of content you post and the way in which you engage with them. If you stray too far from your objectives, you will lose the trust and attention of your community.
- **Be reliable.** Share quality content from trusted sources, and avoid amplifying erroneous messages from unreliable sources. Reliability also means posting to your social media services regularly. Frequently sharing reliable, meaningful content helps establish you as an important source of information and ideas for your community.
- **Get social.** Above all else, social media is about conversation. Share and comment on other people's or organizations' posts to start new conversations, and join in the conversations that are occurring on your social media pages. The more you engage with your followers, the more they will understand that your priorities are their priorities too.

## Tips for Creating Social Media Strategy

The first step in utilizing social media is to create a strategy. Creating a strategy includes:

- **Setting your objectives.** Establish a clear set of objectives you want to achieve with your social media engagements. Is your goal narrow (publicizing an event) or broad (building and engaging with the agriculture business community or coalition of Farmer Based Organizations)?
- **Identifying the audience you would like to reach.** Are you primarily communicating with people who are already familiar with the agriculture sector and your work, such as your key stakeholders? Or are you reaching out to people you've identified as potential members and supporters?
- **Selecting the social media platforms you plan to focus on.** This decision should be guided by your objectives and intended audience. The most well-known and easy-to-use are Facebook and Twitter, so if you only plan to utilize one or two platforms, we recommend focusing on those.
- **Gathering resources and materials to share through social media.** It is important that you have credible evidence to share on your social media advocacy platform. Note that the credibility of the information you post on your platform is critical to the success of your advocacy efforts.
- **Appointing someone or a team of people to manage your social media presence.** Although there are no prerequisites for using social media, individuals with backgrounds in communications, marketing, or public relations can be great assets. You'll also want to select someone who is comfortable and familiar with technology.

### **Tips for Using Facebook for Advocacy**

- Keep Facebook posts short and conversational, and include an image whenever possible.
- The most effective way to utilize your Facebook account is to post regularly. A general rule to follow could be to post at least one Facebook post a day, but the more you engage your audience, the better off you will be.
- Ask people to share your content through Facebook.
- Make sure the content is branded with your organization's logo so that you are credited when it is shared.
- Include links on Facebook to direct people back to the state and national AAUW websites.
- You can easily create events on your Facebook page and invite your Facebook friends, who can then invite their friends, and so on. Consider creating a Facebook event to advertise events such as your engagement meetings, rallies, press conferences and lobby days.

### **Tips for using Twitter for Advocacy**

- Share links to press releases, images from events, and other information in 140 characters or less.
- Tweet directly to members of the media and bloggers to encourage them to cover your efforts.
- Tweet directly to local organizations that you want to partner with in your efforts or that might be able to help you spread the word.
- Tweet directly to people in government/authority with the action you want them to take.
- Use hashtags, such as #farmInputs or #fairpay, related to what you are trying to publicize.
- Include links to your website the website of your key collaborators and partners.

## **USING POLICY WRITING MATERIALS FOR ADVOCACY**

The policy paper is a very powerful tool and can serve multiple purposes in the policymaking process. Within the area of policy study, many policy papers are published targeting other policy experts or think tanks and seek to inform and influence their audience. These papers may provide general data and insight that can be used at any stage of the policy-making process, but can also focus on one or more particular stages in the process.

In general, because of the independent nature of the policy researcher's work, their policy papers tend to be issue-driven. However, these policy studies are normally quite different from policy papers produced by advocates and policy analysts which target decision-makers and are meant to specifically influence policy decisions. Written communications in advocacy can be in diverse forms, including:

- Position papers,
- Policy briefs,
- Communiqués,
- Press releases
- Press statement
- Feature articles

Bearing in mind that Policymakers are busy people, and are probably not specialists in your area, your policy paper should:

- Be short and easy to read.
- Looks attractive
- Appear interesting
- Provide enough background for the reader to understand the problem.
- Convince the reader that the problem must be addressed urgently.

- Provide information about alternatives (in an objective brief).
- Provide evidence to support one alternative (in an advocacy brief).
- Stimulate the reader to make a decision.

### **What should a policy brief contain?**

To achieve its objectives, a policy paper should:

- Be short and to the point. It should focus on a particular problem or issue. Do not provide all the details. Instead, provide enough information for the reader to understand the issue and come to a decision.
- Be based on firm evidence, not just one or two experiments or a single year's experience. It should draw evidence from various sources – preferably from several different areas or organizations.
- Focus on meanings, not methods. Readers are interested in what you found and what you recommend. They do not need to know the details of your methodology.
- Relate to the big picture. The policy paper may build on context-specific findings, but it should draw conclusions that are more generally applicable.

### **Tips for Writing a Policy Paper**

In preparing to write your policy paper, consider the following:

- Identify the stage(s) in the policy-making process are you trying to influence through your policy paper.
- Identify the stakeholders who have been/are involved at each stage of the policymaking process.
- Identify a clear problem to address. You should be able to summarize it in few sentences.
- Gather credible and comprehensive evidence to support your claim that a problem exists.
- Outlined and evaluate the possible policy options that could solve this problem? Outline the evaluation criteria you used.
- Decide on a preferred alternative.
- Gather sufficient evidence to effectively argue for your chosen policy alternative over the others.

### **Disseminating your Policy Papers**

After writing your policy paper, you may need to inform a broad audience of the issues raised in your policy paper, so that your policy ideas can impact strongly on a particular policy debate. In order to achieve this impact, your policy paper needs not only to be read, but discussed and understood. However, many within this broad audience do not usually have access to published policy papers. Therefore, you have to give them access to your policy ideas in an easily understandable form, so that they then can fully comprehend and discuss your suggestions. Taking into consideration the messages from your policy paper that you want to convey and having identified your target audience, you need to then decide which of the multiple communication tools and platforms available will suit your purpose, e.g. Community durbar, Town hall meeting, or through the media. It is advisable to choose a method of communication that will target multiple audiences.

### **Tips for Disseminating your Policy Paper**

To design an effective dissemination strategy for your policy paper, consider the following questions:

- Who are you targeting (politicians, NGOs, citizens)?
- Why do you want to communicate with them about the policy issue?
- How involved are they in the issue?

- What do they already know about the issue?
- What key elements of your paper do you want to communicate to them?
- What do they need to know about the issue if they are to understand and be convinced by your message?
- What would be the most effective way of communicating your message to the target group (personal briefings, group presentations, press release/ conference for the media, roundtable discussions)?

## **SESSION SIX: ADVOCACY APPROACHES, TOOLS AND TECHNIQUES**

**Overview:** This session seeks to introduce participants to various advocacy tools and techniques that will enable them to effectively influence policy decision making and demand accountability from policy makers and other decision makers, particularly in the agricultural sector of Ghana.

### **Objectives are to:**

- Introduce different advocacy tools and techniques to participants' toolbox
- Expose participants to advocacy tools and techniques relevant in engaging policy makers in the agricultural sector
- Equip participants with different negotiation and lobbying techniques that will enable them effectively engage with decision makers.

**Duration:** 3 hours

### **Advocacy Tools**

It is important that you have a set of advocacy tools in your toolbox and depending on the advocacy issue at stake and the context; you then determine which of the tools is most suitable to yield the needed results

### **Common advocacy methods/approaches/tools include:**

- |   |  |
|---|--|
| ▪ Face to face dialogue   | ▪ Lobbying and strikes   |
| ▪ Writing and presentation of Policy papers (policy studies and briefs)           | ▪ Press release  |
| ▪ Press conferences   | ▪ Human chain  |
| ▪ Articles into the press media   | ▪ Public litigation  |
| ▪ Radio/TV discussions  | ▪ Use of Social media  |
| ▪ Use of jingles on radio/TV  | ▪ Working from within (using internal strategies)                                      |
| ▪ Letter writing  | ▪ Use of IEC to mobilise public support  |
| ▪ Signature signing campaigns   | ▪ Sitting at the table (Dialogue)  |
| ▪ Use of modern communication medium e.g. texting, Facebook, emails, twitter etc. | ▪ Petition   |
| ▪ Street march or demonstrations  | ▪ Critical arena engagement (taking advantage of public events to engage duty bearers) |
| ▪ Sit down strikes  | ▪ Picketing  |
| ▪ Hunger strikes  |  |
| ▪ Policy briefs   |  |

## **TECHNIQUES FOR EFFECTIVE ADVOCACY**

Over the years, several techniques have emerged for effective advocacy. Most of these techniques adopt a combination of advocacy tools in a way that makes the process more effective and results oriented. Such techniques that have been used in the agricultural sector include:

### **Policy monitoring and public accountability**

Most effective policy-related advocacy efforts start with observation and monitoring of the implementation and effectiveness of policies already in place. These might include, for example, commitments to agriculture infrastructure development, access policies, provision of extension services or regulatory mechanisms to ensure fair pricing of agro-products. High profile agriculture policy monitoring by civil society advocacy groups can, on its own, contribute to improved policy implementation and effectiveness by highlighting public policy targets and drawing public attention to under performance or to policy failure. Governments and public bodies are sensitive to critical reports, and more so when these are based on robust evidence and analysis, come from a credible source, and are widely published and disseminated.

Policy monitoring by civil society groups may be in the form of one-off investigation into a particular area of interest; it may consist of a baseline study, perhaps at the start of a new policy or advocacy project, and a follow-up study later to establish what results were achieved; or it may be a periodic monitoring report, such as an annual review.

### **Policy dialogue – Agriculture and mainstream development policy**

Policy monitoring alone may prompt corrections to policy failure or lead to improved policy implementation, but most civil society groups concerned with agriculture policy also carry their own ideas about what policies are desirable. They are interested in gaining influence earlier in the policy-making process. At its most straightforward this involves engagement in policy dialogue with bureaucrats and politicians.

### **Advocacy Campaigns**

Campaigning in advocacy is goal-oriented advocacy in which civil society groups and coalitions aim to set the policy agenda rather than simply to monitor or respond to government policy making. It involves taking action and initiative. Campaigning is often confrontational in nature so before adopting a campaigning orientation it is worth asking whether the goals could be better achieved by dialogue or quiet negotiation. Advocacy campaigns require patience, tenacity, courage and conviction. For campaigns to be successful,

- Set clear and achievable goals.
- Have clarity in all communications
- messages should be compelling for those to whom they are intended;
- Calls to action should be specific and concise.
- Mobilise broad coalitions of public and political support towards a common goal.
- Campaigns for policy change draw on a wide range of tools and tactics, including public demonstrations, protests, letter writing, lobbying, use of media and the internet, and legal action.

### **Building the advocacy capacity of stakeholder groups**

Poor people face systemic barriers in their access to agriculture information, services and inputs. The lack of “voice” of disadvantaged groups is a challenge at the core of pro-poor advocacy on agriculture issues. It compromises the ability of disadvantaged people themselves to advocate for their own

agriculture needs. This is a critical issue that demands the attention of any organisation engaged in pro-poor agriculture advocacy.

Building the advocacy capacity of self-help groups of the disadvantaged and of community-based and farmer-based organisations is at least as important as doing advocacy for the poor.

### **Pilot or Demonstration projects**

New ideas in policy are not always easy to communicate to those who influence or make decisions, particularly where they involve new or unfamiliar uses of technology. Such ideas are only fully understood when they are demonstrated in action. “Pathfinder” or “demonstrator” projects can therefore be an effective alternative strategy for agriculture policy advocacy. If success can be demonstrated in practice, it can have the dual impact of mobilising further demand and interest and of motivating policy makers to take decisions that encourage replication and scaling-up. Such initiatives can be resource intensive.

## **NEGOTIATION AND LOBBYING AS ADVOCACY TECHNIQUES/TOOLS**

### **What is Negotiation?**

Negotiation is the art of engaging another person in a discussion with the objective of securing an agreement or changing an unfavorable policy.

### **Types of Negotiation**

1. **Soft Negotiation:** This negotiating style places emphasis on maintenance of relationship rather than solving the problem; it entails:
  - Avoiding conflict;
  - Sacrificing own interests and needs;
  - Accommodating others;
  - Note: Negotiator objective is to secure “I lose – you win” outcome
2. **Positional Negotiation:** The other party from onset is perceived as enemy;
  - No effort is made to understand interests and needs of the other party;
  - Coercive tactics (i.e. threats, power-play, abusive language) are adopted;
  - Negotiator is interested in only “I win – you lose” outcome.
3. **Interest Or Need Based Negotiation:** The other party is seen as a partner in finding common solution to a problem. Cooperation is the watch word;
  - Other party’s interests and needs are considered since they are crucial in attaining one’s interests and needs
  - Negotiator seeks “I win – you win” outcome

### **How to Prepare for a Negotiation**

Before you go negotiating, you need to pay considerable attention to the following:

- Your interest and best alternative as well as those for the other partner;
- Consider the importance of both the current and probable future relationship before setting your goal and minimum acceptable outcome;
- The minimum acceptable outcome should never be less than the best alternative to negotiation. Whilst reason for this rule is obvious, most often, it is broken in practice.
- Aim high. If you expect more, you’ll get more. A proven strategy for achieving higher results is opening with an extreme position.

## What Does Lobbying Mean?

Lobbying is one of the many advocacy tools or strategies that seek to influence legislators by providing them with relevant and accurate information on issues they intend to address through legislation. In short, lobbying is an organized attempt by individuals and/or network of organizations to influence stakeholders involved in the preparation and passage of legislations

## Strategies for Effective Lobbying

For effective lobbying, lobbyist (individuals or group of organizations) must undertake and coordinate two distinct types of lobbying activity: **“Inside”** and **“Outside”** lobbying;

1. **“Inside” Lobbying:** This involves consultations with individuals who are directly involved with matters of legislation or pushing similar agenda. It includes a mix of the following activities:
  - Meetings with lawmakers and legislative staff;
  - Providing analysis and information to committees and legislative offices;
  - Testifying in committee; and
  - Negotiating with policy makers and other lobby groups.
  - ‘Using’ close family, friends and other intimate alliances of the policy maker to get him/her to support your position
2. **"Outside" Lobbying:** This type aims at shifting the politics and pressure around the issue to a wider segment of the population through a mix of the following activities:
  - Media activity including news conferences, editorial board visits, and assisting reporters with stories;
  - Local lobbying visits by constituents to their legislators.
  - Building broad and diverse coalitions;
  - Letter writing campaigns to legislators;
  - Grassroots activity such as durbars and rallies,

Greater degree of effectiveness is achieved if the **"outside" lobbying** activities are coordinated with **"inside" lobbying** activity in such a way that they make strategic sense in terms of timing, targeting and messages.

### TIPS FOR EFFECTIVE LOBBYING

**POLITENESS:** Always be polite! Never argue or threaten the other person.

**APPOINTMENT:** Book appointment but do not be disappointed if you are requested to meet a staff person instead of the legislator. Rather establish rapport with such individual.

**TIME CONSCIOUS:** Be on time. Identify yourself and the organization you represent.

**MESSAGE:** Present a clear message. Get your point across in the few possible words; say exactly what you want the policy maker to hear

**SPOKESPERSON:** If you are with a number of fellow lobbyists, choose one person to speak for your group.

**BE FACTUAL:** Use hard facts to support your arguments. Leave supporting documents whenever possible.



**READINESS:** Be prepared for questions. If you have no answer to a question, be honest to admit it and promise to research and provide information later.

**LISTEN:** Be a good listener. Give the one being lobbied a chance to express his/her point of view.

**RECOGNITION:** Give special recognition to legislators who support your course, seek advice from them and solicit their help in reaching other legislators.

**BE FRIENDLY:** If a legislator or staff member expresses opposition to your viewpoint, try to leave on a friendly note so you will have access to them in the future.

**BE GRACIOUS:** Thank the legislator(s) you had the meeting with for taking the time off to listen to your point of view. If the meeting was with a line staff, thank him/her for communicating your viewpoint to his/her boss and if possible, ask for a written reply.

**CAUTION!** Be careful of what you say about legislators, staff members, political parties or other individuals involved with your issue, especially when in hallways or elevators. There are lots of operatives who may know who you represent, but you won't know who they represent.

**APPRECIATION:** Follow up your visit with a thank-you letter. In that letter, restate your case briefly and provide any information you may have promised during your meeting.

**NOTE:** The basic principle of effective lobbying is grassroots pressure. While consulting legislators, lobbying is often ineffective without agitation (i.e. letters, telephone calls, faxes) from the support of people who have something to do with the issue

## **SESSION SIX: ENGAGING POLICYMAKERS AND POLICY MAKING PROCESSES ON AGRICULTURAL ISSUES**

**Overview:** This session focuses on enabling the participants to adequately prepare for their advocacy projects and to effectively engage with relevant stakeholders in the agriculture sector. It introduces participants to the existing platforms that they can take advantage of and effectively engage. It also enables the participants to explore possible platforms that they can create for engagement

### **Objectives are to:**

- Adequately prepare participants and their organisations for their advocacy journey
- Identify existing platforms which participants can engage their policy makers on
- Create relevant platforms to enable them to effectively engage with policy makers in the agriculture sector

**Duration: 4 hours**

### **Preparing for Effective Advocacy Work**

- *Building credibility* (*Individually & organisational*): Transparency, accountability and

inclusion). It is important to build credibility as individual advocates and as organisations or coalitions involved in engaging policy makers. Any dent on your image will affect the effectiveness of your advocacy processes.

- **Research/gathering data on the issue**: the most effective ways of engaging policy makers and other duty bearers is when you back your issues with concrete and credible evidence
- **Mobilising Public Support**: Networking/coalition building. The larger and stronger the voices involved in an advocacy agenda, the more likely the duty bearers will be moved to take action. It is therefore important to take time to mobilise public support for your advocacy issue even before you start engaging with the policy makers.
- **Build relevant relationships**: Relationships open doors and enable you to be granted audience. You need to build relationship with collaborators/allies, the media Development partners as well as the policy makers and their staff

### **Who Can Engage?**

The simple answer to the question who can engage is that anybody at all can engage. Advocacy envisages that all those who are citizens of Ghana, foreigners who are present in Ghana, Ghanaians who are resident outside Ghana can engage. The sets of those who can engage even includes artificial persons such as companies, partnerships, civil society organizations (CSOs), non-governmental organizations (NGOs), International Non-Governmental Organizations (INGO), Community Based Organizations (CBOs), Faith-Based Organisation (FBOs), associations, societies, networks, coalitions, etc.

### **What Platforms Do We Have For Engagement?**

Platforms are avenues through which we can engage with people in authority. These avenues may be created by duty bearers or by the rules governing the operations of the duty bearers. Different duty bearers may create different platforms for engagement. The avenues for engagement may be created by the State or National government or by the Communities and through customs and traditions. Most often, these avenues are created by advocates, including various CSOs. The media also present an important platform for engagement with the policy makers.

### **What platforms are provided by the government / state?**

There are avenues provided by all the three arms of government, the Executive, the Legislature and the Judiciary. Some of these platforms are the following:

- Often, the Executive sets up commissions or committees of enquiries to investigate specific problems identified. The executive has also provided avenue such as meet the press series and people's assembly to dialogue with citizens on problems they face within their various communities. Rights holders can take advantage of these avenues and initiate discussions around issues of interest to them.
- The Legislature works for the most part in various committees and sub-committees. For policy/legislative advocates and ordinary individuals interested in influencing various policymaking or legislative processes, they can engage with the respective Parliamentary select committees at various points of the policymaking process, for advocates who are interested in fighting corruption and promoting transparency and accountability, one committee of interest is the Public Accounts Committee. Other avenues created by the

legislature include opportunities to engage with them through the presentation of memorandum and papers on specific issues before Parliament.

- Judiciary provides the courts as an avenue for engagement with the State and other institutions. Public interest law cases are one of ways through which the courts may be used by ordinary citizens to engage government. In recent times, a forum referred to as the Chief Justice's Forum (CJ's forum) is being used by the Judiciary to discuss progress with regards to the work of the Judiciary. Citizens can take advantage of the CJ's forum to engage on issues of interest.

### **What platforms are provided by the Communities/culture?**

In many communities, festivals and occasions such as Easter provide avenues to engage with duty bearers such as community leaders, chiefs and so forth. Customary ceremonies like outdooring and funerals may present opportunities to engage with duty bearers. However, since these occasions may be full of emotions, the right holders must carefully examine the atmosphere and be certain that doing engaging at these platforms will yield the necessary results. You must be sensitive to the sensibilities of those who are present at the event. For effective engagement, dialogues initiated using such platforms would have to be followed up, using other engagement platforms. Often times it is not possible to have detailed discussions using such platforms.

CSOs or advocates may also engage through meetings they may call. –At such meeting, as much as possible, CSOs must ensure that they stay in control of the programme and deal specifically with the reason for which the meeting was called. It is not uncommon for policymakers to take over meetings called by CSOs/advocates and stay in control to the detriment of the CSOs agenda.

### **Platforms for Engagement in the Agricultural Sector:**

In addition to the existing general platforms for engagements, the avenues in the agriculture sector include:

- The Agriculture Sector Working Group (ASWG)
- The Joint Sector Review (JSR)
- The meetings of the Steering Committee of the Medium Term Agriculture Sector Investment Plan (METASIP),
- The Strategic Analysis and Knowledge Support System (SAKSS) node
- Agriculture Public Private Dialogue Forum (APPDF)
- Food Security Policy Advocacy Network (FOODSPAN)
- Ghana Trades and Livelihoods Coalition (GTLC)

## **SESSION SEVEN: HOW TO GATHER EVIDENCE TO SUPPORT AN ADVOCACY CAMPAIGN**

**Overview:** This session provides participants with the understanding of evidence-based advocacy. It places emphasis on the need to back every advocacy action with credible evidence. It seeks to equip participants with forms of evidence that can be used in advocacy with emphasis on research as the most credible and recognised form of evidence for policy advocacy.

### **Objectives are to:**

- Provide knowledge on the relevance of evidence(s) in advocacy actions

- Gather evidence to back participants ongoing advocacy actions
- Learn how to effectively disseminate advocacy evidence for effective engagement

**Duration: 4 hours**

### **What is Advocacy Evidence?**

Evidence in advocacy refers to any document (print, photos or videos) that can be used to back an advocacy action. In policy advocacy, evidence often refers to the results or output of a policy research process. Individuals and organisations seeking to transform society and to sustain gains over time use evidence to justify the course they are taking. The social transformation intended by evidence-based change advocates is one, which ensures the rights of impoverished and marginalized people.

### **Forms of Advocacy Evidence**

- Evidence that can be used for advocacy may include:
- Findings from media (both conventional and social media) analysis on the advocacy issue
- Videos – including investigative videos
- Case-studies or documented stories from rights holders, usually the poor and vulnerable
- Research findings – scientific, social, development and policy research
- Photos
- Sound bites

Note: Research is viewed as the most credible evidence used to back advocacy actions, particularly at the policy level. The highly professional research findings are most preferred, as the policy makers consider them most credible.

However advocacy actions targeted at the lower governance levels (regional, district and community levels) as well engagement with private sector companies and other duty bearers, a “quick and dirty” research finding could provide enough evidence to back your advocacy action. The use of case-studies/stories, photos and videos could be far more impactful on your stakeholders than some extensive research findings. It is therefore advisable to include such forms of evidence in the extensive researches.

Is any systematic effort to increase the stock of knowledge including:

- Critical investigation and evaluation, theory building, data collection, analysis and codification related to development policy and practice;
- Action research;
- Self-reflection by practitioners oriented towards the enhancement of direct practice.

Two types of research are commonly employed to generate evidence for change advocacy. These are basic social science research and applied research. Basic social science research seeks to identify fundamental factors behind broad categories of social phenomena. Applied research seeks to investigate more specific situations or events, and is often more concerned with the effects of various policies. The type of research to be used as evidence to influence policy will always depend on the type of problem and/or issue the change advocates are seeking to address.

Both basic social science and applied research use various methods and techniques to collect, analyse and interpret information. These can be divided into qualitative and quantitative methods. Quantitative methods involve the analysis of specific measured variables; this contributes to an

understanding of the magnitude or importance of a particular research question. Qualitative methods allow for descriptive analysis of a problem using logic and persuasive argument rather than numbers. This method seeks to explain relationships between variables and responds to the why questions in research.

### **Stages of Research**

Research passes through different stages, including:

1. Definition of the problem that the CSO is seeking to address, including definition of the target (affected group) and elaboration of the magnitude of the problem;
2. Design of the research study;
3. Implementation of the study;
4. Determination of practical applications (policy programmes) and implications;
5. Communication of research findings and implications;
6. Application of results to policy, programming and interventions

Not all kinds of research pass through all of these stages, nor does all research go through the stages rigorously and in order. It is important, however, that research, which intends to generate evidence to influence policy, does go through all of the above stages. Bypassing some of the stages might reduce the integrity and credibility of research results, impacting uptake by policymakers. Evidence has showed that uptake of research by policymakers had been high where all stages had been followed.

Research design influences how accepting policymakers will be of results or evidence generated. Although there is no rule of thumb, experience shows that, where possible, it is better to adopt an interdisciplinary approach in designing a research project to influence policy. Approaching a research question from various perspectives increases the chances that policymakers will use the findings.

### **Some key research design strategies include:**

- Involving the intended audience from the beginning of the research project;
- Understanding the information needs and constraints of the intended audience;
- Inviting inputs into research design;
- Reflecting intended audiences in the actual design.

## **SESSION EIGHT: DESIGNING ADVOCACY CAMPAIGNS USING THE ADVOCACY PLANNING CYCLE FRAMEWORK**

**Overview:** The session advocacy toolkit introduces participants to a process of designing advocacy campaigns using the Advocacy Planning Framework. Participants are taken through a step by step process of how to effectively fill in the various components of the APF. It also shows participants how they can apply the APF.

### **Objectives are to:**

- Support participants to plan practical advocacy projects using the Advocacy Planning Cycle as a Planning Framework
- Learn how to apply the APC in their advocacy campaigns

**Duration: 8 hours (1-day)**

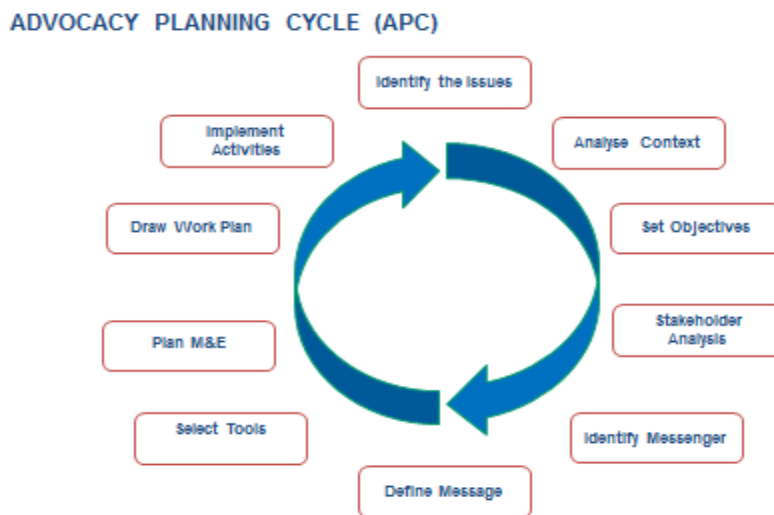
The **Advocacy Planning Cycle (APC)** is a ten-step planning framework that enables advocates to effectively analyse and plan their advocacy campaigns in a systematic way. As illustrated in figure 5, the steps involved in using the APC framework are:

### Step 1: Identify the advocacy issue

Identifying the advocacy issue is a critical step in the advocacy planning process since all other steps and actions depend on it. Ideally the advocacy issue should be identified through a comprehensive consultative process, ensuring that it is the issue prioritised by all key stakeholders (particularly the right holders or your organization’s constituents). Advocacy is more effective when the issue affects the advocates directly or their constituents. It gives the advocates the legitimacy to engage on the issue. The key factors to consider in identifying the advocacy issue include:

- Is the issue affecting you or your constituents negatively?
- Will your life or that of your constituents improve when the issue is addressed?
- Advocacy issues can be extracted from:
  - The research findings
  - Prevailing issues that are affecting you or your constituents
  - Issues trending in the conventional and social media
  - Findings of policy research and evaluations
  - Governments policymaking agenda
  - General public concern

*Figure 5: The Advocacy Planning Cycle (APC)*



### Step 2 Analyse the context

The importance of analysis in advocacy campaigns cannot be overemphasized. Though context analysis is considered a major step in the APC framework, it is not limited to the second step only.

Analysis of context is relevant in every step of the planning and implementation of advocacy campaigns. Step 2 is however the point at which the advocates gather data and do a comprehensive analysis of the entire policy and political context of the selected advocacy issue. The key considerations in this step are information gathering and analysis on:

- What is the root cause of the existing problem?
- How widespread is the issue?
- How long has the problem persisted?
- What has already been done?
- Why is the problem persisting?
- What can be done?
- What are their positions and lines of argument of other interested parties?
- What is the government's position on the issue?
- Is the issue a priority to the current government?
- What are the existing platforms you can engage on this issue?
- Are there funding opportunities for advocacy on this issue?
- Do you have the capacity (resource and technical) to embark on this advocacy process?

### **Step 3: Set your advocacy objectives**

Like any other project, it is important that you determine the focus of your advocacy campaign. The objectives must be SMART (Specific, Measurable, Achievable, Realistic and Time-bound). The questions to consider at this step are:

- What do you want to achieve?
- When do you want to achieve it?

It is advisable to have a major objective and sub-objectives that will enable you to easily assess your progress. Have a clear objective for each target audience, what exactly do you want to achieve from them?

### **Step 4: Conduct stakeholder analysis**

It is important to know all the actors involved in dealing with a particular advocacy issue. This is because they all the actors will have a role to play in one way or the other, in favour or against your advocacy campaign. The stakeholders for any advocacy campaign include: Duty bearer/decision makers, your constituents/rights holders, opponents, allies and collaborators. The questions to consider in this step are:

- Who has responsibility to address the issue?
- Who are being affected by the issue?
- Who are benefiting from the issue?
- Who are already engaging on the issue?
- Who are in favour of our line of argument?
- What are the power relations among the various stakeholders
- What are the levels of influence of other advocates?
- Is there the need for a coalition?
- If yes, who should be involved in the coalition?

Develop profile for your key stakeholders – who are key among your stakeholders? Who are they? What are their strengths and weaknesses? What are their values and interests? What are their levels of power and influence?

### **Step 5: Identify the Messenger**

The messenger is a critical component of your advocacy campaign. S/he represents the 'face' of the campaign. It could be you or someone else; your organization or a coalition. For the messenger to be taken seriously, s/he should have enough: Credibility, Power, resources, influence or support. Critical considerations for the selection of the messenger include:

- Who do the key decision-makers want to hear? Or who will they listen to?
- The messenger should have a good understanding of the advocacy issue.
- The messenger should be passionate about the issue?
- The messenger should have enough credibility
- The messenger should have enough power and influence.
- The messenger should be seen and known to be neutral; not be perceived to belong to any faction or political party
- The messenger should be courageous and eloquent
- The messenger should have the legitimacy to represent the rights holders or your constituents.

### **Step 6: Define the advocacy message**

This process is about shaping and delivering the message in a way that is understandable, attractive and convincing for the target audiences in the current policy process. It involves choosing parts of the research or analysis that would interest or get a response from the key target audiences and presenting them in formats and ways to get you and your audience into the debate and therefore, begin the two-way process of negotiation that is advocacy.

The advocacy message spells out what we want to say to the decision maker. It is an expression of our position on the issue and outlines your argument to influence change. The key question in this step is: What shall we ask from various duty bearers? This is because various duty bearers may have differing responsibilities and roles to play in addressing the issue. The messages as well as their packaging and mode of communication should be tailored to suite specific target audience.

### **Considerations in this step include:**

- Know your target audience - perspectives, interests, positions, hopes and fears, how they talk about the issue
- Develop an audience profile – who do you need to target? Who are they? What are their strengths and weaknesses? What are their values and interests? What are their levels of power and influence? What is their position on the advocacy issue?
- Have a clear objective for each target audience, what do you want from them?
- Shape various messages to suite various audiences – focus & language
- Format/Packaging – should be tailored to suite various audience e.g. policy study/brief, radio campaign or newspaper article
- Determine suitable mode of delivery for various audience – e.g. publication or presentation
- Consider the possible responses you will receive from these audiences and factor them in your message
- Present the tip of the iceberg – from all of the research data/evidence you have collected, what's the most sticky, gripping
- Keep it simple, at the beginning – the questions will come after, you will get to present/draw on the rest of the iceberg
- Get them into the issue/research – do not just present your issue/research
- Present a solution or options of solutions – your message should not only stress on the problem but should include proposals on possible solutions to the problem, emphasizing on your preferred solution.



### **Step 7: Select Advocacy tools**

There is the need to have a set of advocacy tools in one's toolbox and depending on the advocacy issue at stake and the context; the advocate determines which of the tools is most suitable to yield the needed results. Considerations for this step include:

- **Target Audience:** The target audience profile should be considered in the choice of advocacy tools, various tools could be targeted to suit particular audience.
- **The message:** not all advocacy tools will be suitable for all messages. The choice of tool should be tailored to suite the advocacy message, particularly the package and mode of transmission of the message.
- **Cost:** the cost of applying particular advocacy tool should be considered in choosing an advocacy tool. As much as possible select tools that deliver results at low costs
- **Timing:** various advocacy tools may be adopted at different stages of the advocacy process. For instance dialogue is more suitable at the early stages and more activist approaches such as rallies may be used after persistent dialogue and media campaigns have not yielded any results.

### **Step 8: Develop Monitoring and Evaluation Plan**

Developing an M&E plan enables you to monitor and track the progress of your advocacy project. It begins with the setting of SMART objectives. Other considerations include:

- Set milestones and targets
- Determine the outcomes – the changes you want to achieve with your campaign
- Outline your outputs – the products of your campaign
- Set outcome and output indicators that will enable you measure your results
- Determine how and when data will be collected
- Determine the mode of data analysis
- How will you report on the project – format, frequency and to whom?
- Who will be responsible for monitoring and evaluating the campaign?
- When will evaluations be conducted and by who?

### **Step 9: Draw Advocacy Work Plan**

The work plan should outline all the activities to be conducted under your advocacy project, when it should be done, who should be responsible; how it should be done and the resources that will be required for particular activities. Figure 6 provides a sample format for the work plan.

Figure 6: Work Plan

Action Planning				
What will be done - Activity	When it will be done - Date	Who will do it - Responsible	How will it be done?	Resources Needed

**Step 10: Implement Advocacy Activities**

This step is actually not a planning step but it makes the cycle complete. The implementation step is where all the planned activities are put into action. It includes the implementation of the monitoring and evaluation plans. Evaluations of advocacy campaigns may recommend some advocacy issues to be considered in the identification of issues stage for the cycle to continue.

**SESSION NINE: MONITORING AND EVALUATION OF ADVOCACY CAMPAIGNS**

**Overview:** Advocacy campaigns, like all other development interventions should be result oriented and its outcomes should be monitored and evaluated. The monitoring and evaluation of advocacy campaigns will enable accountability and learning. It looks at how to monitor and evaluate advocacy and learn from our experiences. It explores some of the challenges inherent in monitoring and evaluating (M&E) advocacy work, and the approaches that can be used. Participants will learn how to develop a Monitoring, Evaluation, Accountability and Learning (MEAL) framework for advocacy, how to construct advocacy objectives and indicators and what types of evidence and data to collect.

**Objectives are to:**

- Identify the importance of monitoring and evaluation in achieving advocacy goals.
- Understand challenges and approaches to monitoring and evaluating advocacy work
- Understand how to monitor and evaluate advocacy campaigns.

**Duration: 4 hours**

**Why is Monitoring and Evaluating Advocacy Important?**

Monitoring and evaluating advocacy is important for performance management, learning and accountability. It enables you to understand what factors and approaches lead to change, helps you improve your advocacy strategies, and enables you to be accountable to donors and internal and external stakeholders. Ongoing monitoring and real-time information gathering are particularly important for advocacy as political opportunities can change quickly, requiring you to react and

‘course correct’ your strategy swiftly. Advocacy evaluation can also help donors understand the complexity of policy change and manage expectations about what grantees can accomplish in what timeframes. You should consider monitoring and evaluation when you are planning an advocacy strategy. This will ensure that everyone working on the strategy has a shared understanding of what your strategy is trying to achieve and how success will be measured and documented.

### **Who is responsible for monitoring advocacy?**

Advocates and campaigners are responsible for the day-to-day M&E of an advocacy initiative, such as documenting their activities and monitoring evidence of changes in the policy environment. M&E specialists can help advocates develop advocacy Monitoring Evaluation, Accountability and Learning (MEAL) frameworks, advise on data collection methods and tools, and ask critical questions to assess the strength of evidence about an advocacy initiative’s contribution to policy change.

### **What are some of the challenges in monitoring and evaluating advocacy?**

As an advocate or a campaigner, you know that advocacy initiatives are typically complex, and involve a number of players, often working in coalition. The policy process is influenced by many factors and influences, many of which are beyond our control. Advocacy strategies are rarely static and typically evolve over time. Strategies and objectives can shift quickly depending on changes in political opportunities. Policy change is also a long-term process. Accordingly, advocacy initiatives often take place over long periods of time, and policy changes may only become apparent after an advocacy initiative has ended. Decision makers, who are usually the direct targets of our advocacy work, can be our adversaries in some cases. This can have implications for data collection, and gaining honest feedback from policy makers. We will explore these challenges in the following sessions.

### **How we can monitor and measure advocacy**

- a. ***Track and measure intermediate outcomes*** - Advocacy takes a long time and policy change may become apparent only after the advocacy initiative has ended. Equally, advocacy initiatives do not often achieve exactly what they intended to achieve. For instance, you may have not achieved the budget change you advocated for, but you might have built some key relationships with the Ministry of Finance and built the capacity of other civil society organisations (CSOs) to do budget tracking. As the process of influencing policy change and translating policies into practice can be a very long and iterative one, it is important that we document incremental progress towards our advocacy objectives to ensure that we are moving in the right direction. In order to measure progress towards your final advocacy objectives and assess what you have achieved on the way, you need to define, track and measure intermediate outcomes.
- b. ***Document your activities and collect multiple sources of evidence*** - Even if it is hard to establish absolute scientific evidence that our advocacy intervention influenced a policy change, there are things that you can do to get around this challenge. It is important that you document your activities on an ongoing basis and collect evidence of the policy changes they may have inspired. As much as possible, you should aim to collect multiple sources of evidence (anecdotal, documentary and evidence from different sources) to build a credible evidence base to support your judgements of influence ongoing monitoring and real-time evidence gathering are particularly important for your advocacy strategy. Political opportunities are changeable, requiring you to react and ‘course correct’ your strategy swiftly.

- c. ***Use policy experts as sources of information*** - You may find it challenging to get ‘honest’ evidence from your direct advocacy targets about the factors shaping their choices. One solution could be to try to consult other policy experts or ‘bellwethers’ who are not directly linked to the policy process that you are engaging in. Bellwethers are knowledgeable thought leaders whose opinions about policy issues carry substantial weight and predictive value in the policy agenda, and who know the issue and context well (Harvard Family Research Project, 2007). The ‘bellwether’ methodology provides information about an advocacy strategy’s success to date and information for shaping its future strategy. The method was developed to determine where a policy issue or proposal is positioned on the policy agenda, how decision-makers and other influential actors think and talk about it, how likely they are to act on it, and how effectively advocates have increased an issue’s visibility (Harvard Family Research Project, 2007).
- d. ***Measure contribution:*** As discussed above, there are challenges in attributing policy changes directly to our advocacy work and we can only realistically measure the extent to which we contributed to or influenced a policy change. The evidence you collect will help you or an external evaluator assess your contribution to the policy outcomes. Contribution analysis assesses the contribution an intervention made to observed outcomes that were achieved. It involves identifying the specific role that you played and the contribution you made. This is also important if you worked in a coalition or a network. Alternative explanations for what may have caused the policy change should also be assessed, and the evidence supporting these explanations weighed up. Good contribution analysis is often a comprehensive evaluation process that takes time and resources. If you are having difficulties in collecting all the necessary information yourself, or coming up with alternative explanations, or if different lines of evidence point in different directions, an external evaluator can help you to answer the contribution question (Mayne, 1999).

To enable us to conclude that an advocacy initiative has influenced a policy decision, we would need a ‘credible performance story’. Such a story would include:

- a. a well-articulated presentation of the advocacy initiative’s/campaign’s context and its aims
- b. a plausible theory for how the policy change happened
- c. evidence that there is an association between the advocacy initiative’s activities and the outcomes that have been achieved
- d. an explanation of how the alternative explanations (for the outcomes came about), have been ruled out or had a limited influence

## REFERENCES

1. Court J.,E.Mendizabal,D.Osborne and J.Young (2006) Policy Engagement:How Civil Society Can Be More Effective.ODI.London.
2. Daniel Start and Ingie Hovland (2004) Tools for Policy Impact: A Handbook for Researchers. London
3. Earl,S.,F.Carden and T.Smutylo (2001).Outcome Mapping:Building Learning and Reflection into Development Programs.IDRC.Ottawa.
4. Howlett, Michael and M. Ramesh (1995). Studying public policy: Policy cycles and policy subsystems. Oxford: Oxford University Press. - Chapter 1: Policy science and political science, p.2-15.
5. Ingie Hovland (2005) Successful Communication: A Toolkit for Researchers and Civil Society Organisations. London: Research and Policy in Development Programme/Overseas Development Institute. Available on the World Wide Web. URL: [www.odi.org.uk/publications/rapid/tools2.pdf](http://www.odi.org.uk/publications/rapid/tools2.pdf) [16 June 2006].
6. Ingie Hovland (2005) Successful Communication: A Toolkit for Researchers and Civil Society Organisations. London: Research and Policy in Development Programme/Overseas Development Institute. Available on the World Wide Web. URL: [www.odi.org.uk/publications/rapid/tools2.pdf](http://www.odi.org.uk/publications/rapid/tools2.pdf) [16 June 2006].
7. John Hopkins School of Public Health. “A” Frame for Advocacy. Available on the World Wide Web. URL: <http://www.infoforhealth.org/pr/advocacy/> [29 Feb 2004].
8. Mayers,J.and S.Vermeulen (2005) Stakeholder Influence Mapping.Power Tools Series.IIED. London.
9. Mayne, J. (1999) Addressing Attribution Through Contribution Analysis: Using Performance Measures Sensibly, Office of the Auditor General of Canada, [http://www.oag-bvg.gc.ca/internet/docs/99dp1\\_e.pdf](http://www.oag-bvg.gc.ca/internet/docs/99dp1_e.pdf)
10. Mendizabal,E.(2006) Building Effective Research Policy Networks:Linking Function and Form.ODI Working Paper 276. London
11. Overseas Development Institute (2004) Bridging Research and Policy in International Development: An Analytical and Practical Framework. Research and Policy in Development Programme Briefing Paper No. 1. Available on the WorldwideWeb.URL:[http://www.odi.org.uk/RAPID/Publications/Documents/rapid\\_bp1\\_web.pdf](http://www.odi.org.uk/RAPID/Publications/Documents/rapid_bp1_web.pdf) [March 18, 2005]

12. Prevention Institute. Developing Effective Coalitions: An Eight Step Guide. Available on the World Wide Web. URL: <http://www.preventioninstitute.org/pdf/eightstep.pdf> [29 Feb 2004].
13. Research and Policy in Development Programme/Overseas Development Institute. Available on the World Wide Web. URL: [http://www.campaignforeducation.org/resources/Dec2004/Tools\\_handbook\\_final\\_web.pdf](http://www.campaignforeducation.org/resources/Dec2004/Tools_handbook_final_web.pdf) [23 May 2005].
14. Suma Kaare, Naved Chowdhury and Vivian Kazi, 2007, Resource Pack for Trainers on Evidence-Based Policy Advocacy in East Africa
15. The Centre for Development and Population Activities (1999) Advocacy: Building Skills for NGO leaders. The CEDPA Training Manual Series. Volume IX. Washington: CEDPA. Available on the World Wide Web. URL: [www.cedpa.org/files/666\\_file\\_advocacy\\_english\\_all.pdf](http://www.cedpa.org/files/666_file_advocacy_english_all.pdf) [16 June 2006].
16. Women in Law and development – Ghana, The Local Legislation Process
17. Young and Quinn, 2002, Writing Effective Public Policy Papers.

**Annex E: Training In Operations Management  
For Designated Non-State Actors in the Agricultural Sector**

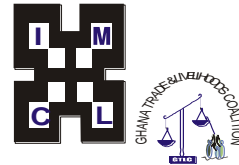
**(Participants' Handouts)**



**USAID | GHANA**  
FROM THE AMERICAN PEOPLE



**FEED THE FUTURE**  
The U.S. Government's Global Hunger & Food Security Initiative



**Agriculture Policy Support Project**

# **TRAINING IN OPERATIONS MANAGEMENT FOR DESIGNATED NON-STATE ACTORS IN THE AGRICULTURAL SECTOR**

## **PARTICIPANTS' HANDOUTS**

**Developed and Delivered by Integrated Management Consult Ltd. in  
association with Ghana Trade and Livelihood Coalition**



**AUGUST 2015**

# OPERATIONS MANAGEMENT

Topics Discussed:

- Strategic Objectives
- Programme design and development process
- Planning and Controlling
- Budgeting
- Resource mobilisation
- Programme Implementation
- Procurement

After the session, participants will be able to:

- Outline strategic objectives of their organisations.
- Provide the structure of a process for designing, developing and implementing programmes.
- Develop activity-based budgeting.
- Link inputs to objectives.
- Develop a resource mobilisation strategy.
- Explain a basic procurement process.

## **Operations Planning and Management**

This part of the plan provides the more detailed specifics regarding the aims set out in long-term and medium-term planning activities. It should provide a more detailed account of how each objective will be achieved, how it will be delivered and what resources will be required to meet each objective. These details should be demonstrated as a clear breakdown of all the tasks involved for each project, such as designated staff members, their training needs or equipment or policies that may need to be in place. You should also set the objectives in terms of their priority and assign timescales for stages of progress and completion. This section should also include the criteria that will be used to monitor and evaluate the progress of each task so that the successes and failures can be recorded and used to influence future planning.

Operations management refers to the process of providing leadership, organisation, and controls for operational planning.

Specifically, the Operational Plan includes:

- Organisation/Department (budget unit) name, number, and description (mission and goals);
- Program name and authorization for each program in budget unit;
- Program description (including mission, goals, and activities) for each program in budget unit;
- Programme objectives (with link to strategic plan) for each program in budget unit;
- Programme performance indicators for each objective for each program in budget unit;
- Organisation and program structure chart for budget unit; and
- Program contact person(s).

## **Format: Outline of Operational Plan Components**

### **Organization Name:**

Organization mission statement

Organization goals

### **Program A Name**

**Program A Authorization** (Primary constitutional, statutory, and/or other citations)

### **Program A Description:**

Program mission statement

Program goals

Description of program activities

Programwide performance information (optional)

### **Program A Objectives:**

Objective No. 1

Strategic link

Performance indicators

Objective No. 2

Strategic link

Performance indicators

Objective No. 3

Strategic link

Performance indicators

### **Program B Name**

**Program B Authorization:** (Primary constitutional, statutory, and/or other citations)

**Program B Description:** (Mission statement, goals, activities description, and optional program-wide performance information)

### **Program B Objectives:**

Objective No. 1

Strategic link

Performance indicators

Objective No. 2

## OBJECTIVES

### What are objectives?

- They are statements of what an organisation intends to accomplish within a specific time frame
- Objectives are focused on achieving organisational mission. They should be linked to the mission
- Objectives should be SMART + C
  - They are *specific*. Detailed, particular, and focused. That is, they tell *how much* (e.g., 40%) of *what* is to be achieved (e.g., what behavior of whom or what outcome)
  - They are *measurable*. Quantifiable, and a standard for comparison. Information concerning the objective can be collected, detected, or obtained from records (at least potentially).
  - They are *achievable* or *action-oriented*. Performing, operating, producing results. Not only are the objectives themselves possible, it is likely that your organization will be able to accomplish.
  - They are *relevant* or realistic to the mission. Practical, achievable, accurate, and possible. Your organization has a clear understanding of how these objectives fit in with the overall vision and mission of the group.
  - They are *timed*. Time-and-resource constrained – scheduled, regulated by time, a finite duration of activity, extent of resources allowed, and deadline. Your organization has developed a timeline (a portion of which is made clear in the objectives) by which they will be achieved.
  - They are *challenging*. They stretch the group a bit to get them accomplished

SMART goals ensure that all necessary elements are included for creating actionable, well-planned and achievable goals.

- Objectives can be:
  - Immediate Goal
  - Mid-term and
  - Long-term

### Examples of Objectives

#### Objectives developed by an adolescent substance abuse prevention initiative NGO

- By the year 2018, the use of alcohol among 12-17 year olds in Ghana will be reduced by 50%.
- By the year 2018, the smoking of cigarettes among 12-17 year olds in Ghana will be reduced by 80%.
- By the year 2018, the reported level of sexual abstinence and postponement of initial sexual intercourse among 12-17 year olds will be increased by 20%.
- By the year 2015, the estimated pregnancy rate among 12-17 year olds will be reduced by 25%.

Objectives are set to:

- establish direction;
- identify results;
- improve teamwork; and
- heighten performance

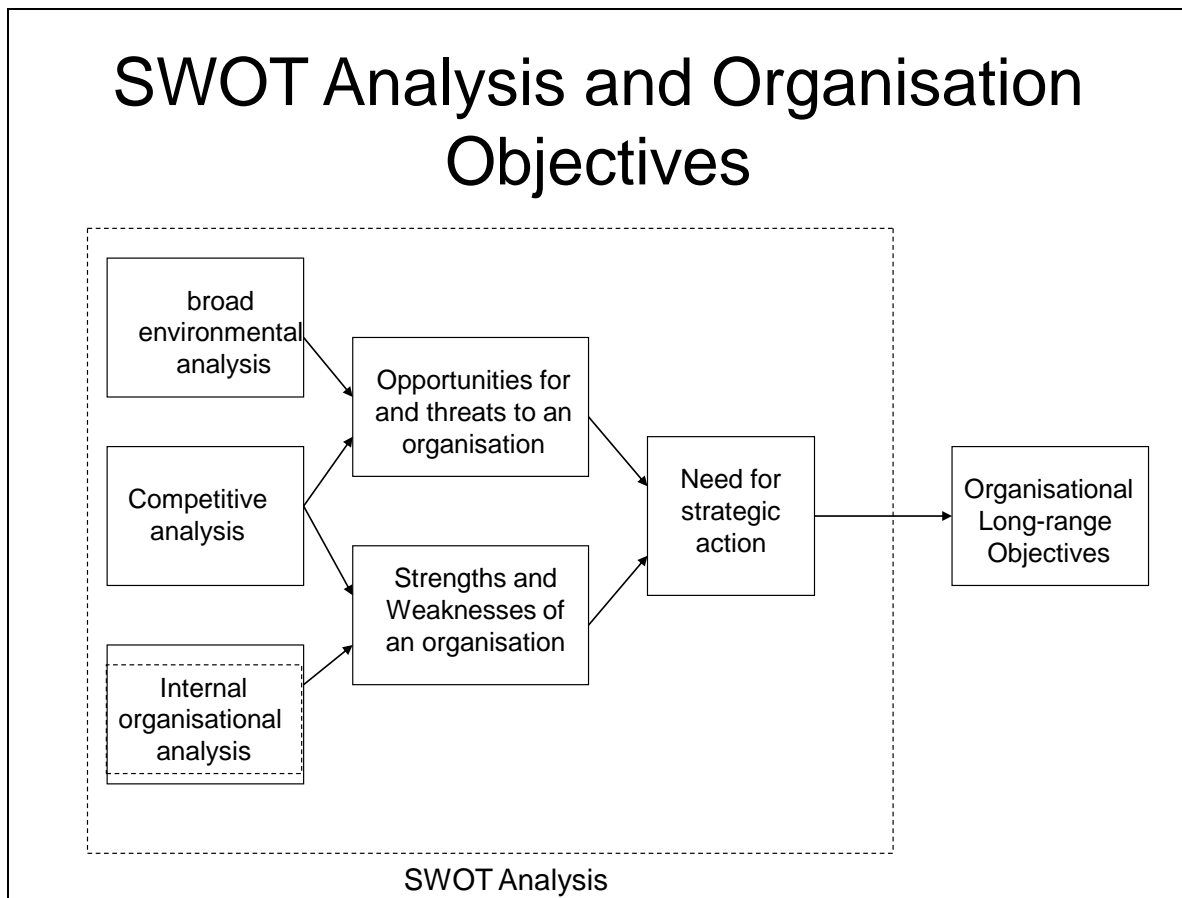
Objective setting enables the creation of attainable, actionable and rewarding goals that lead to positive results. Creating objectives involves a four-task process:

1. identify opportunities for goals;
2. write goal statements;
3. develop goals; and
4. formulate action plans.

### Establishing Strategic Objectives

Long-range objectives specify the results desired in pursuing the organization’s mission and normally extend beyond the current fiscal year of the organization. Short-range objectives should follow logically from long-range objectives.

**FIGURE 1: SWOT Analysis and Organization Objectives**



Short-range objectives, sometimes called “annual objectives,” are performance targets normally covering one year or less, designed to achieve the organization’s long-range objectives.

Ideally, an organization’s long-range objectives should match its strengths to opportunities, minimize its threats to the organization, and eliminate its weaknesses in the organization. Thus, an organization’s long-range objectives should be directly impacted by the SWOT analysis. Figure 1 illustrates the interrelationships between the components of the SWOT analysis and organizational long-range objectives. Organizational long-range objectives should support the organization’s mission, and they need to be established for every area of the organization where performance directly influences its survival and success.

### **Developing Objectives**

Objective development expands objective statements to provide context and substance for expected results and benefits. The steps to effective goal development are:

- classify goals by type – essential, problem-solving, innovative;
- prioritize within each type;
- establish standards of performance – minimal, acceptable, outstanding
- identify obstacles to goal achievement – physical, conditional, psychological
- determine WIIFM (what’s in it for me?) – to provide personal motive to ensure motivation.

### **Establishing Short-Range Objectives**

Long-range objectives are essential to guide the selection of corporate and unit strategies. However, they do not provide the detail necessary to guide daily operations. This is accomplished by short-range objectives, which provide the guidance necessary for daily operations by establishing specific performance targets.

Short-range objectives at any level in the organization should be derived directly from the organisation-wide long-range objectives. The differences are that the short-range objectives usually focus on a time frame of one year or less, they are very specific, and they are almost always quantifiable.

One key to ensuring that short-range objectives are derived from long-range objectives is to use the cascade approach to setting objectives. Normally, the steps in this process are as follows:

1. The objective-setting process begins at the top of the organization with a statement of purpose and mission.
2. Long-range objectives are established to achieve this purpose and mission.
3. Long-range objectives lead to the setting of short-range objectives (performance targets) for the overall organization.
4. Long- and short-range objectives are established for each unit, major division, or operating unit in the organization.
5. Long- and short-range objectives are established for the functional areas (e.g. marketing, finance, production) in each unit, major division, or operating unit.

6. The same objective-setting process continues on down through the organizational hierarchy.

This cascade approach does not imply “autocratic” or “top-down” management. It merely assures that the objectives of individual units are in phase with the objectives of the total organization. It coordinates the entire objective-setting process. Actually, participation in setting objectives by the managers responsible for achieving them facilitates their accomplishment and should be encouraged by senior management.

From a practical standpoint, it usually works well to involve the next lower level of employee. Actively involving the next lower level of employee does not alter who is ultimately responsible, but it does generate additional inputs, ensure consistency, and foster commitment.

### **Mix of Organizational Objectives**

No one mix or combination of long-range objectives is applicable to all organizations. The type of objectives that are established depends on the nature of the particular organization.

The mix of organizational objectives is influenced by the mission, the SWOT analysis, and the mix of objectives from previous years. The degree of achievement of prior objectives influences the aspiration level of the management team and often serves as a starting point for determining the mix and exact nature of objectives for a future time period.

Objectives should be expressed as clearly as possible and in quantitative terms whenever possible. The following items provide potential areas and examples for establishing objectives for most organizations:

1. Customer Service. Expressed in terms of delivery times or customer complaints. Example:
  - a. To reduce the number of customer complaints by 40 percent over the next three years.
2. Financial Resources. Expressed in terms of the capital structure, cash flow, working capital, dividend payments etc. Examples
  - a. To increase working capital to GH¢10 million within five years.
  - b. To reduce long-term debt to GH¢8 million within three years.
3. Human Resources. Expressed in terms of rates of absenteeism, turnover, or number of grievances. Also can be expressed in terms of number of people to be trained or number of training programs to be conducted.
  - a. To reduce absenteeism by 8 percent within three years.
  - b. To conduct a 40-hour supervisory development program for 300 supervisors at a cost not to exceed GH¢450 per participant over the next four years.
4. Organizational Structure. Expressed in terms of changes to be made or projects to be undertaken. Example
  - a. To establish a decentralized organizational structure within three years.

5. Productivity. Expressed in terms of a ratio to input to output or cost per unit of production.  
Example:

- a. To increase the number of units produced per worker by 10 percent per eight hour day over the next three years.

❖ **Exercise on formulating organizational objectives:**

**Participants are put into Groups and guided to formulate/review objectives for their organizations for period the last quarter of the year, 2015.**



## **PROGRAM DESIGN AND DEVELOPMENT**

A properly planned program addressing the real needs of target groups cannot be achieved without a full and accurate analysis of the existing situation. The existing situation has to be interpreted in the light of the interests and activities of parties concerned, who often see it in completely different ways.

There are different ways of analyzing a situation. Studies carried out by consultants will give answers to the questions posed by the consultants. Interviews with representatives of concerned groups and organisations will reveal their perceptions. A gathering of these representatives with the consultants will arrive at a shared analysis, which is the aim of the exercise. These methods are complementary and will lead to a single 'image of reality' which will provide the basis for devising projects with objectives that are accepted and supported by all parties concerned.

Three steps are important:

- Analysis of the problems (image of reality);
- Analysis of objectives (the image of an improved situation in the future);
- Analysis of strategies (comparison of different 'chains of objectives').

The result of these three steps, which form the identification phase, is the selection of a set of objectives which will be worked out during the formulation/appraisal phase.

In order to ensure that the design of a program dovetails with the real needs of the target group, the problems, objectives and possible choices of strategy have to be analysed, preferably in conjunction with the various players involved.

### **Analysis of Problems**

#### **GUIDING QUESTIONS**

##### **The real big questions:**

- What business are we in?
- What is possible for this organisation?
- What is our uniqueness?
- What is important to our success?

##### **Key tactical questions:**

- When do we create value for our constituents and for ourselves?
- Where are the areas of greatest opportunity?
- How much money do we want to make? How much satisfaction do we want for our constituents?
- What do we have to do to sustain optimal levels of performance?

### True Operational questions:

- What needs to be done?
- What gets priority?
- Who will do this and by when?
- What is the best way to complete the steps?

### ANALYSIS PHASE

Conduct stakeholders analysis

- Identify groups, people, institutions
- Identify key problems, constraints, opportunities
- Requirements for continued support of project and appropriate participation mechanism
- Conduct institutional appraisal (SWOT)

### Stakeholder Analysis

A process that can be employed to systematically gather and analyse qualitative information to determine whose interests should be taken into account when developing strategy

### Major steps in stakeholder analysis

Plan the process.

Determine which tools/frameworks you will use.

Identify key stakeholders.

Collect and record information from stakeholders.

Complete the stakeholder table.

Analyse the stakeholder table.

Use the information.

### Stakeholder analysis tools

Name of Stakeholder	What they expect from us	What will happen if we do not deliver?	Degree of importance (1=Low; 3=High)

Stakeholder Group	What is their stake?	Requirements for their continued support of the project	Appropriate participation mechanism

Stakeholder Group	Perception of problem & ways to resolve	Commitment to resolving problem	Influence on us (Organization)	What we need from them	How we have dealt with them in the past	How important are they?

Identifying opportunities for goals. Look at:

- Broad District/Municipal/Metropolitan/Regional desires.
- Community/village desires.
- Town desires

Distinguish between:

- Essential goals – those that **must** be accomplished for satisfaction of constituents and the success of the organisation.
- Problem-solving goals – those that **ought** to be done to current ineffective conditions and thereby produce better results.
- Innovative goals – which should be achieved in order to make something good even better (faster, cheaper, safer, easier). These are described as **nice** to be done.

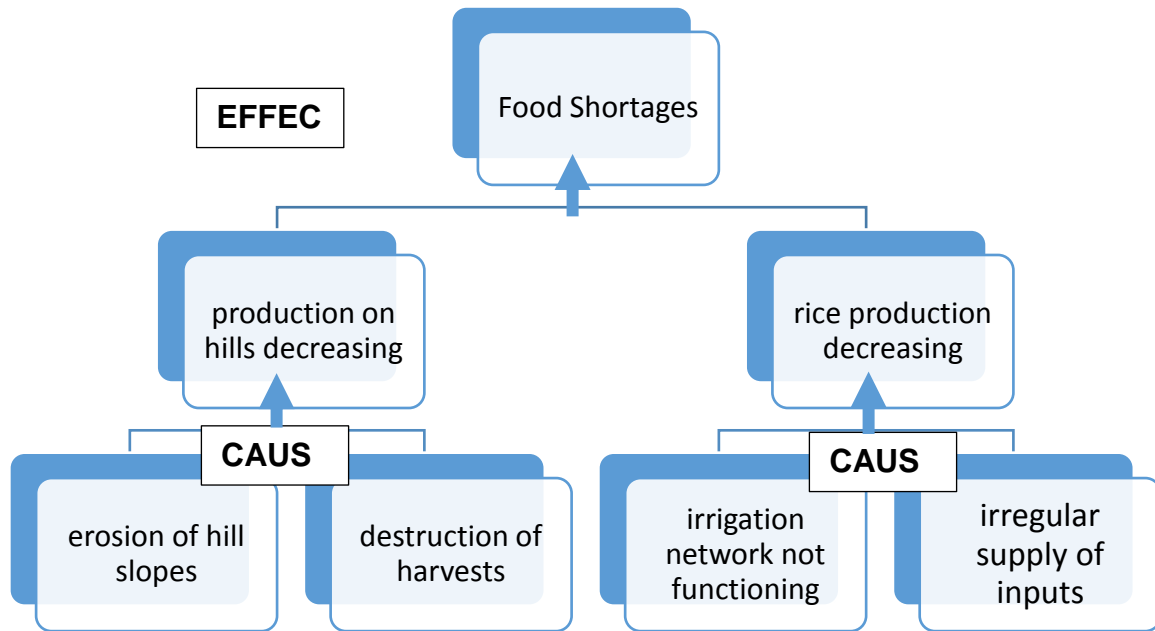
## 1. PROBLEM ANALYSIS

Conduct problem analysis. Problem analysis is of major importance for planning, since it governs the design of a possible operation. The suggested procedure is

- Precise definition of the framework and subject of analysis;
- An analysis of parties involved;
- Identification and formulate of problems and establishment of a hierarchy;
- Determine and illustration of cause and effect relationships in a diagram.

The value of the diagram below increases if it is prepared at a meeting or workshop of those concerned (and who therefore know the problems) led by a person who understands the group's dynamics and way of working ( a moderator). This approach can be combined with others such as technical, economic or social studies, the results of which may complement the analysis of the group.

## Diagram of Problems



## 2. ANALYSIS OF OBJECTIVES

Conduct analysis of objectives

- Develop objectives from identified problems
- Identify means to end relationships
- Identify clusters of objectives
- Determine project strategy

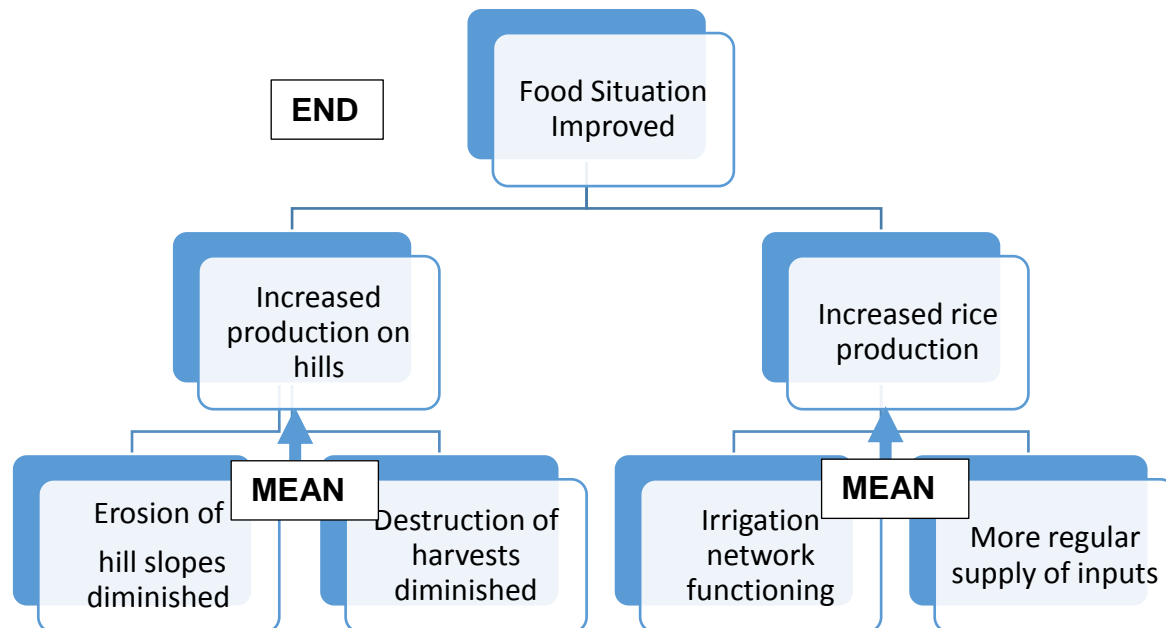
Having carried out a number of studies and analysed the problems, the next step is to set the objectives. Analysis of objectives is a methodological approach employed to:

- Describe the situation in the future once the problems have been remedied;
- Verify the hierarchy of objectives;
- Illustrate the means-end relationships in a diagram.

The 'negative situations' of the problems diagram are converted into 'positive achievements'. For example, 'low agricultural production' is converted into 'increased agricultural production'. These positive achievements are presented in a diagram of objectives showing a means-end hierarchy. The diagram provides a clear overview of the desired future situation. Often such a diagram shows

some objectives that cannot be achieved by the project envisaged, and so a choice has to be made (see strategy analysis).

### Diagram of Objectives



Furthermore, some objectives may prove to be unrealistic, so other solutions to the problem need to be found or the attempt to solve it has to be abandoned. If, for example, the solution to the problem ‘too many mosquitoes’ is the objective ‘reduced number of mosquitoes’, and a feasibility analysis shows that this objective is not feasible, one might find an alternative solution in ‘increased resistance of population concerned’. Alternatively, there is the choice of not tackling the problem, failing an adequate solution.

### 3. STRATEGY ANALYSIS

This step involves:

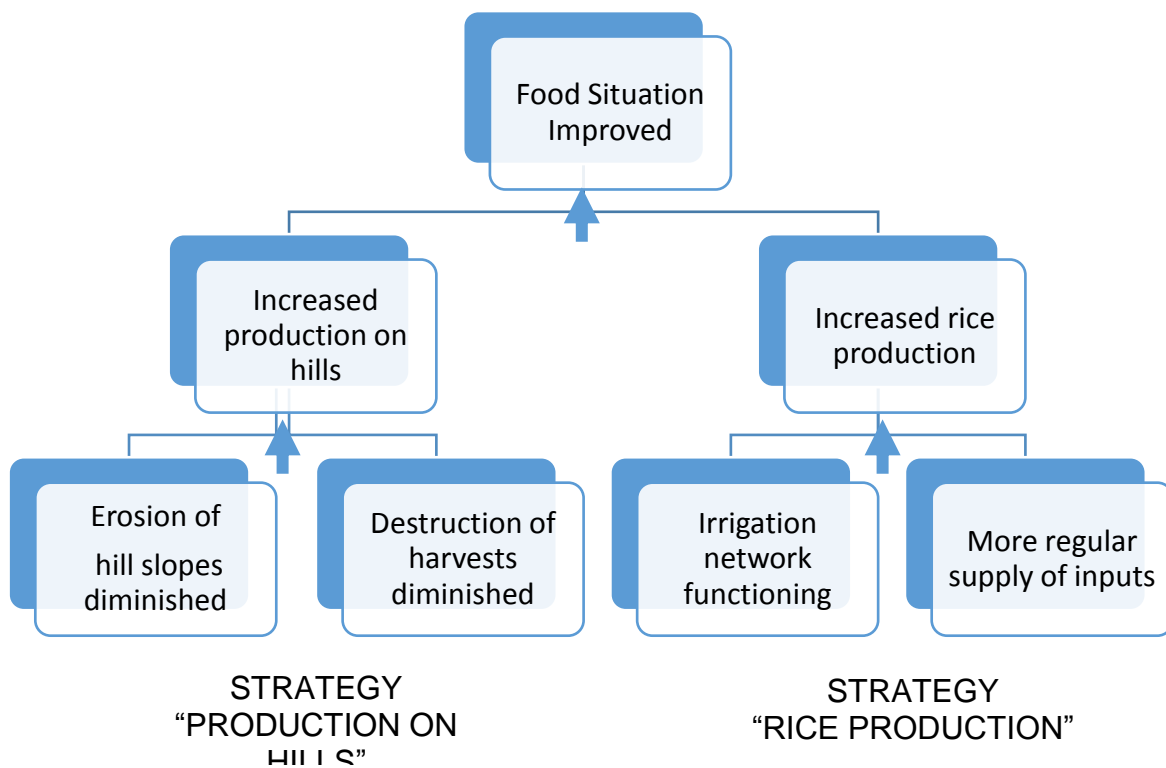
- Identification of the different possible strategies to achieve the project purpose;
- Choice of project strategy.

In the diagram of objectives, the different clusters of objectives of the same type are called strategies. One or more of them will be chosen as the strategy for the future operation. The most pertinent and feasible strategy is selected on the basis of a number of criteria, for instance, priorities of those concerned, budget available, relevance of strategy, likelihood of success, period of time to be covered, etc.

These criteria will be used to weigh the alternative strategies and choose one or more for future action; they are established by the parties concerned, primarily the decision-makers (Government and donors) but without overlooking the importance of the priorities of the main protagonists, the beneficiaries themselves.

The choice of one or more strategies will usually be made after the project purpose has been detected. The choice is made by comparing a number of objectives at the same level; a project purpose high in the hierarchy of objectives often entails a multi-component program whereas a purpose lower down in the scale would call for a smaller project.

### Analysis of Strategies



#### 4. PLANNING PHASE

- Define intervention logic (High level objectives to which the project contributes; Specific objectives; Outputs of activities that achieve the project purpose; tasks executed as part of the project)
- Project elements, measurable objectives, test internal logic
- Specify assumptions and risks
- Conditions likely to affect project's implementation but which are outside project management control
- Identify indicators
- Identify ways to measure achievement of progress

- Formulate indicators
- Defines means of measurement

## **Structure of the Logframe**

### *Vertical logic*

Identifies what the project intends to do

Clarifies causal relationships

Specifies important assumptions and uncertainties beyond project manager's control

### *Horizontal logic*

Relates to measurement of effects of, and resources used by the project

Indicators and means of measurement

Narrative

- Description of logic at each of the four levels

Indicators

- Measurable indicators at each level of the narrative

Measurement

- Means by which indicators will be recorded

Assumptions

- Risks and constraints which could affect progress or success of the project

## **Completing the Logframe**

- Work vertically down the first column (Narrative)
- Start to complete the assumptions
- Complete the second and third columns working across the matrix for each level of the project hierarchy

## **Assumptions and Risks**

- External factors affecting project implementation and long-term sustainability
- Build mechanisms into project's design either to deal with them or monitor effect
- Some will be critical to project success, others of marginal importance
- Examples
  - Local institutions collaborate in planning activities
  - Suitable staff identified and recruited
  - Trainees return to work on project
  - Adequate budget allocations made

## **Formulating Indicators**

- Define indicator: e.g. educational status improved
- Set quality: e.g. number of graduates completing degree courses increased
- Set quantity: e.g. number of graduates completing degree courses increased from 500 to 1000

- Set time: e.g. number of graduates competing degree courses increased from 500 to 1000 by the year 2006

### **Measurement**

- Specify source of information and means of collection
- Format in which information should be made available
- Who should provide the information
- How regularly it should be provided

### **Preparing activity schedule**

- List main activities
- Break main activities down into manageable tasks
- Clarify sequence and dependencies of activities and tasks
- Estimate start-up, duration and completion of each activity and task
- Identify process indicators or milestones by which you can measure project performance
- Define expertise required to undertake the activities and tasks
- Allocate the tasks among the project team
- Provide Gantt Chart

### **Specifying inputs**

- List the means required to undertake each activity
- Put means into cost categories
- Operational costs
- Capital costs
- Specify units, quantity and unit costs
- Specify funding source
- Allocate cost codes
- Schedule costs
- Estimate recurrent costs
- Staff, allowance, training, mobility, maintenance, utility, consumable materials and supplies
- Prepare cost summary tables



## The Logframe

Overall Objectives	Measures of achievement of Overall Objectives	Sources of information & methods used to verify achievements	
Specific Objectives	Measures of achievement of Specific Objectives	Sources of information & methods used to verify achievements	Assumptions affecting linkage between Specific & Overall Objectives
Outcomes	Measures of achievement of Outcomes	Sources of information & methods used to verify achievements	Assumptions affecting linkage between Outcomes & Specific Objectives
Activities	Inputs – human & physical resources required	Costs- of human & physical resources	Assumptions affecting linkage between Activities & Outcomes

### Writing good objective statements

A good statement formalizes:

- What is to be accomplished.
- Who will be involved.
- When the activity will be completed.
- How much money and other resources will be used.

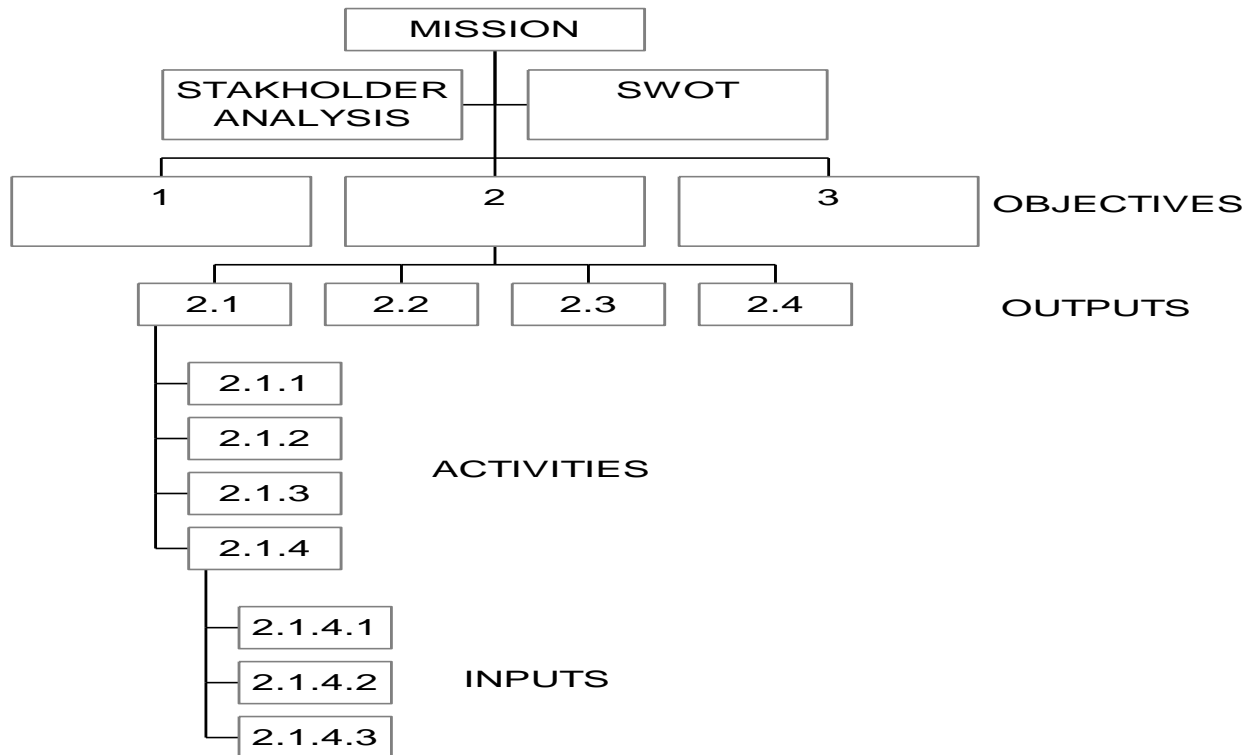
### Prioritizing Between Outputs and Activities

In prioritising between outputs and activities the following factors should be considered.

- **Direct impact:**  
 Those outputs and activities that contribute to achieving the organisation's objectives in the most direct way. The activities that will directly solve a problem or improve a situation would be higher priority. Those outputs and activities that will only partially solve the problem or are dependent on activities and/or expenditures from other institutions or sectors would be lower priority.
- **Time frame:**  
 Those outputs and activities that can solve a problem in the shortest possible time and with a lasting impact should be higher priority.
- **Time sequence:**  
 If for example, essential goals A and C cannot be achieved until essential goal B is completed, then B must have the higher priority.
- **Cost effectiveness:**  
 Those outputs and activities that can achieve the objectives with the lowest levels of expenditures should be higher priority.
- **Implementation capacity:**  
 The capacity of the organisation and its departments/units and cost centres should be an important factor in prioritising between outputs and activities. Those cost centres with higher implementation capacity or those outputs and activities with lower implementation requirements should be higher priority.
- **Funding requirements:**  
 Some activities may have higher funding requirements even if they are lower priority. For example, the construction of new roads may be lower priority than rehabilitation of existing roads, but the funding requirements for construction will be higher than for rehabilitation. High priority activities may not require additional resources.

# PLANNING

## Strategic Planning Model



### 1. What is action planning?

Action planning is the process that guides the day-to-day activities of an organisation or project. It is the process of planning:

- what needs to be done,
- when it needs to be done,
- by whom it needs to be done,
- what resources or inputs are needed to do it.

It is the process of operationalizing the strategic objectives.

### 2 Elements of action plans

- A statement of **what must be achieved** (the outputs or result areas that come out of the strategic planning process);

- spelling out of **the steps that have to be followed** to reach the objective; some kind of time schedule for when each step must take place and how long it is likely to take (**when**);
- A clarification of who will be responsible for making sure that each step is successfully completed (**who**);
- A **clarification of the inputs/resources** that are needed.

### 3 What are Outputs

Those things which show that activities have successfully taken place. They are the results of the activities. So, for example, if an activity is to organise for tertiary institutions to hold an open day in your area, then the output would be “a well-attended open day”.

- Outputs are the “**what**” that must come out of activities if a result area is to be achieved and the strategic plan is to be successful.
- All the outputs together should lead to the achievement of the key result area at which they are aimed e.g. better qualified teachers.
- The key result areas of your strategic plan become the goals of your action planning.

#### Planning the Activities: Step-by-Step

Activities are the steps that you need to take in order to get the results which will contribute to the achievement of the organisation’s goals and objectives. The specific tasks necessary to transform inputs into planned outcomes.

#### Starting Point of Activities Planning

The starting point is **knowing what you want to achieve** (the desired result), and this then gets broken down into the steps required to achieve the result. These steps need to be put in a logical sequence,

#### The model for activities planning

- **What must be achieved**  
This is the “what” – the result that the activities are supposed to achieve. Once you are clear on the ‘what’, you are ready to work out the steps to take to arrive there.
- **What steps does it involve**  
Before you can detail the steps, you need to reach agreement about a strategy for arriving at the desired result.
- **Strategy Selection Criteria:**
  - Alignment with the organisation’s values
  - Staff capacity to use the strategy;
  - Cost/facilities/equipment;
  - Timing.

- **When must each step happen**

Working out when each activity step needs to happen requires that you:

- Identify a date by when the required result must have been achieved.
- Establish a realistic starting date for carrying out the activities needed to achieve the result.
- Calculate how much time each step needs.
- Clarify what needs to happen before the activity can be carried out and how much time that is likely to take.
- Clarify what needs to happen after the activity is carried out and how much time that is likely to take.
- You should now be in a position to decide by when an activity must begin and by when it must be completed.

- **Who will be responsible for each activity**

Unless responsibility for carrying out an activity is specifically allocated, it is very likely that nothing will happen. In deciding who should be responsible for a particular activity, you need to take the following into account:

- The experience, skills, capabilities, confidence needed to do the task.
- Who has time to do the task when it needs to be done
- The willingness of the person to do the job.

- **What inputs/resources are needed**

The resources or inputs that are normally needed for activities are:

- Finances
- People
- Materials
- Services
- Transport

In most instances, the bottom line will be a financial cost of some kind to the organisation or project. In order to work out what the financial cost is, you have to look at all the inputs required.

- **Action Planning Table**

**“WHAT” MUST BE ACHIEVED?**

**Result Area:**

<b>Activities</b>	<b>Time frame (begin by, complete by)</b>	<b>Person responsible</b>	<b>Costs/inputs</b>
AC1			
AC2			
AC3			
AC4			

## STRATEGIC CONTROLS

Strategies give overall direction for achieving an objective. Strategy describes *how* you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, "How do we get there from here?"

A good strategy will take into account existing barriers and resources (people, money, power, materials, etc.). It will also stay with the overall vision, mission, and objectives. Strategies suggest paths to take to reach the objectives

Strategic controls are essential for the successful execution of the organisation's strategy. They promote consistency in action, increase commitment to organizational goals, and identify areas that need managerial attention or intervention. Strategic controls are an integral component of an effective strategic management process. The results of strategic controls can help in establishing goals, allocating resources, streamlining operations, and creating an environment that encourages learning and continuous improvements.

Strategic controls help to:

- Ensure the validity of the premises on which the strategy has been formulated.
- Determine that the organization's chosen strategy is being implemented effectively, on time, and within the constraints of resources available to the organization.
- Determine that the organization is performing according to plans and expectations.
- Provide feedback to managers on their units' performance.
- Generate data for evaluating executive performance and making compensation decisions.
- Enhance organizational learning.

An organisation's control system could have components which include:

- Strategic surveillance, which quickly detects environmental changes or shifts that are likely to impact the organisation's strategy.
- Special alert control, which serves as an early warning signal of pending crises and which may affect the organization or the implementation of its strategy.
- Premise control, which helps to validate the assumptions on which the strategy is developed.
- Implementation control, which requires monitoring the actions undertaken by management to implement the strategy and determine the effect of these actions.
- Strategy evaluation-feedback control, which centers on reviewing the progress being made in implementing the strategy, highlighting deviations from expectations and goals.

We need to mention the importance of linking the formal strategic control system to other organizational functions, such as management information system and budgets. The key point is to achieve consistency among these different activities and use existing systems to reinforce the ideals of the corporate strategic controls.

# OPERATIONAL OR ACTIVITY BUDGETING

## Deployment of Resources through Budgeting

A budget is a document that translates plans into money: money that will need to be spent to get your planned activities done (expenditure): money that will need to be generated to cover the costs of getting the work done (income).

Budgeting is a process by which management specifies the resources to be employed to achieve the organisation's objectives. In this light, the budgeting process specifies the financial details of how the strategies will be implemented. After budgets have been developed and implemented, they can be used to provide a means of measuring the successful accomplishment of the stated objectives within a specific time period, normally one year.

Unfortunately, many managers view the budgeting process as merely being a financial exercise, rather than being part of the strategy implementation process. For the budgeting process to be useful it must be directly linked to strategy implementation and the following conditions must exist:

- Senior management must have a strong commitment to using the budgeting process to implement strategy.
- Budgets must be based on the objectives and strategies of the organization.
- Regular reviews of the operating results in comparison to the budget must be conducted.
- All levels of management must be required to explain budget variance.

Even when budgeting is treated as an integral part of the strategy implementation process, there are dangers inherent in the budgeting process. These include:

- Managers begin to view budgets as being inflexible.
- Budgets can hide inefficiencies.
- Budgets can also become inflationary and inaccurate.

## Why budget?

- The budget tells you how much money you need to carry out your activities.
- The budget forces you to be rigorous in thinking through the implications of your activity planning.
- Used properly, the budget tells you **when** you will need certain amounts of money to carry out your activities.
- The budget enables you to monitor your income and expenditure and identify any problems.
- You cannot raise money from donors unless you have a budget.

Another related activity is the conduct of resource inventory. Resource inventory shows where each component of the budget will be sourced from. A simple table like that below could be used to conduct such an exercise.

### Resource Inventory Table

Output/Activity	Cost (GHS'000,000)	Source
<b>Strategic Objective 1</b>		
1.1 Output		
1.1.1 Activity		
1.1.2 Activity		
1.1.3 Activity		
<b>Sub-Total</b>		
1.2 Output		
1.2.1 Activity		
1.2.2 Activity		
1.2.3 Activity		
<b>Sub-Total</b>		
<b>Strategic Objective 2</b>		
2.1 Output		
2.1.1 Activity		
2.1.2 Activity		
2.1.3 Activity		
<b>Sub-Total</b>		
1.3		
<b>Sub-Total</b>		
1.4		
<b>Sub-Total</b>		
<b>GRAND TOTAL</b>		

### Costing the Operational/Activity Plan

- You cannot prepare a budget until you know what it is you are planning to do.
- The cost estimate is what helps you determine realistically what it will cost to implement your operational plan.
- When you carry out your plans you will probably need to make use of a wide range of inputs.
  - Skills
  - Information
  - Equipment
  - Vehicle
  - Office Space
  - Lodging and Boarding
  - Training Service
- These input costs are what need to be estimated in order to develop a budget.



## Example of a Resource Inventory

Output ID	Output(s)	Activities	Input(s)	Cost	Source
1.1	50,000 new accounts in Year 1	<ul style="list-style-type: none"> <li>• Recruitment of direct sales persons</li> <li>• Opening of branches</li> <li>• Advertising and promotion</li> </ul>	Financial Infrastructure Equipment Human	GHS35,000.00	<ul style="list-style-type: none"> <li>• Internally generated (40%)</li> <li>• Head Office (60%)</li> </ul>
2.1					
2.2					
3.1					

## Cost Categories

The costs we need to estimate fall into the following categories:

- **Operational costs**  
The direct costs of doing the work e.g. the cost of hiring a venue, or of travelling to the sites where fieldwork needs to take place.
- **Organisational costs** (also called core costs) – the costs of your organisational base, including management, administration, governance. Once you have decided on the best organizational set-up this expenses will be incurred on a regular basis. A percentage of organizational cost is charged to the activity or project
- **Staffing costs** – these are the costs for your core staff – the people involved in management, the people doing work that cuts across projects. (These costs can be included as a category under “organisational costs”.)
- **Capital costs** – these are costs for large “investments” which, while they may be necessary because of a project or projects, will remain organisational assets even after the projects are over. Vehicles and equipment such as computers and photocopiers fit here. They may be used by all projects, or they might only be required for a specific project. Depending on its intended use it might be budgeted for under operational costs or under organisational costs.

## Frameworks for estimating costs

## Estimating Operational Cost

### **Activity 1**

#### **Input**

Salaries and Benefits



Materials



Equipment



Services



Transport



**Total Cost for Activity 1**

**Unit Cost**

**Quantity**

**Total Cost**

# RESOURCE MOBILIZATION

## 1 What are Resources

Resources (Inputs) include not only money, but also people, goods and services. All types of resources can be grouped under the following categories:

- Human Resources
- Goods and Services
- Financial Resources

### • Human Resources

These are people needed to design, implement and follow-up all activities that have been planned.

- They will need to cover a range of appropriate skills and know-how to carry out the diverse specific tasks required.
- They may be paid or voluntary
- They may be part-time or full-time

### • Goods and Services

These include:

- Vehicles
- Computers
- Office Space
- Advertising Time and space
- Training Services
- Meeting Places and Event venues

### • Financial Resources/Resource Partners

Financial Resources may come from a wide range variety of sources:

- Government
- Donors/International Development Agencies
- UN System
- NGO's
- Private Sector
- Communities
- Company - Internally generated Funds

## 2 Resource Mobilization

Resource mobilization is thought to be solely securing additional or new resources. It is not. It is about

- Making judicious or better use of available resources
- Acquiring new resources

### Questions to consider

- Are the current activities being undertaken still relevant in achieving corporate mission to warrant engagement of organisation's resources.

- Are current approach of implementing activities cost-effective by way of resource allocation
- Where are the priorities now? Are there opportunities for reallocation and reprogramming of resources?

### **Areas to consider:**

- Mission Statement.
- Current Position.
- Organisational Planning.
- Current Income.
- Raising Money.
- Cost-cutting Exercises.
- Review and Monitor.
- Exit Strategies.
- Long-term Sustainability.

### **Fundraising plan**

The first step in a fundraising strategy is to identify and inventory the range of financial and nonfinancial resources of the individuals, community (including NGOs, groups, and associations), and local institutions (including local government agencies). Non-financial resources include skills, talents (such as handicrafts), and capacities.

### **What sort of organisation are we?**

- Who are our beneficiaries?
- Who are our supporters?
- Who are our stakeholders?
- How will all this change in the next 6 months to 3 years
- What is the state of our fundraising now?

### **Conduct a fundraising audit**

- Social - how people are feeling and attitudes
- Technological - changes and developments
- Economic – employment and wealth
- Environmental – legislation and views
- Political – government stability and initiatives
- Legal – charity, employment, trading law
- Ethical – street and legacy fundraising
- What are we doing now?
- What works / doesn't / needs to be kept for other reasons
- External factors
- Market/sector changes
- Competitor analysis

- Opportunities for collaboration
- Internal readiness
- SWOT

**Take the following steps:**

- Build the case for support
- Divide your supporters into segments
- Consider each fundraising stream
- Prepare journeys and messages
- Underpin everything with technology and passion

**Frame within Organisational objectives, vision and mission. Include:**

- How things are now and why they have to change
- Why your organisation is the best one to change things
- What you will accomplish with their help
- Call to action

**Decide which segments are relevant based on**

- Demographic - census statistics (age, family, occupation)
- Psychographic - outlook on life, memberships of clubs, politics, attitude to organisation or sector
- Behavioural – activities, involvement with school/charity work
- Geographic - where we live, work, support

**FUNDRAISING STREAMS**

- Direct marketing
- Major Donor
- Corporate Fundraising
- Static and Collection fundraising
- Trading
- Face to face fundraising
- Events
- Community fundraising
- Trusts & Foundations

**CHANNELS**

- Post
- Social media
- Telephone
- Online
- SMS
- In person
- Email
- Events
- TV and Radio
- Print and online advertising

**Tips for Successful Fundraising**

1. You should always demonstrate the need for the project and a lack of provision within the geographical area your project will cover. Funders are always keen to see research regarding the uptake of similar projects, their success and the number of potential beneficiaries the proposed project may reach.

2. You should aim to provide evidence that the beneficiary group(s) has been involved in the planning of the project and that contacts made with other professionals will demonstrate an understanding of the beneficiary group(s) and how the project will meet those needs.
3. Be sure that you provide details of how you plan to review, monitor and evaluate your project, again the involvement of your beneficiaries within each step of this process will be particularly favoured. You should clearly state how the results will be measured and how they will contribute to your organisation's overall aim.
4. Ensure that applications for funding are prepared well ahead of submission deadlines and ensure that all the supporting documentation you need is available and up to date.
5. All staff should have some involvement in writing and reviewing the strategy and each staff member should have their duties and timescales for completion clearly stated within the organisational planning section of the strategy.
6. Ensure that your fundraising strategy states achievable targets and goals so that you are not setting yourself up to fail. You should remember that an unsuccessful grant application does not constitute failure, rather it should be used to inform future applications, for example, does more time need to be set aside to complete an application? Do the objectives of the project meet the funding criteria as much as they are able to?
7. Volunteers can provide great resources and benefits to your organization. Volunteers can be retirees, technical experts, young people, or student interns.
8. A strong governance structure, such as a board of directors, is important to have in place to lead the organization in resource mobilization efforts. Funders may ask about the governance structure and composition (for example, gender breakdown or community member involvement) and board members' names and affiliations.
9. Your organization may have members who form, own and operate the organization. The organization can generate cash from membership dues or subscriptions. The amount should be spelled out in the original charter or bylaws.
10. CSOs may choose to charge a nominal fee for their products or services. This helps the CSO to recover some of their costs and be accountable to their paying "clients." However, in reality, many of the CSOs work in areas where the poor do not have the ability to pay. An alternative could be to subsidize some of the costs by charging those who can pay. To determine people's ability to pay, CSOs will need to analyze their clients, market, and other competition.
11. Foundations, trusts, and other grant-making entities that make grants are another major source of funding for development projects. The first step in seeking a grant from a foundation is to identify those foundations that operate in your geographic area and support work on your specific issue. Foundations have priorities, guidelines, and requirements detailing what they support. Usually foundations require a letter of inquiry or proposal

demonstrating that your organization or project is a good investment. Many foundations require additional sources of funding, including a demonstration of community or in-kind support.

12. Your organization can raise funds from individuals and present or past beneficiaries who give of their money and time. Individual solicitations require unique approaches depending on the person's interests, motivations, and ability to give.
13. Corporations or local businesses may be interested in contributing more than just funds. Ask for their expertise, volunteers, products, or services. Small businesses located in the community's neighborhood may have a personal interest in the organization's work and may sponsor events.
14. Professional associations, such as the Rotary or Lions Clubs, can provide excellent opportunities to network and connect to international sources of funding. Local associations or community clubs may also provide donations or be a partner to organize charity events. Expatriate associations or international schools may also be interested in donating goods, such as books, or furniture.
15. Intermediary CSOs, that may be funded by bilateral governments or individual donors, could be a source of grant funding or fee for service. They frequently subcontract with smaller organizations, paying them to help implement part of a broader development program or initiative, utilizing the unique skills of the particular group. For example, community organizations may be able to provide popular education programming, mobilize the community, organize volunteers, administer micro-credit programs, and offer other critical services.
16. Faith based organizations could be another source of support depending on your locale. Religious leaders may be approached for their support, usually through a member of their congregation. They may be able to provide a venue for meetings, workshops, or even an event.
17. Local authorities, government agencies, multilateral or bilateral agencies, and foreign embassies could be a source of direct grants, fees for service, technical assistance, or in-kind contributions. These sources may require discussion regarding your respective missions, values, and development priorities. Access for smaller, rural organizations to these agencies may be difficult, but building a strong reputation for your work, networking with diverse groups, and serving in leadership positions representing your constituency can help you and your organization be recognized.
18. Your reputation or the way others view your organization and work is built by many years of credible results and relationships that make a difference to your community and by processes that are transparent to the public and accountable to your stakeholders. A positive image can help funders feel confident about supporting your organization. Your image is based on the effectiveness of your programs, the organization's technical expertise, staff and board credibility, and relationships with the community and other stakeholders. In

addition to being a solid organization, you will need effective communication tools to share your organization's results and strategies or "messages." Your message should not only share what you are doing, but also educate the public about the issues you care about. It should also demonstrate the value you are adding to society. Your message should be targeted towards your audience and clarify your distinct niche. Your organization will need to tailor your method of Resource Mobilization communication to your situation and budget. Some types of communications tools are: annual reports, brochures, newsletters, public bulletin board, media coverage, advertising on community radio stations, and public or special events launching your new program.

## **PROGRAM IMPLEMENTATION**

Implementation means transforming a plan into action. It means taking steps to see that strategic objectives are achieved by carrying out action plans. Implementation of action plans requires:

- **Work plans** at the team/departmental level;
- **Individual plans** that are based on the team/departmental work plan.
- **Good management.**

### **1. The Work Plan**

- Each functional work unit/department in the organization needs to have a work plan that is based on the corporate action plan.
- This work plan then becomes the guideline for daily progress within the work unit and creates a basis for co-ordinating activities across the whole organisation.
- It also provides the basis on which individuals plan their time.

### **2. Individual Plans**

Once each working unit, and the organisation overall, know what is expected of them, each individual staff member needs to translate this into individual plans

### **3. Role of Management**

The role of management in plan implementation is to:

- Monitor performance – how is it going, what problems are developing, what achievements need acknowledgement, what can be done to provide support?
- Meet with staff members regularly to review progress and provide support and feedback;
- Deal with things that are going wrong.

## **Implementation Plan**

Each step of the planning process has implementation considerations and each should be addressed during that stage, not postponed until the final implementation phase.

The final implementation involves the initiation of the several action plans designed at the functional level and their integration at the top of the organization. This may, for example, involve initiation of construction of new offices and branches, management and staff development or



technical training, establishment of agreements and memoranda of understanding, increased market research and product/service design and development, marketing of new products and services, and so on. All parts of the organization should feel that there is activity on all levels of the organization that will bring about the successful completion of the organization's mission.

The most important test of implementation, however, is the degree to which organizational members, especially managers, integrate the strategic plan into their everyday management decisions.

The basic elements of an implementation plan are:

- A definition of each deliverable in terms of what it is, its purpose, desired features, and intended users.
- A schedule of milestones for assessing progress.
- A statement of accountabilities in terms of who will do what and by when.
- A communication plan that explains what, how, and when information about the organizational change will be shared with interested parties.
- A measurement plan for quantifying consequences will be shared with interested change.

An example of a template for an implementation plan is provided below.

### Template for Implementation Plan

No.	ACTIVITY	MILESTONE	TIME FRAME		RESPONSIBILITY		RESOURCES/LOGISTICS	BUDGET	ASSUMPTIONS	REMARKS
			START	END	ASSIGN TO	RESPONSIBLE FOR				
1.										
2.										
3.										
4.										
5.										
6										
<p><b>Milestone - A type of indicator (measure) for short term objectives which facilitate measurement of achievements throughout a project rather than just at the end. They also indicate times when decisions can be made.</b></p> <p><b>Assumptions – External factors in the context which could affect the progress or success of the project, but over which management has no direct control.</b></p>										

# PROCUREMENT

## What is procurement?

**Procurement** is the acquisition of goods, services or works from an external source. It is favourable that the goods, services or works are appropriate and that they are **procured** at the best possible cost to meet the needs of the acquirer in terms of quality and quantity, time, and location.

## Procurement process

This involves:

- Establishing options/alternatives
- Consulting relevant policy
- Identifying the goods and services to procure
- Developing Specifications
- Developing criteria for shortlisting
- Searching for Suppliers
- Selecting Supplier
- Negotiating Price
- Completing the Purchase Orders and signing contracts
- Agreeing on delivery timeframes and methods
- Receiving goods and services from suppliers
- Reviewing and accepting the items procured
- Approving supplier payments

## **EXERCISE**

Using the Strategic Planning Model above, conduct a review of a current program being implemented, or a past program implemented, by your organisation.

- Review the processes the organisation went through to design and develop the program.
- How is/was the program linked to your organisation's mission and vision?
- Review the operation plan the organisation used and the resource inventory it conducted for the program's implementation.

**Annex F: Identifying Building Blocks for Commodity Trading In Ghana**



**USAID** | **GHANA**  
FROM THE AMERICAN PEOPLE

**FEED THE FUTURE**

**AGRICULTURE POLICY SUPPORT PROJECT (APSP)**

**IDENTIFYING BUILDING BLOCKS FOR COMMODITY TRADING IN  
GHANA**

**October 2015**

**This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.**

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## Contents

1.0 Introduction .....	ii
2.0 Scope of Work.....	1
3.0 Building Blocks.....	2
Table 1: Sequential Building Blocks to Meet Trading Requirements.....	2
4.0 Indicators for Building Blocks.....	10
Table 2: Indicators for Building Blocks and Timelines .....	10
5.0 Intervention by USAID.....	13
6.0 Summary of Meetings.....	14
7.0 Standards and Volumes of Commodities .....	19
8.0 Analysis of Sustainability.....	19
8.1 Context of Formal Market .....	20
<b>Tables</b>	
Tables 1: Sequential building blocks to meet Trading Requirements.....	2
Tables 2: Indicators for Building Blocks and Timelines.....	11
Appendix 1.....	23



## **1.0 Introduction**

There has recently been a slow trend toward modernizing agricultural commodity trading in Ghana. A sustainable and transparent system for commodity trading that is open to all will result in *ceteris paribus* higher prices paid to producers and better more consistent quality of goods to processors, end users and consumers.

In order to commence a sustainable and transparent system for commodity trading a number of facilitating conditions, instruments and institutions must be in place. These generally provide for assurances to market participants of commodity quality and title without labor intensive human intervention to allow efficient fungible trading. Once in place they permit anonymous trading, where buyer and seller need not have any relationship, which is the basis for an electronic commodity exchange.

A great deal has already been achieved as some of the conditions and institutions are in place, but others are incomplete or not scalable. For example the Ghana Standards Authority (GSA) has established standards for commodities and testing mechanisms as well. These are suitable and acceptable to industrial buyers and to a warehouse receipt system but not necessarily understood by farmers.

Many elements of warehouse receipts (WR) are in place but not yet secure enough to allow for anonymous transfer and not scalable. Collectively these make up the bulk of the building blocks because they represent the abstraction of commodities that are to be traded. The challenges going forward are mostly in the area of expansion (scale) and of system discipline and publicizing its integrity in order to promote confidence, which will assist in growth.

Little of an exchange is in place but that would logically trail the warehouse receipt system, although design and planning could be completed in parallel. Private sector commitments for equity in an exchange have been obtained however as of September the milestones to justify funding have not been achieved. As described WR trading has already begun but not on an open platform, not anonymously and without integrated settlement.

The regulatory structure is not in place for either WRs or for an exchange. Depositing and trading can begin, and has already begun, on a private contract basis. However these workarounds are not particularly scalable. For example a WR must be deemed a security by the draft warehouse receipt regulations, currently before Parliament, in order to be eligible for electronic depository.

Many of the components can be developed independently however some cannot advance without certain conditions precedent. For example an indemnity fund cannot begin to operate until warehouse operator rules are finalized. Electronic depository, which is essential to scaling trade volume, is conditional on passage of the draft warehouse receipt regulations.

Once a spot or cash exchange is operating and generating price information that is widely accepted then futures can be introduced. Futures rely on the cash market to value contracts at expiry, though with arbitrage cash and futures trading routinely influence each other. A futures market provides for risk management to producers, buyers, and financiers. Such risk management can expand the market, increase financing and lower the cost of capital to all market participants.

## **2.0 Scope of Work**

To advance that goal, USAID has asked for research and analysis to accomplish the following:

- a. Identify a set of 'sequential building blocks' to strengthen commodity trading in Ghana
- b. Propose indicators for each building block, with timelines, that will signal the market's readiness to advance to the next building block

- c. From the above sequence, identify a series of phased interventions at which USAID could provide development assistance
- d. Obtain relevant information and data regarding the following:
  - a. Volumes and values of commodities to be potentially traded at any commodity trading scheme,
  - b. Assess the quality standards of the commodities to be traded
  - c. Identify the needs in order to develop and implement quality standards for feasible and sustainable commodity trading
  - d. Enhance the analysis on the financial sustainability of the WRS and that of the GCX, as basis for comparisons
  - e. Hold series of meetings with the private sector, potential investors, Ghana Grains Council, ‘market Queens’, Ghana Standards Authority and other relevant stakeholders, with the view to collecting information on the prospects of sustainable commodity trading in Ghana

### 3.0 Building Blocks

The following table identifies the sequential building blocks that are needed to meet trading requirements, indicators and responsible parties to achieve those building blocks, and opportunities for USAID to intervene to advance those accomplishments.

**Table 1: Sequential Building Blocks to Meet Trading Requirements**

	<b>Building Block</b>	<b>Issue</b>	<b>Indicator</b>	<b>Responsible party</b>	<b>USAID intervention</b>
1	<p><b>Commodity standards</b></p> <p>Each commodity that is to be eligible for receipting must be defined in such a way that any deposit is fungible. Naturally each commodity will have its own standards and many will have multiple standards. Maize, for example, has two grades and rice is likely to have many types. This gives buyers confidence that upon withdrawal the commodity will meet a known set of criteria. The Ghana Standards Authority has set standards for maize, maize meal, cassava chips, cassava starch, fresh yams, edible palm oil, fufu flour, sorghum, sorghum flour, millet grain and husked rice. These are effectively market driven in that they match the needs of buyers in the formal agricultural market. The GSA</p>	Adoption of standardization and grading practices while selling agricultural commodities	<p><b>Industrial buyers and/or aggregators accept standard(s) for each commodity</b> (only one standard must be in place prior to WR)</p> <p><b>Achieved to date</b></p>	GSA and warehouse operators	None

	also operates testing laboratories to facilitate quality assurance. Ten year agricultural production results, by weight and value, are summarized in the attached table.				
<b>STILL TO DO</b>					
2	<p><b>Warehouse Receipts regulations</b></p> <p>The existing Warehouse Receipt System (WRS) is a contract based system that requires participants to join and agree to the contract ecosystem. Passage of the draft regulations (February 10, 2014) would give the system the force of law under regulation by the SEC. The draft regulations also authorize the SEC to delegate regulation to a Self-Regulatory Organization (SRO). Under current circumstances this SRO is likely to be the Ghana Grains Council that has several years of experience in the operation of a WRS. By defining a Warehouse Receipt (WR) as a security it also incorporates the Central Securities Depository act which permits book entry of securities. A WRS dovetails with commodity trading because it allows an exchange to separate the physical delivery of commodities (handled by the WRS) from trading (handled by the exchange). In essence a WR provides an exchange with something to trade, and streamlines trading to allow an exchange to achieve scale.</p>	Passage of the draft WRS regulations to give the system the force of law	<b>Approved by Parliament</b>	Parliament	None
3	<p><b>WRS understood by market</b></p> <p>In the informal market the WRS is a mystery. Participants do not understand the WR as title to and quality guarantee of a commodity. Also the public, including small farmers, need to</p>	Increase awareness and knowledge among traders and farmers about WRS	<b>WRS deposits by <u>new</u> market participants</b>	GGC	Aid in materials, presentations and publicity on value chain opportunities, post-harvest

	<p>be educated about the standards. Further, farmers have not seen the price premium that should accrue to product that carries the WRS imprimatur. These basic benefits need to be publicized in order to drive further deposit flow to the system. Market participants believe the best way to communicate these benefits is to emphasize the demonstration effect of successful transactions.</p>				handling and WRS benefits
4	<p><b>GGC WRS rules and regulations</b>  The GGC WRS has operated under its own rules and regulations since 2012. These have broadly served the purpose, however in the marketplace participants’ act to a great extent on the reputation of counterparties and informal confirmation procedures. To scale to volume there must be trust in the system itself so that informal checking of reputations, quality and inventory are redundant. The challenge is that there was a default under the GGC system in 2013 indicating both a shortcoming of the rules and their enforcement. GGC is currently undergoing a process of rewriting their rules, regulations and processes. These would cover the following issues;</p> <ul style="list-style-type: none"> <li>• Licensing of Warehouse operators (WO) <ul style="list-style-type: none"> <li>○ Access to roads</li> <li>○ Construction – concrete, steel, aluminum</li> <li>○ Aeration</li> <li>○ Data connectivity</li> </ul> </li> </ul>	<p>Update GGC rules, regulations and processes including dispute arbitration rules</p>	<p><b>New rules established and banks/lenders approve rules</b></p>	<p>GGC Board of Directors</p>	<p>Assist in design of rules based on a broad marketplace discussion – this could be an appropriate use of the pro bono offer by Sidley &amp; Austin  Provide assistance in materials, presentations and courses for training and certification on systems, systems adherence, and compliance</p>

	<ul style="list-style-type: none"> <li>• Assurance of accuracy (quantity/quality) upon deposit and of continuing inventory</li> <li>• Protection of inventory (warehouse quality, insurance, oversight)</li> <li>• Risk mitigation</li> <li>• Oversight - GGC and Collateral manager (CM)</li> </ul> <p>In order to enforce the rules and regulations of the WRS the sponsor (GGC) will need to have staff that understand the rules, standards, contracts and systems.</p> <p><b>Dispute arbitration rules</b></p> <p>GGC has engaged Gamey &amp; Gamey, a local consulting firm that specializes in conflict resolution, to draft WRS arbitration rules and regulations.</p>				
5	<p><b>Warehouses – available to the WRS</b></p> <p>Current membership totals 12 warehouses with capacity of 54,600 MT (four in the south and eight in the north). The inventory value at full capacity would be GHC 38-75 million depending on if the stored commodity is maize, sorghum or soy. This is an important achievement. The challenge is to increase the system’s capacity so that an exchange can scale to breakeven. What needs to be done is to increase warehouse membership/capacity by several multiples at least.</p>	Increase warehouses and membership of the WRS	<b>New WO establish membership in GGC WRS</b>	Warehouse operators	Encourage warehouses that get GCAP financing to join GGC
6	<p><b>GGC Warehouse receipt issued</b></p> <p>To date GGC WO members have issued 120 receipts on 44,927 MT</p>	Ensure effectiveness and reliability	<b>Depositors accept WR in return for</b>	WO	None

	<p>of maize and soy. Estimated value is GHC 59.3 million. This is an important achievement but depositors are relying as much on WO reputation and supplementary testing as on the system. These WRs were issued under the 2012 rules. Going forward WRs must be supported by tighter rules and regulations that provide for guaranteed title and quality. What needs to be done is for the system to be so reliable that a WR is accepted on its face as representing quality and quantity. Components of this include tight WRS rules and regulations and an indemnity fund.</p>	warehouse receipts	<p><b>commodity</b> – WRS would be deemed to be working when WR buyer does <u>not</u> test commodity quality/quantity before buying and this would be known by WO – further indication would come from banks/lenders accepting WR as collateral for loans</p>		
7	<p><b>WO obligation guarantee</b></p> <ul style="list-style-type: none"> <li>• Financial guarantee</li> <li>• Surety bond</li> <li>• Indemnity fund</li> </ul> <p>Currently the obligation of the WO (to deliver the deposited commodity on demand) is backed by the CM. Many markets further support the reliability of the system by offering either a surety bond, bank guarantee or Indemnity fund (accumulated from fees or capital calls from WOs). This gives depositors (farmers and aggregators) and the buyers of WRs additional confidence in the WR, increasing its attractiveness and increasing values.</p>	Provision of guarantees to protect trade	<p><b>Issuance of bond/guarantee by institution with investment grade international credit rating</b></p>	GGC	<p>Some participants have asked that USAID make a grant/loan to establish an Indemnity fund. As this would serve to institutionalize the market and indirectly benefit farmers (depositors) use of the Development Credit Authority (DCA) would be justified. Good risk management would recommend risk sharing with WOs, as they are in the best position to police each other and</p>

					reduce DCA risk.
8	<p><b>WR depository</b>  A depository essentially holds the WRs (either in paper or digital form) centrally to allow for ready transfer and other actions. In order to be dependable its records must be scrupulous and auditable so that a record of title, lien or transfer is accepted by the market. GGC is a depository for the WRS. A similar function is provided to the GSE by Central Securities Depository.</p> <p>e-WR depository  Best practice would be an IT and software system that is auditable and accessible. While depositors, WOs, buyers and lenders will need access to the depository, once mobile or even on-line access is established it will be essential to the integrity of the system to limit access to authorized users.</p> <p><b>Lien module</b></p> <p>Once the WRS can support deposit and withdrawal, the next logical service is the recording and releasing of liens. This will support financing to the agricultural sector and eventually allow margin balances to facilitate futures trading.</p> <p><b>Transfer module</b></p> <p>When WRs are seen as providing title and quality assurance they become a means of transfer to allow the buying and selling of the underlying commodity. This</p>	Enhance infrastructure in the form of central partial/complete IT depository	<b>WR buyers accept GGC confirmation as transfer of title. Lenders accept GGC confirmation of recording of lien.</b>	GGC	Grant/loan

	<p>frees an exchange to focus on trading and settlement without the burden of physical delivery and possession.</p>				
9	<p><b>Business plan and incorporation of a commodity exchange (CX)</b>  The commodity exchange should be established as a private sector endeavor with a high standard of corporate governance. This will insure a commercial approach that aims to earn a profit by serving the market. Design will be required for trading, clearing and settlement. This will have implications for systems (buy/build/outsource), staffing, capital budgets and operating budgets.</p>	<p>Adopt commercial approach to developing commodity exchange</p>	<p><b>Private sector investment into CX</b> and the business plan itself</p>	<p>CX sponsor</p>	<p>Assist in design</p>
10	<p><b>Exchange rules and regulations</b>  These are intended to protect the integrity of trading by determining who can trade, who can broker, rules of trading and settlement.</p>	<p>Develop CX Exchange rules and regulations</p>	<p><b>Board of exchange approves</b></p>	<p>CX</p>	<p>Assist in design</p>
11	<p><b>Spot contract</b>  In order to provide liquidity (bid and ask prices routinely available) contracts must meet the needs of buyers and sellers. They must define the quality, establish a process for judging the quality and delivery terms. When derivatives are introduced contracts can be structured along standard terms, and subject to mandatory exchange trading in order to protect market integrity. In uncommon situations where unique terms are called for, Over The Counter (OTC) trading may be allowed with prior approval of the regulator.</p>	<p>Define spot contracts under CX</p>	<p><b>Depositors/industrial buyers accept</b></p>	<p>CX</p>	<p>Assist in design</p>



12	<p><b>GGC OTC two party training and trading</b></p> <p>GGC has already conducted 4 trades as a facilitator rather than as an exchange. Two trades in 2013 (prior to the WR default) totaled GHC 37.7 million. In 2015 two trades have been done with a total value of GHC 4.3 million. In both cases GGC handled the non-cash settlement by manual WR transfer. Cash settlement was via paper check outside of GGC system. It appears that the buyers supported the WR purchase with sampling and phone calls to confirm title and relied on the reputation of the sellers. This is good practice in the current less formal market and may simply be a matter of habit. However in order to serve exchange trading and scale the market the WR must be seen on its own as guaranty of title and quality. This should be communicated to the market at each stage of training and publicity.</p>	Use GGC exchange system to formalize trade relationships	<b>Trades complete based solely on WR</b> with no informal additional due diligence	CX and/or GGC	Aid in materials, presentations, courses for training and certification on systems, systems adherence, and compliance
13	<p><b>Data dissemination system</b></p> <p>Commodity trading prices can be valuable not only to the formal market participants but also to sellers in the informal market. Small and medium farmers can measure offers against exchange prices where aggregators are likely to sell.</p>	Enhance information sharing through CX data dissemination system	<b>Sponsor accepts delivery of hardware and software; distribution agreements signed and initiated</b>	GGC and/or CX	Assist in design/grant/loan
14	<p><b>Passage of CX legislation to regulate parallel to equities</b></p>	Protection of CX market participants	<b>Approved by Parliament</b>	Parliament	None
15	<p><b>Trading and clearing &amp; settlement systems</b></p> <p>Almost all trading is electronic now and often accessible via the web. Open outcry is labor</p>	Enhance CX operations through electronic trading,	<b>Sponsor accepts delivery of hardware and software</b>	CX	Assist in design/grant/loan

	intensive and is not scalable. Most exchanges purchase trading systems and configure them to local law and regulation. Across the business model, an exchange can lower its required breakeven level of trading volume by outsourcing. Order matching and pre-trading systems could be outsourced to the Ghana Stock Exchange (GSE). The most secure form of settlement is Delivery Versus Payment (DVP), where each party to a trade hands over its consideration simultaneously. An exchange could outsource clearing and settlement to the Central Securities Depository (CSD), which has a developed settlement system to provide T+3 settlement.	clearing and settlements systems			
16	<b>Electronic trading with trade guarantee</b>	Guarantee settlement of trading transactions	<b>Trades complete and settle</b>	CX	None

#### 4.0 Indicators for Building Blocks

While many of the indicators are both objective and binary, some are more subjective. Also where indicators can be measured a specific target cannot be identified. Appropriate indicators are discussed in the table below.

**Table 2: Indicators for Building Blocks and Timelines**

	<b>Indicator</b>	<b>Timeline</b>
1	<b>Standards in warehouse deposit contracts exactly mirror those of the GSA.</b> Increased deposit volumes indicate acceptance of the standards. Any deposit after a change of standards would indicate acceptance and deposits	1 month

	<p>in excess of current volumes would indicate broad acceptance.</p> <p><b>Achieved to date</b></p>	
2	<p><b>Parliament approves the draft warehouse receipt regulations.</b></p>	Unknown
3	<p><b>New depositors, that did not previously utilize the WRS, deposit commodities.</b></p> <p>There does not need to be an exact match between WR deposits and breakeven trading volume for an exchange. This is because deposits can trade multiple times before withdrawal. A rough estimate is that deposits should probably reach ¼ of breakeven exchange trading volume, or GHS 131 million. This is approximately double the current capacity.</p>	3 months
4	<p><b>Board of GGC (or GCX with a parallel WRS) establishes new system rules.</b></p> <p>These should be consistent with international best practice, and in fact the current draft by an international consultant meet that standard.</p>	2 months
5	<p><b>More warehouse operators join the WRS.</b></p> <p>There are currently 12 warehouses in the system and more capacity is needed. This could be accomplished by more and/or larger warehouses. This also serves the objective increased depositors</p>	3 months
6	<p><b>Depositors accept WR in return for their product.</b></p> <p>For most depositors their commodity production is their most valuable asset. Agreeing to take a WR backed by a fungible commodity and the reliability of the system indicates a high level of trust.</p>	1 month
7	<p><b>Establishment of a deposit indemnity fund (or equivalent).</b></p> <p>A satisfactory solution to this assurance of reliability of the system would be indicated by acceptance of WR (for deposit or in trade) by international trading houses.</p>	<p>6 months</p> <p>This is contingent on the board of GGC (or GCX with a parallel WRS) establishing new system rules</p>
8	<p><b>Market accepts WR depository transfer of title and lien filing.</b></p> <p>Acceptance would be indicated when WR buyers will settle payment based on an electronic record of WR transfer and lenders will fund loans based on electronic record of a lien being filed on a WR.</p>	<p>9 months</p> <p>Electronic depository records are contingent on Parliament approving the draft warehouse receipt regulations.</p>

9	<p><b>Private sector investors commit to and then invest in a CX.</b></p> <p>Written commitments would likely be withheld until a business plan indicates the expected trading volume justifies the initial capital investment and recurring operating expenses. Completion of investment funding would indicate that the main controllable elements of the business plan, or milestones, have been fulfilled.</p>	3 months
10	<p><b>Board of a CX establishes rules.</b></p> <p>These rules act to protect the integrity of the exchange, assuring participants that trades will settle and encouraging anonymous trading.</p>	3 months
11	<p><b>Standard spot contract established.</b></p> <p>Standardizing nearly all elements of the contract (except price) facilitates volume by making the contract suit the needs of as much of the market as possible. Higher volumes will reduce the bid/ask spread and retain more of the value chain for farmers/aggregators.</p>	2 months
12	<p><b>WRs trade anonymously.</b></p> <p>Measuring this will be anecdotal based on warehouse operators informally reporting that no testing was requested by buyers (indicating acceptance of the guaranty embedded in the WR). Only when a WR trades on its own, without any independent due diligence, can the market scale to the volumes needed to make an exchange profitable.</p>	10 months This could occur independent of a deposit guarantee fund but is likely to be contingent on such a fund (or alternative)
13	<p><b>Posted prices become common basis for investing/trading decisions.</b></p> <p>When a data dissemination system is operational it will be pointed to as part of commodity sales negotiations and could be the basis of farmers planting decisions. Once the data is commonly accepted it can provide the essential tool for a derivatives market, thereby allowing risk management.</p>	12 months Contingent on WR trading
14	<p><b>Parliament approves the draft commodity exchange legislation.</b></p>	Unknown
15	<p><b>CX takes delivery of trading and clearing and settlement systems.</b></p> <p>Once these systems are acquired and configured, whether by purchase, development or outsource, trading can launch.</p>	6 months This is not contingent on electronic depository records but cannot scale without them

16	<b>First anonymous trade completes and settles on a CX</b>	12 months This is contingent on clearing and settlement systems This could occur independent of a deposit guarantee fund but is likely to be contingent on such a fund (or alternative)
----	--	---

**5.0 Intervention by USAID**

In order to provide for a sustainable and transparent system for commodity trading there are a number of possible interventions that could be effected by USAID.

To expand and add liquidity to the WRS an education and publicity program could be developed. The aim would be to demonstrate to farmers and aggregators that the quality discipline and security of member warehouses will increase the value of their commodity deposits more than the higher costs of the system.

New rules and regulations for the WRS (internal to the system itself) will increase the integrity of warehouse receipts making them a more useful security (a status to be established by parliamentary approval) for trading. Ensuring that the rules are consistent with international best practice will draw export business and offshore trading houses.

USAID could use its prestige to encourage warehouse operators that obtain financing from GCAP to participate in a WRS. This should add to WRS volumes and increase the value of the warehouse operator’s services.

Confidence in the WRS is partly based on members complying with the rules but can be bolstered with an indemnity fund or similar mechanism. This allows for wider utilization of the system, especially by international counterparties. Some risk should be borne by other WRS members in order to provide an incentive for policing each other. To give the indemnity heft, especially in its early years, it could be supplemented by USAID. The Development Credit Authority might be appropriate as the fund will indirectly benefit farmers as depositors in the WRS.

In order to scale trading the record of title to WRs must be done electronically. The hardware and software to support book entry, or e-depository, would be an appropriate intervention by USAID as it will benefit depositors (farmers), lenders and traders, as well as the WRS and an exchange. Even non-participants could benefit from higher headline prices at the WRS.

A commodity exchange will need to design trading and clearing and settlement systems. In order to scale they will likely be IT based and highly integrated. USAID could provide design assistance for the systems as well as funding for the build or purchase and configuration of the IT infrastructure.

Just as with the WRS, an exchange will need to establish rules and regulations. These are intended to assure fair treatment of all participants and to maximize the likelihood of trades completing with quick settlement. Ensuring that the rules are consistent with international best practice will attract domestic volume and offshore trading houses.

Liquidity in the market can be increased with good contract design. USAID can assist this with polling to identify the terms that will maximize participation from both buyers and sellers.

Once exchange rules and regulations are established a broad audience will need to know them and understand them. USAID can assist in developing materials, presentations and courses for training

and certification on systems, systems adherence, and compliance. These would be appropriate not only for traders, brokers and exchange employees but also for regulators.

Exchange trading will generate extensive data on trading prices and volumes, as well as warehouse inventories and other supplementary information such as shipping availability and prices. Distributing this data in a format(s) and technology(s) that is non-discriminatory will benefit both market participants and outsiders. Both the design of the system and the build/purchase of components would be an appropriate role for intervention.

Over and above designing an exchange's systems the build/purchase could be a substantial investment. A grant or loan for this infrastructure cost could be appropriate to facilitate scaling the systems.

## 6.0 Summary of Meetings

The analysis and recommendations above are based on publicly available information and reports of the Ministry of Food and Agriculture, Ghana Standards Authority, draft regulations, and especially from meetings with market participants. Those meetings were very productive and the analysis reflects the transparency and cooperation of the many counterparties. Meeting summaries follow:

<b>Date</b>	<b>Institution</b>	<b>Contact</b>	<b>Issues</b>	<b>Remarks</b>
27 <sup>th</sup> February 4 <sup>th</sup> March 23 <sup>rd</sup> March	MOTI  Technical Committee GCX	Mr. Joe Tackie	GCX strategy	GGC WRs is now better but not perfect  Have commitments for \$15MM equity (conditioned on CX and WR regs, corporatization, investment by Eleni)  Government favors process outsourcing  GSA is capable of regulating warehouses  Need capacity building at SEC
4 <sup>th</sup> March 23 <sup>rd</sup> March	Ghana Commodity Exchange  Project Office	Mr. Robert D. Owoo	GCX strategy	Intend to build their own systems (candidates: Softribe, Axxon)  Hope to get volume via "partial mandate"

				<p>Thinks market sophistication for futures is 10 years away</p> <p>Need capacity building for farmers, GSA, SEC</p>
5 <sup>th</sup> March	Ghana Grains Council	Dr. Godwin Ansah - CEO	<p>Control systems</p> <p>African Connections history</p>	<p>Prior default: conflict of interest, collateral manager AWOL</p> <p>Fired Ecosafe, hired DMT</p> <p>Setting new warehouse rules and new MIS (expected to complete in 6 months)</p> <p>Currently shopping for a \$10MM bond supporting WR guarantees</p>
10 <sup>th</sup> March	MOFEP	<p>Dr. Sam Mensah</p> <p>Hon. Mona Quartey – Deputy Minister</p>	<p>Regulatory structure</p> <p>Demand</p>	<p>Currency forwards by banks are very thin volumes</p> <p>Consider SRO with SEC oversight</p>
10 <sup>th</sup> March	CCH Finance House Limited	<p>Mr. Alexis Aning</p> <p>Major Rtd Ablorh Quarcoo.</p>	History of African Connections	<p>CCH is the lender to African Connections</p> <p>If GGC completes the remediation it will be accepted by the market</p> <p>Thinks an exchange will attract more cash crop production and be virtuous circle</p>
12 <sup>th</sup> March	Ghana Standards Authority	Mrs. Ademola and Team	GCX regulation	See regulation and certification as a conflict of interest, so GSA certifies but another party regulates

				Most warehouses are of such poor quality that they can't support a standardized product
12 <sup>th</sup> March	Private Enterprise Foundation	Naan Osie Bonsu	Market overview	Thinks WRs will need to operate for years prior to an exchange Storage not satisfactory
12 <sup>th</sup> March	Ministry of Food and Agriculture/ National Food Buffer Stock Company	Eric Zoes, CEO	Market structure	Warehouse capability not satisfactory NAFCO LBCs can act as aggregators to reach GCX volumes
12 <sup>th</sup> March	Ghana Stock Exchange	Mr. Ekow Afedzi-DMD	Risk management Trading systems Volume Profitability	Robust systems including scalable Ultra Trade by InfoTech Became profitable after 5 years Virtually no trade defaults
12 <sup>th</sup> March	Central Securities Depository	Mr. Stephen Tetteh - CEO	Settlement capabilities Risk management IT systems	Very efficient, including scalable Millenium Tech IT systems Capable of T+0 real time settlement Forward looking management (adding stock margin capability)
11 <sup>th</sup> March	The Securities and Exchange Commission	Alexander Williams-DDG	GCX regulation	Draft CX regulations are satisfactory Likes GCX SRO overseen by SEC Sees need for capacity building at SEC and market participants



11 <sup>th</sup> March	UNDP	Mrs. Christie Ahenkorah	GCX history	Believes GGC WRs is scalable  Points to slow growth of GSE
12 <sup>th</sup> August	GGC	G Ansah - CEO, K Akuffo - COO	Status of WRS	Have expanded participating warehouses; provided updated volume data and history of WR trading; gaps are passage of WR draft bill, market recognition of the value of WRS (demonstration effect of deposits valued at a premium), broader familiarity of GSA standards by farmers, approval of rules and regulations (they predict 5-6 months) and indemnity fund
14 <sup>th</sup> August	Ghana Rice Inter-professional Body	J Amoro - President	Rice standards	Believe rice is a good candidate for CX trading; rice varieties and quality can not be readily inspected at a warehouse gate
14 <sup>th</sup> August	IFPRI	S Kolavalli	Trading prospects	Believes steps to WR trading are clear but not imminent
18 <sup>th</sup> August	MoFA	G Kwadzo	Production data	Provided direction to 2013 agricultural production
19 <sup>th</sup> August	GAPFA	V Norgbey - MD	WR issuance/extinguishment mechanics	Described a recent WR trade; title and quality were acceptable however both parties had a broader relationship so therefore

				not classic anonymous trading
19 <sup>th</sup> August	CCH	A Aning	Role of market queens or aggregators	Believes there is demand for the quality and pricing premium that formal trading provides; thinks market will re-orient to cash crops when CX is operational; very knowledgeable about WRS rules; thinks contract structure on an exchange will maintain role of market queens and aggregators; thinks an alternative to WR indemnity fund could be CM with AA credit rating
19 <sup>th</sup> August	Premium Foods	T Gambrah - MD	Requirements of industrial buyers	GSA commodity standards are satisfactory to industrial buyers; WR trading at GGC is successful but somewhat redundant where supply chains are so short
26 <sup>th</sup> August	GGC	G Ansah - CEO, K Akuffo - COO	Mechanics of WR trading	Reviewed commodities, parties, quantities of every trade so far at GGC; current trading is completely manual, subject to human error, and not scalable, although all trades have settled properly; frustrated that GCAP financed warehouses have not joined the GGC WRS; anticipates a need for a deposit indemnity fund or alternative

31 <sup>st</sup> August	EcoBank	J Oware - Gestionnaire	GCX funding	It appears that they are keeping a very tight rein on their participation in GCX; funding is contingent on milestones that apparently have not yet been met, implying that they have not made any investment to date; believes an operating CX will draw volume to justify itself; gaps are publicity to explain need for CX, education of participants and greater warehouse capacity
4 <sup>th</sup> September	USAID	F Sands	Report of findings	Status of WRS; previous WR trading; need for WR rules and regulations – role for Sidley Austin pro bono offer; need for book entry WR for scalability; deposit guarantee fund – possible role for Development Credit Authority

## 7.0 Standards and Volumes of Commodities

As described above the GSA has established commodity standards that suit the market. This is indicated by, among other things, the acceptance of WRs (which incorporate the GSA standards) by processors and industrial buyers. In the informal market these standards are not necessarily maintained and may not be widely known. As a result producers are not aware of the premium they could obtain if they meet the standards and demonstrate their quality through receipting.

Estimating the volumes that could pass through a WRS and trade through a commodity exchange is inexact. It is likely, at least initially, to be a subset of the formal market where trades meet quality standards and are of meaningful size. An estimate can be extrapolated from gross production figures and from exchange trading in other markets.

## 8.0 Analysis of Sustainability

Because of the high fixed cost of a commodity exchange it can sometimes take years to reach volumes and revenues to cover those costs or achieve critical mass. For example the Ghana Stock Exchange operated for five years before it became profitable.

The Natural Resource Institute (NRI) in its report for the Securities and Exchange Commission developed a forecast of revenue and expenses, as well as the needed capital investment for an exchange. They estimated that the fixed operating cost of the exchange would be just over \$2.1 million upon achieving scale. On this basis they believe breakeven would be achieved in the third year.

In the NRI revenue forecasts approximately 1/3<sup>rd</sup> of forecast revenue is from warehouse receipt fees, a business line that may accrue to others, such as the GGC. They state that breakeven occurs when 9% of the formal agricultural market is exchange traded. For comparison the Ethiopia Commodity Exchange has approximately 11% market share, with the subsidy of mandatory exchange trading for coffee.

Compare the NRI operating budget of approximately \$2 million to the actual costs in the Ethiopia case. As described above, the total expense in the most recent year at ECE was ETB 222 million, which equates to approximately \$10.8 million. With such a cost structure an exchange in Ghana would need to achieve nearly a 50% market share in order to break even. To put this in perspective, NRI estimates the total formal commodity market at \$745 million. They predict trading volume (the value of the commodities as opposed to the fee income from that trading) in the third year of \$80.9 million or 11% market share. A forecast by Eleni in August 2013 expected third year trading volumes on the exchange of \$696 million.

Fee income to exchanges as a percentage of volume ranges from a very efficient 0.61% on CME (US) to 1.23% on ECE (Ethiopia). Assuming that an early CX in Ghana will be somewhat inefficient due to low volumes, its fee income could be 1.5% of trading. As fees climb as a percentage of trading, volume will start to move back to the informal market. If NRI is correct in its operating budget of \$2.1 million that suggests that a CX would require USD 140 million in trading to break even. If costs are greater, then the breakeven volume increases in tandem. At current exchange rates USD 140 million represents GHS 525 million and this is a key number to remember in considering the following discussion of the formal market.

## **8.1 Context of Formal Market**

A more granular approach is to consider individual commodities and the anecdotal indications of how they are distributed. Recent production volumes and values of individual key commodities are shown in the **Appendix 1**.

Maize, sorghum and soy appear to have the best near term potential for formal trading. In this context the formal market is defined by market participants as commodity traded where at least one party is of industrial scale. Maize, sorghum and soy offer volume, even after subsistence consumption and post-harvest losses, and are suitable for testing to meet the needs of anonymous transfer.

Rice may not be appropriate in the near term because production is fragmented into many varieties. The Ghana Rice Inter-Professional Body (GRIB) estimates that the largest product, “Jasmine 85” fragrant rice, represents only 20% of the total market. Further, testing of rice at the warehouse loading dock may not be sufficient as GRIB indicates that key supply chain processes that determine quality may not be apparent to testing at such a late stage.

According to the Ministry of Food and Agriculture Statistics Research and Information Directorate (SRID) 2014 maize production totaled 1,762,000 metric tons. The Institute of Statistical, Social and Economic Research at the University of Ghana (ISSER) estimates that subsistence consumption and post-harvest losses represent 45% of production. The Esoko surveys indicate average wholesale prices in 2014 of GHC 890 per MT. After deducting subsistence consumption

and post-harvest losses this suggests a formal market potential of GHC 862.5 million for maize. The GGC estimates that 401 MT go to animal feed manufacturers, 249 MT go to processors (for industrial end users), and 50 MT go to institutional buyers for food consumption. The rest of the market is informal and presumably less demanding and not likely to value the WRS quality guarantee or exchange trading.

Soy bean production in Ghana totaled 138.7 thousand metric tons in 2013, down from 151.7 thousand MT in 2012. MoFA reports that the average price paid per metric ton at the farm gate was GHC 750 in 2013, and the average LBC (aggregator) price paid was GHC 850. ISSER estimates post-harvest losses and subsistence consumption at 20% of production. Therefore at the LBC wholesale level this indicates a total formal market value of GHC 94.3 million, out of total production value of GHC 117.9 million. Of the market surplus, the balance after post-harvest losses and subsistence consumption, nearly all soy production goes to actors that would be logical participants in a WRS and CX system. GGC estimates that 46% of the surplus is sold to Ghana Nuts, 36% to other oil seed processors and the balance to feed mills. These are the type of participants likely to value the quality guarantee of a WRS.

Sorghum has good potential as a cash crop but has not recently been marketed as such. According to the Food and Agricultural Organization of the UN (FAO) only 17% of sorghum production reached processors in 2013. This suggests the formal market for sorghum may be in the area of GHC 48 million. Most of the production is utilized for subsistence consumption, with 16% in post-harvest loss. However there is demand for sorghum by brewers, who have in the past imported the commodity.

This analysis suggests that a CX will live or die entirely based on the maize crop. The smaller production of rice, soy and sorghum could be an important incremental business but not sufficient alone to support an exchange. Sorghum could be an example where crop production evolves in reaction the example of the cash market. Several knowledgeable market participants have opined that a formal cash market will change farmer's behavior to produce more cash crops. Fortunately the maize market could sustain an exchange on its own. If the NRI operating expense forecasts are correct a CX could break even if approximately 60% of maize is traded through the exchange. Perhaps any shortfall could come from rice, soy and sorghum.

## Appendix 1: Annual Production of Selected Food Crops in Ghana

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Maize ('000MT)	1158	1171	1189	1220	1470	1620	1872	1683	1950	1764
Average price GHC per MT	214.53	330.47	231.61	266.99	491.27	541.97	487.4	651.19	870.27	741.01
Value of production GHC ,000	248,426	386,980	275,384	325,728	722,167	877,991	912,413	1,095,953	1,697,027	1,307,142
Millet ('000MT)	144	185	165	113	194	246	219	183	180	155
Average price GHC per MT	224.52	403.1	422.35	412.72	638.41	766.33	677.38	765.37	1233.79	1439.4
Value of production GHC ,000	32,331	74,574	69,688	46,637	123,852	188,517	148,346	140,063	222,082	223,107
Sorghum	287	305	315	155	331	351	324	287	280	257
Average price GHC per MT	227	387.57	327	326.05	519.55	624.64	659.3	780.52	974.67	1094.94
Value of production GHC ,000	65,149	118,209	103,005	50,538	171,971	219,249	213,613	224,009	272,908	281,400
Cassava	9739	9567	9638	10218	11351	12231	13504	14240	14547	15990
Average price GHC per MT	87.39	112.79	107.97	111.31	152.75	189.5	223.57	220.7	336.81	499.65
Value of production GHC ,000	851,091	1,079,062	1,040,615	1,137,366	1,733,865	2,317,775	3,019,089	3,142,768	4,899,575	7,989,404
Cocoyam	1716	1686	1660	1690	1688	1504	1355	1299	1270	1261
Average price GHC per MT	195.22	220.95	248.92	293.99	349.28	409.14	509.15	587.4	836.9	1074.27
Value of production GHC ,000	334,998	372,522	413,207	496,843	589,585	615,347	689,898	763,033	1,062,863	1,354,654
Plantain	2381	2792	2900	3234	3338	3563	3538	3619	3556	3675
Average price GHC per MT	231.39	230.92	269.65	302.72	340.1	433.85	554.11	558.65	764.92	900.84
Value of production GHC ,000	550,940	644,729	781,985	978,996	1,135,254	1,545,808	1,960,441	2,021,754	2,720,056	3,310,587
Yam	3892	3923	4288	4376	4895	5778	5960	5855	6639	7075
Average price GHC per MT	204.88	262.67	265.77	292.27	380	462.54	507.91	580.1	763.92	907.92
Value of production GHC ,000	797,393	1,030,454	1,139,622	1,278,974	1,860,100	2,672,556	3,027,144	3,396,486	5,071,665	6,423,534
Rice ('000MT)	242	237	250	185	302	391	492	463	481	570
Average price GHC per MT	416	514	514	580	896	1052	372	432	526	116
Value of production GHC ,000	100,672	121,818	128,500	107,300	270,592	411,332	183,024	200,016	253,006	66,120
Source: Ministry of Food & Agriculture										