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**USAID-GHANA/UNIVERSITY OF GHANA: INSTITUTIONAL
CAPACITY BUILDING FOR AGRICULTURE
PRODUCTIVITY**



FIRST ANNUAL REPORT

(OCTOBER 2015 TO SEPTEMBER 2016)

**SCHOOL OF AGRICULTURE/WEST AFRICA CENTRE FOR CROP
IMPROVEMENT
COLLEGE OF BASIC AND APPLIED SCIENCES
UNIVERSITY OF GHANA, LEGON**

OCTOBER 2016

This document was prepared for USAID/Ghana under Agreement (**PIL No. 641-002-FY14-IL#02**) awarded on February 12, 2015 to the School of Agriculture (SOA) and the West Africa Centre for Crop Improvement (WACCI) of the University of Ghana (UG), Legon; USAID/University of Ghana: Institutional Capacity Building for Agriculture Productivity. This document is made possible by the support of the American People through the United States Agency for International Development (USAID). The views and opinions contained in this report are those of UG Project team and are not intended as statements of policy of USAID. As such, the contents of this report are the sole responsibility of the UG Project team and do not necessarily reflect the views of USAID or the United States Government.

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Citation:

The School of Agriculture (2016). The USAID/University of Ghana: Institutional Capacity Building for Agriculture Productivity. Annual Report, October 2015 – September 30, 2016. University of Ghana, Legon, 67 pp.

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ACRONYMS

AEA	Agricultural extension Agent
AMEP	Activity Monitoring and Evaluation Plan
EMMP	Environmental Monitoring and Mitigation Plan
FtF	Feed the Future Initiative
GCAP	Ghana Commercial Agricultural Projects
HOD	Head of Department
KM	Knowledge Management
KPI's	Key Performance Indicators
M & E	Monitoring and Evaluation
METSS	Monitoring, Evaluation and Technical Support Services
MOFA	Ministry of Food and Agriculture
MOFEP	Ministry of Finance and Economic Planning
RBM	Results Based Management
RSD	Real Sector Division
PIRS	Performance Indicator Reference Sheets
PMT	Project Management Team
SARI	Savannah Agriculture Research Institute
SOA	School of Agriculture
UCC	University of Cape Coast
UG	University of Ghana
USAID	United States Agency for International Development
WACCI	West Africa Centre for Crop Improvement
UG	University of Ghana
UCC	University of Cape Coast

EXECUTIVE SUMMARY

The USAID/UG Feed the Future (FtF) Project was awarded by the United States Agency for International Development (USAID) to the School of Agriculture (SOA) and the West Africa Centre for Crop Improvement (WACCI) of the University of Ghana (UG), Legon on February 12, 2015. As per the agreement, UG is expected to submit an annual report to USAID within 30 days after the year. This report refers to the period from October 1, 2015 to September 30, 2016. It provides updates on progress with year two activities as detailed in the Year Two work plan. Principal activities undertaken during the period include (i) planning workshops (ii) award of contracts to various contractors for the development of Activity Monitoring and Evaluation Plan (AMEP), a gender mainstreaming plan, and the development of training manuals for targeted trainings (iii) recruitment and award of scholarship to five (5) M. Phil and fifteen (15) PhD students (iv) tendering and contracting process for the procurement of laptops for M. Phil and PhD students, office equipment and laboratory equipment for the project. A Project Coordinator and a Monitoring and Evaluation Officer were appointed for the project in the SOA and WACCI management systems for the project implementation. A Project Management Team (PMT) was also put in place to facilitate smooth implementation of the Project. The UG implementation team members had the opportunity to meet other FtF project implementation teams which provided the forum for sharing best practices in managing USAID-funded projects networking as well as collaborations which has enhanced implementation of the project at the University of Ghana. Training workshops on results based management/monitoring and evaluation has greatly enhanced the establishment of an M&E system and implementation of the project activities. The UG team undertook reconnaissance visit to the three Districts where the research component will be undertaken within the three Northern Regions. Key stakeholders and household waste management systems in the three districts were identified. Outcomes of the visit enhanced the design of the baseline questionnaire, development of the training manuals and field logistical arrangements for the various training programs for the project.

1.0 INTRODUCTION

The USAID Feed the Future (FtF) Project was awarded to University of Ghana on 12th February 2015 and is scheduled to end in 2020. The overall goal of the project is to improve sustainable agriculture productivity and food security through the training of scientists in plant breeding, biotechnology, crop and soil science, economic policy management, and business capacity building in response to the need for augmenting the human and institutional capacities of targeted Ghanaian institutions for improving service delivery to enhance economic growth. The intermediate results (IRs) are: (1) Improved Techniques in Crop Improvement, (2) Improved soil fertility through Biochar Production, (3) Improved Economic Policy Analysis and (4) Enhanced Capacity and Awareness of Biotechnology. The IRs are linked to Increased competitiveness of major food chains (IR 2.1)/FTF IR 1 and Improved enabling environment for private sector (IR 2.2)/FTF IR 1.3. The project was specially designed with interventions and strategies to improve agricultural productivity in the three northern regions of Ghana.

The report covers activities undertaken from October 2015 to September 2016. During the period the project implemented some of the activities outlined in the work plan. Most of the activities reported on are either a continuation of the planned activities from Year Two or activities set out for Year Three. Due to the late start of the project most of the activities from Year One have been included in Year Two.

2.0 SUMMARY OF ACCOMPLISHMENTS IN YEAR TWO (2)

- With direct financing from USAID, Africa Lead provided technical assistance and facilitation services to University of Ghana Staff in support of the second year work planning process. This enabled UG to develop the year two work plan consistent with USAID requirements.
- The recruitment of a Project Coordinator and an M&E officer and the institutionalization of a Project Management Team (PMT) has strengthened program management procedures giving the project a multidisciplinary team focus
- After participating in the RBM/M&E workshop the performance indicators were reduced from 24 to (nine)9 for USAID consideration
- Recruitment of 15 PhD students and (five) 5 M. Phil Students for the postgraduate capacity building component of the project
- Selection of FBOs and AEAs for Capacity building activities
- The UG Team undertook a reconnaissance visit in June to interact with key stakeholders at the district and regional levels of the three northern regions, the focus of the USAID-UG interventions
- The team Identified key stakeholders and their contact

Training of farmers and AEAs was scheduled for September 2016, however due to heavy rains in northern Ghana, the trainings were rescheduled to begin in the first week of October. As at the time the report was being prepared the trainings were underway. The report of the trainings will therefore be in the semi annual report for the 2016/2017 project year.

Table 1: List of Indicators for the Institutional Capacity building for Agriculture Productivity Project: Indicator Numbers, Title of Indicators, Results and Narratives as at the end of second year, FY 2016

No.	SOA_CaBP Indicators	Results and Narratives as at end of FY 2016
1	Score, in percent, of combined key areas of organization capacity amongst USG direct and indirect local implementing partners.	A baseline data will be collected on this indicator in the first quarter of year three (3) by a consultant and used as a basis for a final evaluation will be done in year five (5)
2	Number of training and capacity building activities conducted with USG assistance	All the trainings will be conducted in year three and will be reported as such
3	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training.	This will be reported on after the short term trainings
4	Number of individuals who have received USG supported long-term agricultural sector productivity or food security training.	Out of 17 PhD students 15 have been recruited and undergoing the trainings Out of six (6) M. Phil students five (5) have been recruited
5	Number of scientific studies published or presented as a result of USG assistance for research programs	
6	Number of private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance.	FBOs have been selected for the USG assistance and will be benefitting from the training. This will be reported on after the trainings starting in the first quarter of year three

7	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance.	This will be reported on after the trainings starting in the first quarter of year three
8	Number of members of producer organizations and farmer based organizations receiving USG assistance.	This will be reported on after the trainings starting in the first quarter of year three
9	Number of individual stakeholders attending biotechnology training events.	This will be reported on after the trainings starting in the second quarter of year three

3.0 PERFORMANCE AGAINST INTERMEDIATE RESULTS

3.1 Improved Techniques in Crop Improvement

As at the end of year two of the project five (5) M. Phil students have been awarded scholarships for the 2016/2017 academic year. Five (5) PhD students from WACCI were also awarded scholarships within the same period (Fig 6). Eight (8) PhD students were awarded scholarships in the School of Agriculture (Fig 7), two each for the Departments of crop Science, Soil Science, Agricultural Extension and Agricultural Economic and Agribusiness as well as two (2) PhD students from the Department of Economics. All the students are funded under the USAID scholarship that was advertised through the electronic and print media. They will be trained under the USAID/UOG project in year 3. So far all the M. Phil students have received a laptop each (Figs 2&3). Four of the M. Phil students are in their second year while one (Desmond Amanfu) is in his first year undertaking course work at the Department of Agricultural Extension.

The pictures of the five USAID scholarship awardees admitted to the University of Ghana are as shown in fig 1.



*Kwawu Joana Deladem
(Economics)*



*Desmond Amanfu
(Agricultural Extension)*



*David Ezekiel Antwi
(Agricultural Economics)*



*Agbanu Amabel Sefakor
(Crop Science)*



*Elvis Frimpong Manso
(Soil Science)*

Fig 1. USAID scholarship awardees admitted to the University of Ghana



Fig 2. M. Phil students receiving a laptop each as part of their scholarship



Fig 3. M. Phil Scholarship awardees in a pose with the Project Manager, Prof. John Ofosu-Anim and the Project Coordinator, Mr. Ezekiel Narh Odonkor

The four (4) M. Phil students admitted in the 2015/2016 academic year are presently in the research phase of the training while the year one student is taking the course work. Table 1 presents the M. Phil students and their research topics. All of them have received funds for their research activities and are in various phases of their research work. Table 1 shows the M. Phil students and their research topics.

Table 1. Postgraduate MPhil Research Topics and supervisors (2016/2017 Academic Year)

No.	Name of Student	Gender	Programme of Study	Research Topic	Supervisors
1	Agbanu Amabel Sefakor	Female	M. Phil Crop Science	Response of three Soybean [Glycine Max (L.) Merrill] varieties to soil amendment using biochar	Major Supervisor Prof. Ofoosu-Anim Minor Supervisor: Dr. Christiana Amoatey
2	Kwawu Joana Deladem	Female	M. Phil Economics	Technical Efficiency of Maize Farmers in the Techiman Municipal, Brong Ahafo Region	Major Supervisor: Prof. Bruce Sarpong Minor Supervisor: Dr. Frank Kwame Agyire-Tettey
3	David Ezekiel Antwi	Male	M. Phil Agricultural Economics	Agglomeration externalities, productivity and technical efficiency of Soybean farms in the Upper East and Upper West Regions of Ghana	Major Supervisor: Dr. Edward E. Onumah Minor Supervisor: Prof. Ramatu Al-Hassan
4	Elvis Frimpong Manso	Male	M. Phil Soil Science	Biochar as a liming agent and phosphorus source to enhance the growth and nodulation of soybean on two acid soils in Ghana.	Major Supervisor Dr. Eric Kwesi Nartey Minor Supervisor: Dr. Thomas Aquinas Adjadeh

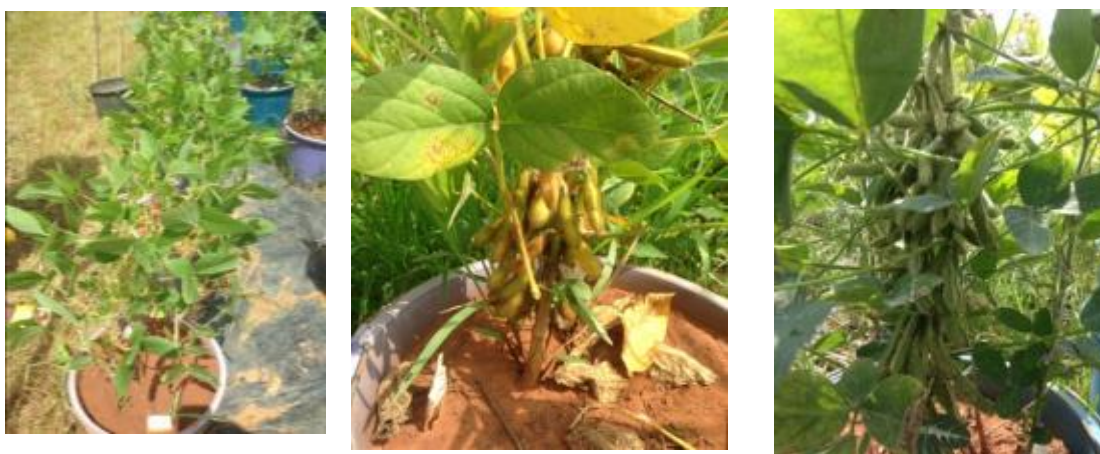


Fig 4 Pot experiment on soybeans at Sinna's garden, University of Ghana

Ms. Amabel Agbanu from the crop Science Department is working on soybeans and has completed her pot experiment and moving on with the field experiment (Fig 5). She has collected

data on all vegetative growth parameters and on the reproductive parameters like days to 50% flowering, pod formation and filling of the three soybean varieties and have been analyzed. Dry matter and yield component data have been collected: they include Number of pods per plant, pod weight per plant, and shoot dry weight, root dry weight, Total dry matter content, number of seeds per pods and 100 seed weight for the pot experiment. Data already collected have been analyzed and will be used to determine treatment for a repeated study for the field work.

Elvis Frimpong from the Department of Soil Science is working on two acid soils from the Western region namely Ankasa and Tikobo soil series which were sampled from Ankasa Forest and Wildlife Conservation and CSIR- Crop Research Center respectively. These soils are being used as representatives of acid soils in the Western region. The soil samples and biochar have been analysed (Fig 6) and their initial characterization were determined. Some of the parameters that were determined on both the biochar and the soil samples include Ph, organic carbon, cation exchange capacity, exchangeable acidity, exchangeable bases, effective cation exchange capacity, total phosphorus, available phosphorus, total nitrogen, available nitrogen, particle size analysis, and field capacity. Incubation is ongoing to allow the Ph of the soil, biochar, and agricultural lime to stabilize before sowing of soybean seedlings.



Fig 5 M. Phil student sampling soils for laboratory analysis and setting up experiment for incubation and subsequent soybean establishment

Joana Kwawu and Ezekiel Antwi from the Department of Economics and Agricultural Economics and Agribusiness have both developed their proposals and questionnaires for data collection. Data collection is scheduled for January and February 2017.

Table 2: WACCI Postgraduate PhD Research Topics and supervisors (2015/2016 Academic Year)

NAME	PROPOSED THESIS TITLE	COUNTRY	CROP	SUPERVISORY COMMITTEE
DADZIE Abu Mustapha	Genetic Introgression of Aflatoxin Resistance Genes into Elite Maize (<i>Zea mays</i> L.) Lines in Ghana.	Ghana	Maize	Prof. K. Ofori, Prof. Essie Blay, Dr. J. Eleblu, Dr. Allen Oppong
OBENG-Bio Ebenezer	Genetic Analysis for High Pro-vitamin A and Quality Protein Maize (<i>Zea mays</i> L.) under Stress Environments	Ghana	Maize	Prof. Essie Blay, Dr. A. Danquah, Dr. Beatrice Ifie, Dr. Badu-Apraku Baffour,
BARNOR Teye Michael	Genetic Improvement of Locally Adapted Soyabean (<i>Glycine max</i> L.) Varieties for Resistance to Local Isolates of <i>Phakospora Pachyrihzi</i>	Ghana	Soybean	Prof. K. Ofori, Dr. Beatrice Ifie, Dr. A. Danquah, Dr. Nicholas Denwar
BARNOR Teye Michael	Genetic Improvement of Locally Adapted Soyabean (<i>Glycine max</i> L.) Varieties for Resistance to Local Isolates of <i>Phakospora Pachyrihzi</i>	Ghana	Soybean	Prof. K. Ofori, Dr. Beatrice Ifie, Dr. A. Danquah, Dr. Nicholas Denwar
Abu Pearl	Genetic analysis of maize streak virus resistance, drought and low nitrogen tolerance in early maturing maize inbred lines	Ghana	Maize	Prof. Tongoona, Prof. S. Offei, Dr. B. Ifie, *Dr. Baffour Badu- Apraku
Kusi-Adjei Rosemary	Rosemary - Breeding high quality tomato for processing in Ghana	Ghana	Tomato	Prof. E. Danquah, Prof. E. Blay, Dr. A. Danquah, *Dr. Harry Mensah Amoatey

Dadzie Abu Mustapha



Obeng-Bio Ebenezer



Barnor Teye Micheal








Pearl Abu



Rosemary Kusi-Adjei



Fig 6 WACCI PhD Candidates, University of Ghana, Legon

NAME	PHOTOGRAPH	COURSE	DEPARTMENT
Mrs. Vida Opoku Edusei		PhD Crop Science	Crop Science
Mr. Amos Rutherford Azinu		PhD Crop Science	Crop Science
Mr. Alvin Isaac Amoah		PhD Agricultural Extension	Agricultural Extension
Mr. Daniel Colecraft Aidoo		PhD Agricultural Extension	Agricultural Extension
Mr. Selorm Ayduvor		PhD Agricultural Economics	Agricultural Economics






NAME	PHOTOGRAPGH	COURSE	DEPARTMENT
Mr. Emmanuel Obimpeh		PhD Agricultural Administration	Agricultural Economics
Mr. Daniel Ansah Fianko		PhD Soil Science	Crop Science
Mr. Hammond Abeka		PhD Soil Science	Soil Science
Ms. Dorcas Assah Preprah		PhD Economics	Economics
Mr. Emmanuel Owusu-Afriyie		PhD Economics	Economics

Fig 7 PhD candidates of SOA and Department of Economics, University of Ghana, Legon

3.2 Improved Soil Fertility through Biochar Production

Within the reporting period the team undertook a reconnaissance visit to the project sites to interact with key stakeholders including the Ministry of Food and Agriculture (MOFA) and the District Assemblies. A contractor has been selected to prepare the training manuals and train households in waste sorting as well as undertake baseline survey. The baseline survey to

ascertain the availability of household waste for charring and household waste sorting training would be undertaken in the first quarter of year three.

3.3 Improved Economic Policy Analysis

Within the reporting period consultants have been contracted to develop and reproduce training manuals and deliver trainings to middle level personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Monetary Policies, Fiscal Policies, Exchange Rate Policies, Economic Growth, Globalization and Economic Development.

3.4 Enhanced Capacity and Awareness of Biotechnology

Activities to undertake biotechnology awareness creation among farmers, media personnel and Agricultural Extension Officers will take place in Year three (3). Awareness creation tools will be developed and workshops held in various locations for awareness creation. The biotechnology training of trainers was expected to precede all activities under the biotechnology programme. Although UG contacted some institutions in the US they did not respond to the request and this was a major set back resulting in the shifting of the activities to year three.

4.0 PROJECT MANAGEMENT

4.1 Work Planning Meeting for year two

With direct financing from USAID, Africa Lead provided technical assistance and facilitation services to University of Ghana Staff in support of the Year Two work planning process consistent with USAID requirements. The meetings which took place at the UG on 6th and 7th January 2016, were facilitated by Mr. Victor Addom, Regional Director of Africa Lead and Dr. John Azu, an Institutional Development Specialist.

Key Outcomes and Deliverables of the meeting:

- UG staff familiarised themselves with USAID project mechanisms, including a review of relevant activity and organizational documents (Program Description, Implementation letters etc.).
- Strategic issues of the project were highlighted for incorporation in the Year Two activities;
- Guidance on how the project may achieve its outputs were outlined;
- Activity planning, program coordination, program monitoring and evaluation, environmental compliance and knowledge management were also discussed.



Fig 8 The Dean of SOA and Heads of Department (HODs) of implementing departments at the SOA, UG, Legon with representatives of Africa Lead, Dr John Azu and Mr. Addom during the planning meeting

4.2 Follow up meeting with METSS

The Project Coordinator and the Monitoring & Evaluation (M&E) Officer had a follow up meeting after the planning workshop with Africa Lead, with a representative of USAID's METSS project, Mr. Saaka Adams, on 21 January 2016 to discuss the way forward in preparing the Activity Monitoring and Evaluation Plan (AMEP) and the establishment of an M&E unit for the project.

Outcomes of the meeting:

The UG team gained an understanding of:

- the Activity Monitoring and Evaluation Plan (AMEP) and Environmental Monitoring and Mitigation Plan (EMMP), what they entailed and how they related to the project and USAID; and
- the M&E plan and it was suggested that due to time constraints UG could hire a consultant to do the M&E plan for the project.

Mr. Saaka reviewed the attachments to the project implementation plan and shared some ideas with the UG team. He sent the following documents to the UG team:

- M&E plan for about three (3) different projects
- Sample EMMP plan
- A list of standard indicators and expected results
- Indicator handbook

4.3 G2G meeting at Africa Lead

Africa Lead organized a day's seminar for UG, UCC, SARI, MOFEP/RSD and MOFA to share brief information on the status of the USAID-supported programs. The aim was (i) to provide better understanding on the support the institutions receive and (ii) to build mutual partnerships and collaborations to support the implementation of these programs. The meeting was held on Thursday, February 11, 2016 in the office of Africa Lead in Accra.



Fig 9 Seminar for the G2G meeting at Africa Lead

The four institutions shared information through presentations on the current status of their project with focus on a brief program description that highlighted the goal, objectives/sub-purposes, achievements to date, implementation challenges/lessons being learned and highlights of Year Two (2) work plan.

Information on Africa Lead menu of available services and updates on 2015/2016 Africa Lead plans for the four institutions was also shared.

Outcomes of the meeting

1. The University of Ghana team learnt a lot from the other FtF implementing institutions in terms of project management structure, reporting and the implementation strategies adopted by these institutions.
2. The UG team had the platform to meet the other implementing institutions and discussed issues on partnerships and mutual support.
3. The UG team also got to know about the support they could obtain from Africa Lead to help them undertake the project.

4.4 Selection of consultants

During the reporting period consultants were selected to prepare AMEP, Gender Plan, training manuals and deliver training of FBOs, Agricultural Extension Agents (AEAs), households as well as middle level personnel of the Ministry of Finance and Economic Planning and the National Planning Commission. The AMEP and the Gender plans have been developed and both are being reviewed by USAID and would be finalized for final submission to USAID. The training manuals have been developed for the training of the FBOs and the AEAs, household waste sorting and the training of middle level personnel of the Ministry of Finance and Economic Planning and the National Planning Commission. A consultant has been hired to conduct the baseline survey to ascertain household waste for charring. These activities will be undertaken in the first quarter of year three.

4.5 Project performance monitoring briefing workshop

A project performance briefing workshop was held on 8th April, 2016 at the Aruba Guest Lodge in Aburi to discuss the activity monitoring and evaluation plan (AMEP) developed by a consultant and to get a clear understanding of the indicators. Representatives from Africa Lead and METSS facilitated the meeting. Senior level representatives of the implementing units including Heads of Departments and the Dean of the School of Agriculture participated in the workshop. The meeting reviewed the AMEP and suggestions were made to improve the document. The main suggestion was to review and reduce the number of indicators.



Fig 10 Scenes from the workshop at Aburi

Outcomes of the workshop:

- Publicity of the USAID FtF Project on the University of Ghana website
 - Show photographs of the beneficiaries of the scholarship among other activities

- The departments to go ahead with the selection of PhD students for the next academic year
- HODs to look at the year two work plan and come up with implementation teams for activities that have to be undertaken immediately
- Recruiting consultants to develop training manuals and deliver trainings
- The meeting reviewed the performance indicators from 22 to 14 for USAID's consideration
- UG to seek assistance from METSS in developing M&E tools for data collection and standard operating protocols e.g. baseline data collection tools for various deliverables/activities
- Invite the USAID finance, procurement and audit teams to a meeting in UG, Legon to discuss financial issues

4.6 Meeting with Activity Manager (AM), USAID

Mrs. Jenna Tajchman, the Activity Manager for the project at USAID, visited the project at the University of Ghana on 12th April, 2016. She familiarized herself with the project and the team also seized the opportunity to share the outcomes of the performance monitoring briefing workshop and especially the Project Activity Monitoring and Evaluation Plan (AMEP) with her. The meeting provided the team with a common understanding of the project deliverables and the financial arrangements. The meeting also discussed financial arrangements, reporting issues and came to a conclusion that it was necessary for the financial team at USAID to meet with the UG team to discuss any outstanding issues.



Fig 11 Meeting with AM at the University of Ghana, Legon

4.7 Meeting with USAID Finance Team 5th May 2016

The purpose of the meeting was for the USAID team to guide the USAID FtF Project implementing team of UG on invoicing, receipts, procurement, and other USAID compliance procedures (related to financial management).

- John Ezell gave an overview of USAID financial arrangements with USAID Projects. USAID will pay out moneys as needed using the advance method of 90 days. In a quarter USAID could give three tranches which should be retired at the end of the quarter (within 90 days).
- The way the funds are handled at the UG was clarified. That is from ORID to SOA and WACCI. They in turn retire the money through the Dean to ORID who reports to USAID.
- USAID gives out funds based on approved work plans.
- UG must make the activity manager aware whenever there is need to use funds for other purposes
- The project is cost sharing and UG's share is 30%.
- UG must revise the budget to include a vehicle however this concern for a vehicle should be included in the Biannual report
- UG must avoid internal and external bottlenecks when handling issues of procurement but could use internal procurement processes.



Fig 12 The USAID finance team in a meeting with the UG team

4.8 Monthly Project Management Team meetings

One of the outcomes of the M&E workshop at Aruba was for UG to put in place a management team to manage the project. Since May, 2016 the management team has been in place and monthly meetings are held. Below are pictures of the meetings.



Fig 13 PMT meetings with the Dean, SOA and the director of WACCI present

4.9 Year three planning workshop held at Aburi

Africa Lead provided technical assistance and facilitation services to University of Ghana Staff in support of the Year Three work planning process consistent with USAID requirements. The workshop which took place at the Aruba Guest Lodge, from the 5th to 7th September, 2016, were facilitated by Dr. John Azu, an Institutional Development Specialist and Mr. Isobar Armah of Africa Lead.



Fig 14 Year three planning workshop at Aburi

4.10 Office Space and Staff Recruitment

An office space for the project is currently being prepared at the University of Ghana, Legon. The office will be equipped with all the necessary administrative equipment to facilitate effective implementation of the project. These will include photocopiers, a projector, scanner, laptops, printer, cabinets, a camera, tables and chairs and a telephone. This office will serve as the coordinating point for the project within the University of Ghana. There will be a project Coordinator and an administrative assistant with M&E background to facilitate data entry. A project Coordinator, Mr. Ezekiel Narh Odonkor has been employed and the search for an administrative assistant is underway. A project Monitoring and Evaluation Officer, Mr. Sampson Addo has also been assigned to the project.

4.11 ADVERTISEMENTS OF CONSULTANCIES

The following consultancies were advertised during the period under review. It is the expectation that the outputs of these activities would constitute an important component of the year's deliverables of the project.

- **Activity Monitoring & Evaluation Plan (AMEP):** The goal of the activity monitoring and evaluation plan is to encourage adaptive management and learning within the project and report results to USAID/Ghana. This requires collecting timely information using appropriate indicators to provide meaningful information on progress towards stated objectives. The assignment has been completed and the document is under review at USAID.
- **Preparation of training manuals and provision of training:** This assignment entailed the preparation of training manuals for the various departments engaged in training households, farmers and personnel of the Ministry of Finance and Economic planning.
- **Gender Mainstreaming Plan:** The overall objective of this assignment was to prepare a gender action plan to inform what needs to be done to ensure gender issues are taken into account in the implementation of the project. This is intended to ensure that gender implications of the project activities are identified and addressed in a comprehensive manner. This assignment is complete and is under review at the University of Ghana, Legon.

5.0 BUILDING INSTITUTIONAL PARTNERSHIPS AND COLLABORATIONS

5.1 Feed the Future (FtF) Implementing Partners Meeting

The FtF implementing partners meeting took place on the 15th and 16th March, 2016 at the Alisa Hotel in Accra. The purpose of the meeting was to present an overview and an update of the FtF project in Ghana. The meeting presented the nutritional situation of the country. There were plenary panel discussions as well. Present were various stakeholders involved in the implementation of the USAID FtF project. UG was represented by the Heads of Department of Soil Science and Crop Science and the Project Coordinator.



Fig 15. Some UG and SARI Team members at the workshop

Outcomes of the meeting

- The UG Team gained understanding of the indicators for tracking results in terms of what to look for, how to capture it, who to capture and what to use the data for.
- The meeting also provided a good understanding of the USAID FTF project and what is expected of implementers.
- Last but not the least the meeting provided the forum for networking with other stakeholders which will go a long way to enhance implementation of the project at the University of Ghana.

5.2 Workshop on Population Based Survey Results in Northern Ghana

The meeting took place on the 17th March, 2016 at Alisa Hotel and the purpose was to present the poverty and nutrition status in northern Ghana based on the 2015 population-based survey results. The meeting also presented the opportunity for state institutions to make inputs into the survey results and to give a clear understanding of what the FtF project is to achieve in the end. The meeting brought together various stakeholders involved in the implementation of the USAID FtF project including state institutions. There were presentations and breakout sessions.



Fig16.The UG Project Coordinator with the Chief of Party of ACDI/VOCA ADVANCE at the workshop

Outcomes of the meeting

- The conference enhanced participants' understanding of monitoring and evaluation in project management.
- Increased participants' understanding of data management which is relevant for USAID FtF project at the University of Ghana.
- Last but not the least the meeting provided the forum for networking which will go a long way to enhance implementation of the project at the University of Ghana.

5.3 Identification of key stakeholders in the project operational areas

The UG team undertook a reconnaissance visit to the three districts in the three northern regions and discussed the project with the District Assemblies and the Regional as well as the District offices of the Ministry of Food and Agriculture (MOFA). Meetings were held with the District Chief Executives, Municipal Chief Executive, Regional and District Directors of Agriculture and representatives of Zoomlion and Health Officers. The District Assemblies and MOFA have expressed readiness to partner the project. Details of the report is available in section seven (7) of this report.

6.0 Training Workshops

6.1 Results Based Management/ Monitoring and Evaluation Training Workshop

In support of the USAID Feed the Future Projects, Africa Lead organized a five-day training workshop from 25th to 29th April, 2016 at Koforidua, to provide capacity development services in the area of Results Based Management (RBM) and Monitoring and Evaluation (M&E) to University of Cape Coast (UCC), Ghana Commercial Agricultural Projects (GCAP) and University of Ghana (UG) project M&E team and selected administrative staff of these institutions. The objectives of the short course and technical assistance are (1) to enhance skills

and knowledge in M&E and RBM principles and practice; (2) to help operationalize UCC, UG & GCAP M&E framework using an RBM approach; and (3) to develop a roadmap to implement the M&E framework.

The objectives of the short course and technical assistance are:

- to enhance skills and knowledge in M&E and RBM principles and practice;
- to help operationalize UCC, UG & GCAP M&E framework using an RBM approach;
- to develop a roadmap to implement the M&E framework.



Fig 17 Group photograph of the workshop participants

The five-day short course covered the building blocks and key elements of RBM as well as reporting. The short course also sought to build the capacities of the participants to effectively use modern RBM & M&E tools and how to also communicate information on project performance to their organization and stakeholders. These core competencies will also help UCC and UG to improve its planning, analysis, and decision-making capacity, increase the availability, applicability and use of high-quality evidence-based data for decision-making.

The following topics were covered in the short course:

- M&E/RBM concepts and terminologies
- KM framework within and Performance Management Lifecycle
- Developing performance indicators
- Log frame/Results Framework Concepts
- Performance Indicators
- Operationalizing the KM framework
- How to develop data collection tools and determine methodologies for collecting data on KPI's
- Data analysis techniques
- How to develop a Performance Management Plan (PMP)
- Reporting: Report writing, organization of data, and formatting
- Developing a Roadmap to Operationalize the system

By the end of the training, participants are expected to:

- Understand the relationship between Monitoring and Evaluation, and Results Based Management;
- Understand the elements of the Performance Management Plan and how to conduct data collection and analysis in support of communicating results to others
- Understand their roles and M&E functions to effectively deliver on performance measurement
- Know how to design and use data collection tools
- Be familiar with data analysis tools and methods
- Know how to write a “results” focused report
- Have a draft roadmap to operationalize the Knowledge Management framework
- Demonstrate the necessary skills to evaluate field work and report on key success stories and to better communicate M&E results and lessons learned



Fig 18 The UG team at the workshop in Koforidua

Outcome of the workshop

At the end of day one the participants gained an understanding of:

- the relationship between monitoring and evaluation, results based management and knowledge management and the components of an M&E plan.
- reference documentation list and how to manage it.
- Enhanced understanding of the log framework, logic models, results framework and results chain.
- An understanding of performance indicators and how to set SMART indicators as well as setting benchmarks and targets.
- Knowledge about the use of the performance indicator reference sheet and the performance indicator table.
- The participants developed the results framework for their institution.
- Participants knowledge about data quality assessment, data analysis and reporting was greatly enhanced;
- The participants gained an understanding of the different kinds of reports, who to write it and who the reports are meant for. The need to keep strict communication lines was emphasized.

Although the course was designed for M&E staff it proved useful for Scientists and Researchers who participated. Given that there have been few opportunities for Scientists to participate in

such training workshops; the training was a good opportunity to enhance their knowledge in M&E and RBM. Participants were awarded certificates after the training.



Fig 19 Some participants receiving their certificates after the training

6.2 Follow up meeting by Africa Lead on RBM/M&E Training workshop



Fig 20 UG team in a meeting with monitoring team from Africa Lead

A two-member team from Africa Lead visited UG to follow up on the Monitoring and evaluation workshop held at Koforidua to familiarize themselves with progress made on the setting up of an M&E system for the project. The meeting agreed on an evaluation plan for the project as follows;

- Carry activities that could not be achieved in year two to year three.
- Mid-term evaluation could be done in the fourth year of the project.

6.3 Monitoring and evaluation workshop at Kumasi

The Project Coordinator and the M&E Officer participated in the EG-Office M&E Working Group meeting held from 28 to 30 June, 2016 organized by METSS. An overview analysis of the FTF in Ghana (2012 to 2015) and standardizing data collection tools for FTF standard indicators was very useful to the team especially the review of indicator targets and achievement thus far. The meeting enhanced the UG team understanding of USAID regulations and policies on environmental compliance. There was an excel training on data manipulation as well as the AID Tracker and how to access it online.

7.0 Field Activities

7.1 Reconnaissance visit to the three Northern Regions

The visit was undertaken by a team of researchers from the Department of Soil Science, Crop Science, Agricultural Extension and Agricultural Economics and Agribusiness. The visit was from 18th June to 27th June, 2016 to the three Districts where the research component will be undertaken within the three Northern Regions. The aim of the visit was:

- To identify and meet with key stakeholders in the three northern regions and the three districts in which the project will be undertaken
- To discuss the project with the identified key stakeholders
- Conduct an exploratory study in the three districts to
 - ✓ identify key challenges in the agricultural sector in the three northern regions as well as farm and household waste management systems
 - ✓ inform the baseline questionnaire design as well as the various training program for the project

The team paid courtesy calls on the Regional Directors of Agriculture (RDA) in each of the regions. In the Upper West and the Northern regions the team met the representatives of the RDA except in the Upper East region. The team proceeded to the Districts to meet with the District Directors of Agriculture (DDAs) who in each case led the team to the District Chief Executive (DCE). At the District level the waste management teams specifically officers from Zoomlion and Environmental Health joined the meeting. The district profile documents were obtained from the District Assemblies (DA) to inform community selection for project implementation.



Fig 21 Meetings held with Representatives of Regional Directors of Agriculture (RDA)



Fig 22 Meetings held with District Directors of Agriculture (DDA), District Chief Executives (DCE) and Municipal Chief Executive

Both MoFA and the District Assemblies have indicated readiness to collaborate with the Project. Zoomlion a key stakeholder for the project was also identified.

Outcomes of the reconnaissance visit

- ▶ The findings of the reconnaissance visit have provided the requisite information for
 - ▶ the development of baseline questionnaire, training manuals and field logistical arrangements.

The following are some outcomes of the reconnaissance visit:

Household and farm waste availability

- ▶ In all the three districts soil fertility is one of the challenges facing agriculture.
- ▶ All the households in the districts visited generate organic and inorganic waste. Although households have been provided with waste bins, the waste is not sorted except in Bawku Municipal.
 - ▶ In Bawku Municipal the main source of waste for charring will come from the waste containers placed at the market.

- ▶ Although farm waste is generated in some districts the waste is used for feeding livestock. In Mamprusi West and Lawra Districts farm waste is available for charring but not in Bawku Municipal.
- ▶ Processing points could be explored for farm waste especially in Mamprusi West District where rice husk is left to go waste at the processing centers.

FBO and AEA capacity building

- ▶ Dwindling numbers of AEAs due to the current freeze on employment.
- ▶ All regions have had some training in all the proposed areas of training although the level of training and training needs of AEAs and farmers vary across regions.
- ▶ Despite the training, all directors agreed that both AEAs and farmers need additional and refresher training. They proposed that our training could be designed as follow-on and refresher training to the prior FBO, ICT, Micro enterprise and other training.

8.0 KEY CHALLENGES AND WAY FORWARD

The key challenges faced during the reporting period are:

- Non-compliance to USAID laid down procedures caused a delay in the release of funds for project activities in Year One. This delayed funds needed to meet project activities as well as initial expenses of the admitted PhD and MPhil. students which covered students' tuition, stipends and related costs. The University of Ghana could not undertake most of the project activities during the most part of Year One and the reporting period.
- The FtF project is being implemented in the three northern regions with districts and communities far apart. There is therefore an urgent need for a vehicle to effectively undertake the project activities.
- The lack of effective communication and understanding of issues between the finance team and the project team as well as bureaucratic processes delayed release of funds for the implementation of project training programs.
- The bureaucratic processes in the procurement system is retarding progress of the project
- Delays in setting up a secretariat – locating office space
- Delays in recruiting an administrative assistant
- Few females applying at the PhD level
- Late advertisement of the PhD Scholarship
- The project is not motivating faculty to commit themselves to the project

Way Forward Based on Lessons Learnt

- A project coordinator has been hired and this has enhanced project operations. A planning workshop was also held to prepare the year three work plan and budget. UG has continuously been working with the Activity Manager for clarifications on issues.
- The support Africa Lead and METSS have given to the UG implementing team has enhanced the team's understanding of M&E resulting in the redesign of the results framework for the project as well as significantly reducing the performance of indicators from the initial 24 to 9. UG requested for the purchase of a vehicle for the project and USAID has approved. This will go a long way to improve the operations of the project. The cost will be included in the year three budget.
- The year three planning workshop brought together the finance and procurement teams at the University of Ghana to share and also experience the frustration of the team on their procedures. They appreciated the project activities and the schedules on them which required speedy processes to release funds and equipment for the project activities.
- Decentralize the funds from ORID to WACCI and the School of Agriculture (Finance Office)
- UG to set up a secretariat and recruit an Administrative Assistant
- UG to submit reports in a timely manner to USAID
- UG to continue to work closely with Africa Lead and METSS

9.0 KEY PRIORITY ACTIVITIES FOR YEAR THREE

- Requesting incremental funding
- Hiring an Administrative Assistant
- Setting up a secretariat and equipping it
- Finalise Training of FBOs and Agricultural Extension agents
- Train middle level personnel of the Ministry of Finance, Bank of Ghana and National Planning Commission
- Undertaking survey on household waste availability to be charred
- Conduct training in household waste sorting
- Procurement of laboratory and field equipment and chemicals
- Construction of Kiln
- Undertake characterisation of biochar
- Undertake fortification of biochar
- Undertake biochar co-compost preparation
- Undertake greenhouse studies
- Undertake biotechnology training of trainers and roll out biotechnology awareness creation programme
- Organise stakeholder meetings

APPENDICES

APPENDIX 1: Consultancy for the development of Activity Monitoring and Evaluation Plan

MONITORING AND EVALUATION CONSULTANCY

SCHOOL OF AGRICULTURE

UNIVERSITY OF GHANA, LEGON

The University of Ghana has received technical and financial support from USAID Feed the Future Program for various human capacity-building activities. The support to the University of Ghana will focus efforts on expanding access by Ghanaian research scientists to the West Africa Centre for Crop Improvement (WACCI) program on long-term training for plant breeders and the School of Agriculture training and research programs on soil fertility management, improving economic policy analysis and create awareness of biotechnology research by local institutions in Ghana. The main focus of the assistance is to train a critical mass of young scientists in plant breeding, biotechnology, crop and soil science, economic policy management, and business capacity building in response to the need for augmenting the human and institutional capacities of Ghanaian institution for improving service delivery to enhance economic growth. The assistance also aims at strengthening the capacity of the University of Ghana, Legon to improve on its research programs to meet the needs of the National Agricultural Research Systems (NARs).

A. THE OBJECTIVES OF THE ASSIGNMENT

The overall objective of the assignment is the establishment of an operational monitoring and evaluation (M&E) plan and systems for the project. The purpose is to provide the project coordination with tools to effectively monitor project progress and achievement.

B. SCOPE OF SERVICES

The School of Agriculture (SOA) is expected to develop an M&E System and build capacity of its staff in monitoring and evaluation. The Department is therefore seeking consultancy services to carry out the following:

1. Development of an M&E Plan

The team or consultant will lead the development of project level Monitoring & Evaluation (M&E) plan. In the process, the consultant will train selected department

staff in M&E techniques and skills to ensure that long-term capacity is established in the department to monitor activities. M&E Plan will include but not limited to:

- i. *Indicators*: impact, outcome, output and inputs
- ii. *Indicator definition and unit of analysis*: Precise indicator definitions and clear explanations of the unit of analysis for performance indicators helps to guard against variation in the data collection from site to site and over time.
- iii. *Data sources*: program monitoring, financial monitoring, institutional data, Biological data & behavioral surveillance data, essential research data and other studies. The description of data collection in an M&E plan should be operationally specific enough to enable an objective observer and/or new staff person to understand how the raw data are collected. Data collection methods should be consistent and comparable over time, and any changes should be documented in the M&E plan. Data collection requirements that could be incorporated into projects should be identified.
- iv. *Baselines values*: the value of a performance indicator before the implementation of projects or activities.
- v. *Annual Targets*: the specific, planned level of result to be achieved within an explicit timeframe. Targets should be realistic, evidence-based, and ambitious.
- vi. *Frequency, Schedule and Responsibilities*: Assigning responsibility in an M&E plan for the collection, analysis and reporting of performance data helps ensure that the data are acquired in time; are analyzed and effectively communicated, and feed into decision-making and preparation of annual reports.
- vii. *Performance Indicator Reference Sheets*: comprehensive description of a single indicator.
- viii. *M&E budget*:

The consultant is expected to familiarize him or herself with the School of Agriculture (SOA) project mechanism, including a review of relevant activity and organizational documents (program description, log frame etc.). The consultant should conduct a thorough review of documents related to the activity.

C. DELIVERABLES AND TIMELINES

- *Development of an M&E Plan*: A full draft M&E plan should be furnished to SOA program manager on expiry of the contract. Following a one week comment and review period, a revised final M&E plan a week after.

*Timeline/estimated number of working days	Deliverables/tasks
10	Development of an M&E Plan

*This can be adjusted upon agreement with the consultant

D. COMPETENCIES AND QUALIFICATIONS

Development and operational effectiveness

- Quality of work: consistently ensures timeliness and quality of assigned tasks.
- Priority setting for results: prioritizes tasks, resources and opportunities to generate deliverables and achieve results.
- Creative solution: contributes creating solutions to address challenging conditions.
- Results orientation: focuses on achieving results for customers.

Team and partnership building

- Managing relationships: builds strong relationships with clients, communicates clearly and convincingly.
- Client orientation: establishes solid relationships and substantive dialogue with clients.
- Oral skills: demonstrates strong oral communication skills.
- Writing skills: demonstrates strong written communication skills.

Core values

- Cultural and gender sensitivity: displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Ethical standards: demonstrates integrity by modeling ethical standards and values.
- Open mindedness: demonstrates an ability to see issues from other perspectives.

Required Skills and Experience

- Master's degree in Environment Sciences, Natural Science, Agricultural Sciences, Social Science, Management, information technology or relevant field combined.
- Familiarity with the USAID M&E procedures, and knowledge of development trends desired.
- Good knowledge of concepts and framework for monitoring and Evaluation and Result Measurement.
- Proven ICT skills, especially in using database software. High level of proficiency in Microsoft Word and Excel is required. Working knowledge of other computer programs/applications (i.e. Microsoft Access) is desirable. Expertise in analyzing data using statistical software is also desired.
- Experience in developing and managing an M&E database for a development project

Deadline / Contact: Interested persons/organizations should send an *Expression of Interest* to: The Project Manager, School of Agriculture, University of Ghana. Legon, Post Box LG 68, Legon OR by Email to: jofosu-anim@ug.edu.gh by **Friday 5th February 2016**.

APPENDIX 2: Consultancy for the Development of Gender Plan

GENDER MAINSTREAMING CONSULTANCY

1.0 BACKGROUND

In 2010, USAID embarked on an ambitious reform effort, USAID FORWARD, to change the way the Agency does business. One key area, *Implementation and Procurement Reform*, aims to transform USAID's business processes by providing U.S. Government (USG) development assistance directly to more and varied local partners including host government entities and local non-governmental organizations. The reforms will enable USAID/Ghana to directly support the Government of Ghana's (GoG's) Shared Growth and Development Agenda (SGDA), the Food & Agriculture Sector Development Policy (FASDEP), Comprehensive Africa Agriculture Development Program (CAADP), Medium Term Agriculture Sector Investment Plan (METASIP), in line with USAID/Ghana Country Development Cooperative Strategy (CDCS) and the Ghana FtF Multi-year strategy.

The USAID/Ghana's Feed the Future (FtF) strategy concentrates on increasing the competitiveness of rice, maize and soya value chains, given their large share in the sector and importance in ensuring household income and food security as well as for nutritional impacts. Empirical evidence shows that these crops will continue to be the most important drivers of agricultural growth, especially in Northern Ghana where there is a greater incidence of poverty. Research shows that a large majority of poor producers throughout Ghana grow maize and rice, and that the benefits of sustainably increasing farmers' productivity can be a significant driver of poverty reduction. Soya was selected given its role in improving overall productivity in the maize cropping system, its potential for nutrition impacts, and its demand as an important input (along with maize) of livestock/poultry/fish feed.

Given the fact that not all smallholders have access to sufficient factors of production, a substantial number of them have the basic set of assets to be able to achieve sustainable improvement in their livelihood systems through the value chain approach and commercialization of rice, maize, and soya products and services. The USAID Ghana Grant Support to the University of Ghana will focus on capacity building for Agricultural Extension Officers and Farmer-Based Organizations in the maize, rice and soybean value chains as well as training scientists on increasing the productivity in the maize, rice and soybean value chains in support of the USAID Feed the Future Initiative in the intervention zone(s) in Ghana. Training middle-level personnel of the Ministry of Finance, Bank of Ghana and National Development Planning Commission in economic policy management to ultimately provide a more congenial business environment for farmers will also be an important component of the capacity building aspect of the project. Furthermore, the capacity building program will also include training of graduate students at the Masters and the PhD levels.

1.1 PROGRAM DESCRIPTION

The overall goal of the project is to increase agricultural productivity and food security. The objective is to strengthen capacity for sustainable agricultural production. USAID's technical and financial support is designed to strengthen University of Ghana's capacity to accelerate agricultural investment and growth through the training of scientists on a sustainable basis to enhance the nation's social and economic development.

This capacity building program is intended to facilitate individual and organizational learning which builds social capital and trust, develops knowledge, skills and attitudes and when successful creates an organizational culture and a set of capabilities which will enable the university to set objectives, achieve results, solve problems, and create adaptive procedures which enable them to support national development

The program has six sub-components namely: Technical and Business Capacity Training for Agricultural Extension Officers (AEOs) and Farmer-Based Organizations (FBOs); Training in Economic Policy Management for Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission; Development of P fortified Biochar and P fortified Biochar Compost for increased soil/crop productivity; Biotechnology Awareness Program; Training of Trainers Program on Biotechnology; and Graduate (MPhil & PhD) Training toward increasing Maize, Rice and Soybean productivity.

1.2 PURPOSE

The purpose of the assignment is to prepare a gender action plan to inform what needs to be done to ensure gender issues are taken into account in the implementation of the Project at the School of Agriculture, University of Ghana, Legon. This Scope of Work is intended to ensure that gender implications of the project activities are identified and addressed in a comprehensive manner.

2.0 SCOPE OF WORK

Through a consultative process with the Project Manager and other key staff on the project, the contractor will undertake the following tasks:

- Identify the gender-based constraints to equitable participation and access of men and women to programs and services;
- Identify strategies and approaches School of Agriculture can use to enhance the accessibility and equitability of its programs to both men and women;
- Analyze strengths and opportunities for integrating gender into project activities;
- Develop proposed guidelines and action plan for gender mainstreaming to ensure that:
 - women participate in project meetings and workshops;
 - women participate in the design, planning, decision making, capacity building, implementation, management and monitoring measures;

- goals, indicators and control of the program is gender-specific and based on gender disaggregated statistics and data;
- measures, services and goods, arising from the project are done by both women and men;
- women and men have equal access to capacity building and training courses;
- adequate attention is paid to gender in conducting all surveys and research work;
- gender-sensitive approaches are used for stakeholder consultations and engagement
- Development of information material on gender mainstreaming;
- Provide gender-sensitization training to project staffs to support gender equality and women's empowerment.

3.0 DELIVERABLES

- Gender Action Plan over a five-year period
- Provide specific recommendations for the program activity to mainstream gender issues
- PowerPoint Presentation on gender equality concepts

4.0 COMPETENCIES AND QUALIFICATIONS

Development and operational effectiveness

- Quality of work: consistently ensures timeliness and quality of assigned tasks.
- Priority setting for results: prioritizes tasks, resources and opportunities to generate deliverables and achieve results.
- Creative solution: contributes creating solutions to address challenging conditions.
- Results orientation: focuses on achieving results for customers.

Team and partnership building

- Managing relationships: builds strong relationships with clients, communicates clearly and convincingly.
- Client orientation: establishes solid relationships and substantive dialogue with clients.
- Oral skills: demonstrates strong oral communication skills.
- Writing skills: demonstrates strong written communication skills.

Core values

- Cultural and gender sensitivity: displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Ethical standards: demonstrates integrity by modeling ethical standards and values.
- Open mindedness: demonstrates an ability to see issues from other perspectives.

Required Skills and Experience

- Advanced university degree in social sciences, human rights, on women/gender-related fields;
- At least 5 years of progressively responsible professional experience in human rights, women/gender-related fields in Ghana;
- Excellent proven skills in analysis, negotiations and leadership and overall diplomatic skills;
- Proven experience on preparation of written reports in an accurate and concise manner, and public presentation skills;
- Proven experience in gender mainstreaming into project documents;
- Proficiency in written and spoken English is required for this assignment.

5.0 PROPOSED TIMEFRAME

Deadline for submission of bids	Monday, 21 st March, 2016
Selection of contractor	Friday, 25 th March, 2016
Notification and commencement of work	Wednesday, 29 th March, 2016
Submission of final report based on any comments or requested changes from the Project Manager	Wednesday, 20 th April, 2016

6.0 PAYMENT MILESTONES

To be negotiated

7.0 INSTRUCTIONS FOR SUBMISSION OF BID

Bids should be sent electronically to the following address jofosu-anim@ug.edu.gh with a copy to ezenarh2001@yahoo.com and with the subject ‘Gender Mainstreaming Consultancy’. The deadline for submission of bid is Friday, 21st March, 2016.

APPENDIX 3: Consultancy for the development of training manuals and training of Farmer Based Organizations (FBOs) and Agricultural Extension Officers (AEOs)

Terms of Reference for Development of training manuals and training of AEOs and FBOs for the USAID FtF Project at the University of Ghana, Legon

Organisation: USAID Feed the Future (FtF) Project, University of Ghana, Legon

Location: Ghana

Type of Contract: Consultancy

Duration of Consultancy: 3 months

Position Title: Development of Training manuals and training of Agricultural Extension Officers and Farmer based Organizations

1. Overview

Description of the USAID FtF project at the University of Ghana, Legon

In 2010, USAID embarked on an ambitious reform effort, USAID FORWARD, to change the way the Agency does business. One key area, *Implementation and Procurement Reform*, aims to transform USAID's business processes by providing U.S. Government (USG) development assistance directly to more and varied local partners including host government entities and local non-governmental organizations. The reforms will enable USAID/Ghana to directly support the Government of Ghana's (GoG's) Shared Growth and Development Agenda (SGDA), the Food & Agriculture Sector Development Policy (FASDEP), Comprehensive Africa Agriculture Development Program (CAADP), Medium Term Agriculture Sector Investment Plan (METASIP), in line with USAID/Ghana Country Development Cooperative Strategy (CDCS) and the Ghana FtF Multi-year strategy.

The USAID/Ghana's Feed the Future (FtF) strategy concentrates on increasing the competitiveness of rice, maize and soya value chains, given their large share in the sector and importance in ensuring household income and food security as well as for nutritional impacts. Empirical evidence shows that these crops will continue to be the most important drivers of agricultural growth, especially in Northern Ghana where there is a greater incidence of poverty. Research shows that a large majority of poor producers throughout Ghana grow maize and rice, and that the benefits of sustainably increasing farmers' productivity can be a significant driver of poverty reduction. Soya was selected given its role in improving overall productivity in the maize cropping system, its potential for nutrition impacts, and its demand as an important input (along with maize) of livestock/poultry/fish feed.

Given the fact that not all smallholders have access to sufficient factors of production, a substantial number of them have the basic set of assets to be able to achieve sustainable improvement in their livelihood systems through the value chain approach and commercialization of rice, maize, and soya products and services. The USAID Ghana Grant Support to the University of Ghana will focus on capacity building for Agricultural Extension Officers and Farmer-Based Organizations in the maize, rice and soybean value chains as well as

training scientists on increasing the productivity in the maize, rice and soybean value chains in support of the USAID Feed the Future Initiative in the intervention zone(s) in Ghana. Training middle-level personnel of the Ministry of Finance, Bank of Ghana and National Development Planning Commission in economic policy management to ultimately provide a more congenial business environment for farmers will also be an important component of the capacity building aspect of the project. Furthermore, the capacity building program will also include training of graduate students at the Masters and the PhD levels.

PROGRAM DESCRIPTION

The overall goal of the project is to increase agricultural productivity and food security. The objective is to strengthen capacity for sustainable agricultural production. USAID's technical and financial support is designed to strengthen University of Ghana's capacity to accelerate agricultural investment and growth through the training of scientists on a sustainable basis to enhance the nation's social and economic development.

This capacity building program is intended to facilitate individual and organizational learning which builds social capital and trust, develops knowledge, skills and attitudes and when successful creates an organizational culture and a set of capabilities which will enable the university to set objectives, achieve results, solve problems, and create adaptive procedures which enable them to support national development

The program has six sub-components namely: Technical and Business Capacity Training for Agricultural Extension Officers and Farmer-Based Organizations; Training in Economic Policy Management for Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission; Development of P fortified Biochar and P fortified Biochar Compost for increased soil/crop productivity; Biotechnology Awareness Program; Training of Trainers Program on Biotechnology; and Graduate (MPhil & PhD) Training toward increasing Maize, Rice and Soybean productivity.

2. Purpose

The purpose of the assignment is to develop the training manuals for the training of both FBOs and Agricultural Extension Agents. The training will build the capacity of the TOTs to be able to train farmers effectively. The manual should serve as a reference manual for training both AEAs and FBOs to help farmers make the most of their farming ventures.

3. Scope of work

Through a consultative process with the Agricultural Extension Department, the contractor will develop training manuals to be used in training the AEA and FBOs in the areas of Micro Enterprise Development & Budgeting, FBO Development, Commercialization, Value Chains, Content development for agricultural radio & TV Programs. ICT use in Agriculture and Multi Stakeholder Facilitation and e-agricultural extension. The AEOs and FBOs will be selected from Mamprusi West and Lawra districts and Bwaku Municipal.

The proposed tasks are as follows:

3.1 Task 1: Development of training manuals and training Agricultural Extension Officers

The USAID FtF Project is an activity based project and therefore the manual will be tailored to meet specific deliverables on the project. The contractor will develop manuals and train the AEOs in the following area:

Activity 1.1.5: Micro Enterprise Development & Budgeting.

Activity 1.1.6: FBO Development, Commercialization, Value Chains.

Activity 1.1.7: Content development for agricultural radio & TV Programs.

Activity 1.1.8: ICT use in Agriculture.

Activity 1.1.10: Multi Stakeholder Facilitation and e-agricultural extension.

The contractor will lead the process of identifying prominent individuals or institutions to make inputs into the development of the manuals to meet the current demands of the agricultural sector in Ghana.

3.2 Task 2: Development of training manuals and training training of Farmer Based Organizations

The contractor will develop to facilitate the training of the AEOs in the following area:

Activity 1.2.5: Micro Enterprise Development & Budgeting.

Activity 1.2.6: FBO Development, Commercialization, Value Chains.

Activity 1.2.7: Content development for agricultural radio & TV Programs.

Activity 1.2.8: ICT use in Agriculture.

Activity 1.2.10: Multi Stakeholder Facilitation and e-agricultural extension

4. Supervision/Reporting line and Duty Stations

The contractor will work with Agricultural Extension Department staff and the Ministry of Food and Agriculture as well as FBOs in the field. The contractor will be supervised by the HOD of Agricultural Extension Department. Technical backstopping and review of the manuals will be provided by Agricultural Extension Department staff at the University of Ghana, Legon.

5. Consultancy deliverables

- (i) The main deliverable will be training manuals for FBOs and AEOs that will be prepared by the contractor and submitted to the Coordinator of the USAID Project at the University of Ghana, Legon. Draft manuals/documents will be submitted to the Coordinator, which can request subsequent feedback, corrections or changes to the document.
- (ii) The training of selected number of AEOs and FBOs at the project areas.

6. Proposed timeframe

Deadline for submission of bids	Friday, 15 th April, 2016
Selection of contractor	Tuesday, 19 th April 2016
Notification and commencement of work	Wednesday, 20 th April 2016
Review and acceptance of manual	Wednesday, 4 th May 2016
Commencement of training in the three northern regions	September 2016

Submission of report	December 2016
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7. Payment milestones

To be negotiated

8. Instructions for submission of bid

Bids should include the following information:

- Capability statement of the consultancy firm / independent consultants
- List of persons to be involved in the consultancy with a detailed CV for each
- Proposed budget and timeline

Bids should be sent electronically to the following address aweze@ug.edu.gh with the subject ‘Development of Training Manuals’. The deadline for submission of bid is Friday, 15th April 2016.

9. Selection Criteria for Contractor

Consulting firm(s)

- Organizational and staff capacity to undertake the assignment
- Excellent reputation of institutional capacity
- Significant experience in the development of training manuals
- Experience in providing capacity building services
- Previous experience working with USAID is an advantage

Independent consultants

- An advanced degree (Master and/or Ph.D.) in Business Administration, Development Studies, Economics or a relevant field
- Proven research and analytical skills
- Practical experience in market assessments (goods and services) and the design of business development strategies in developing countries
- Experience in one or more of the following: enterprise development, market-based livelihood interventions, market mapping, private sector engagements, business development services, market/livelihood assessments/surveys and the formulation of business development strategies in developing countries
- Practical experience in formulation of business development strategies in developing countries
- At least 10 years of practical experience in the field of enterprise development. Agriculture and livestock export development experience would be an asset.
- Experience in value chain analysis is a must and one or more of the following: market-based livelihood interventions, market mapping, private sector engagements, business development services

- Good knowledge of socio-economic dynamics of the three northern regions including localities and people, would be an asset.
- Fluency in English. Knowledge of the northern languages is an advantage
- Excellent report writing and presentation skills

APPENDIX 4: Consultancy for the development of training manuals and training of Households in waste sorting

Terms of Reference for Development of training manuals and training of households in household waste sorting for the USAID FtF Project at the University of Ghana, Legon

Organisation: Department of Soil Science, University of Ghana, Legon

Location: Ghana

Type of Contract: Consultancy

Duration of Consultancy: 3 months

Position Title: Development of training manuals and training of households in household waste sorting

1.0 Overview

Description of the USAID FtF project at the University of Ghana, Legon

In 2010, USAID embarked on an ambitious reform effort, USAID FORWARD, to change the way the Agency does business. One key area, *Implementation and Procurement Reform*, aims to transform USAID's business processes by providing U.S. Government (USG) development assistance directly to more and varied local partners including host government entities and local non-governmental organizations. The reforms will enable USAID/Ghana to directly support the Government of Ghana's (GoG's) Shared Growth and Development Agenda (SGDA), the Food & Agriculture Sector Development Policy (FASDEP), Comprehensive Africa Agriculture Development Program (CAADP), Medium Term Agriculture Sector Investment Plan (METASIP), in line with USAID/Ghana Country Development Cooperative Strategy (CDCS) and the Ghana FtF Multi-year strategy.

The USAID/Ghana's Feed the Future (FtF) strategy concentrates on increasing the competitiveness of rice, maize and soya value chains, given their large share in the sector and importance in ensuring household income and food security as well as for nutritional impacts. Empirical evidence shows that these crops will continue to be the most important drivers of agricultural growth, especially in Northern Ghana where there is a greater incidence of poverty. Research shows that a large majority of poor producers throughout Ghana grow maize and rice, and that the benefits of sustainably increasing farmers' productivity can be a significant driver of poverty reduction. Soya was selected given its role in improving overall productivity in the maize cropping system, its potential for nutrition impacts, and its demand as an important input (along with maize) of livestock/poultry/fish feed.

Given the fact that not all smallholders have access to sufficient factors of production, a substantial number of them have the basic set of assets to be able to achieve sustainable improvement in their livelihood systems through the value chain approach and commercialization of rice, maize, and soya products and services. The USAID Ghana Grant Support to the University of Ghana will focus on capacity building for Agricultural Extension Officers and Farmer-Based Organizations in the maize, rice and soybean value chains as well as training scientists on increasing the productivity in the maize, rice and soybean value chains in

support of the USAID Feed the Future Initiative in the intervention zone(s) in Ghana. Training middle-level personnel of the Ministry of Finance, Bank of Ghana and National Development Planning Commission in economic policy management to ultimately provide a more congenial business environment for farmers will also be an important component of the capacity building aspect of the project. Furthermore, the capacity building program will also include training of graduate students at the Masters and the PhD levels.

1.2 Program Description

The overall goal of the project is to increase agricultural productivity and food security. The objective is to strengthen capacity for sustainable agricultural production. USAID's technical and financial support is designed to strengthen University of Ghana's capacity to accelerate agricultural investment and growth through the training of scientists on a sustainable basis to enhance the nation's social and economic development.

This capacity building program is intended to facilitate individual and organizational learning which builds social capital and trust, develops knowledge, skills and attitudes and when successful creates an organizational culture and a set of capabilities which will enable the university to set objectives, achieve results, solve problems, and create adaptive procedures which enable them to support national development

The program has six sub-components namely: Technical and Business Capacity Training for Agricultural Extension Officers (AEOs) and Farmer-Based Organizations (FBOs); Training in Economic Policy Management for Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission; Development of P fortified Biochar and P fortified Biochar Compost for increased soil/crop productivity; Biotechnology Awareness Program; Training of Trainers Program on Biotechnology; and Graduate (MPhil & PhD) Training toward increasing Maize, Rice and Soybean productivity.

1.3 Purpose

The purpose of the assignment is for the consultant to produce training manuals and train households in the sorting of household waste in collaboration with the Department of Soil Science of the University of Ghana, Legon.

2.0 Scope of work

Through a consultative process with the Department of Soil Science, the contractor will develop training manuals to be used in training households in waste sorting and proceed to train households in waste sorting in the Mamprusi West and Lawra districts and Bwaku Municipal.

3.0 Supervision/Reporting line

The contractor will work with the Department of Soil Science and supervised by the Head of Department (HOD). Technical backstopping and review of the manual will be provided by Department of Soil Science staff at the University of Ghana, Legon.

4.0 Consultancy deliverables

The main deliverable will be training manuals for household waste sorting that will be prepared by the contractor and submitted to the Coordinator of the USAID Project at the University of Ghana, Legon. Draft manuals/documents will be submitted to the HOD with a copy to the Project Coordinator, which can request subsequent feedback, corrections or changes to the document. The contractor will then proceed to use the manuals to train households to sort their waste.

5.0 Proposed timeframe

Deadline for submission of bids	Friday, 15 th April, 2016
Selection of contractor	Tuesday, 19 th April 2016
Notification and commencement of work	Wednesday, 20 th April 2016
Review and acceptance of manual	Wednesday, 4 th May 2016
Commencement of training in the three northern regions	September 201
Submission of report	December 2016

6.0 Payment milestones

To be negotiated

7.0 Instructions for submission of bid

Bids should include the following information:

- Capability statement of the consultancy firm / independent consultants
- List of persons to be involved in the consultancy with a detailed CV for each
- Proposed budget and timeline

Bids should be sent electronically to the following address jofosu-anim@ug.edu.gh with a copy to ezenarh2001@yahoo.com and with the subject 'Development of Training Manuals'. The deadline for submission of bid is Friday, 15th April 2016.

8.0 Selection Criteria for Contractor

Consulting firm(s)

- Organizational and staff capacity to undertake the assignment
- Excellent reputation of institutional capacity
- Significant experience in the development of training manuals
- Experience in the provision of capacity building services
- Previous experience working with USAID is an advantage

Independent consultants

- An advanced degree (Master and/or Ph.D.) in Agriculture, Development Studies, Economics or a relevant field
- Proven research and analytical skills
- Practical experience in manual development for trainings in developing countries
- At least 10 years of practical experience in the field of manual development and training on both short and long term bases.
- Previous experience working with USAID is an advantage

APPENDIX 4: Baseline survey to ascertain the availability of farm waste for charring

Terms of Reference for a baseline survey to ascertain the availability of farm waste to be charred

Organisation: Department of Soil Science, University of Ghana, Legon

Location: Ghana

Type of Contract: Consultancy

Duration of Consultancy: 2 months

Position Title: Development of training manual

1.0 Overview

Description of the USAID FtF project at the University of Ghana, Legon

In 2010, USAID embarked on an ambitious reform effort, USAID FORWARD, to change the way the Agency does business. One key area, *Implementation and Procurement Reform*, aims to transform USAID's business processes by providing U.S. Government (USG) development assistance directly to more and varied local partners including host government entities and local non-governmental organizations. The reforms will enable USAID/Ghana to directly support the Government of Ghana's (GoG's) Shared Growth and Development Agenda (SGDA), the Food & Agriculture Sector Development Policy (FASDEP), Comprehensive Africa Agriculture Development Program (CAADP), Medium Term Agriculture Sector Investment Plan (METASIP), in line with USAID/Ghana Country Development Cooperative Strategy (CDCS) and the Ghana FtF Multi-year strategy.

The USAID/Ghana's Feed the Future (FtF) strategy concentrates on increasing the competitiveness of rice, maize and soya value chains, given their large share in the sector and importance in ensuring household income and food security as well as for nutritional impacts. Empirical evidence shows that these crops will continue to be the most important drivers of agricultural growth, especially in Northern Ghana where there is a greater incidence of poverty. Research shows that a large majority of poor producers throughout Ghana grow maize and rice, and that the benefits of sustainably increasing farmers' productivity can be a significant driver of poverty reduction. Soya was selected given its role in improving overall productivity in the maize cropping system, its potential for nutrition impacts, and its demand as an important input (along with maize) of livestock/poultry/fish feed.

Given the fact that not all smallholders have access to sufficient factors of production, a substantial number of them have the basic set of assets to be able to achieve sustainable improvement in their livelihood systems through the value chain approach and commercialization of rice, maize, and soya products and services. The USAID Ghana Grant Support to the University of Ghana will focus on capacity building for Agricultural Extension Officers and Farmer-Based Organizations in the maize, rice and soybean value chains as well as training scientists on increasing the productivity in the maize, rice and soybean value chains in support of the USAID Feed the Future Initiative in the intervention zone(s) in Ghana. Training middle-level personnel of the Ministry of Finance, Bank of Ghana and National Development

Planning Commission in economic policy management to ultimately provide a more congenial business environment for farmers will also be an important component of the capacity building aspect of the project. Furthermore, the capacity building program will also include training of graduate students at the Masters and the PhD levels.

1.1 Program Description

The overall goal of the project is to increase agricultural productivity and food security. The objective is to strengthen capacity for sustainable agricultural production. USAID's technical and financial support is designed to strengthen University of Ghana's capacity to accelerate agricultural investment and growth through the training of scientists on a sustainable basis to enhance the nation's social and economic development.

This capacity building program is intended to facilitate individual and organizational learning which builds social capital and trust, develops knowledge, skills and attitudes and when successful creates an organizational culture and a set of capabilities which will enable the university to set objectives, achieve results, solve problems, and create adaptive procedures which enable them to support national development

The program has six sub-components namely: Technical and Business Capacity Training for Agricultural Extension Officers (AEOs) and Farmer-Based Organizations (FBOs); Training in Economic Policy Management for Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission; Development of P fortified Biochar and P fortified Biochar Compost for increased soil/crop productivity; Biotechnology Awareness Program; Training of Trainers Program on Biotechnology; and Graduate (MPhil & PhD) Training toward increasing Maize, Rice and Soybean productivity.

1.2 Purpose

The purpose of the assignment (baseline survey) is for the consultant to undertake a survey to ascertain the availability of farm waste to be charred.

1.3 Scope of work

Through a consultative process with the Department of Soil Science, the contractor will develop questionnaires and undertake the baseline survey in three districts in the three Northern Regions of Ghana. They are Mamprusi West (Northern Region), Bawku Municipal (Upper East Region) and Lawra districts (Upper West Region).

1.4 Supervision/Reporting line

The contractor will work with the Department of Soil Science and will be supervised by the Head of Department (HOD). Technical backstopping and review of the report will be provided by Department of Soil Science staff at the University of Ghana, Legon.

2 Consultancy deliverables

The main deliverables will be verified filled out approved questionnaires and a baseline report on the availability of farm waste to be charred prepared by the contractor and submitted to the

Coordinator of the USAID Project at the University of Ghana, Legon. Draft report will be submitted to the HOD with a copy to the Project Coordinator, which can request subsequent feedback, corrections or changes to the document.

3 Proposed timeframe

Deadline for submission of bids	Friday, 15 th April, 2016
Selection of contractor	Tuesday, 19 th April 2016
Notification and commencement of work	Wednesday, 20 th April 2016
Review and acceptance of questionnaires	Wednesday, 4 th May 2016
Commencement of work	September 2016
Submission of report	December 2016

4 Payment milestones

To be negotiated

5 Instructions for submission of bid

Bids should include the following information:

- Capability statement of the consultancy firm / independent consultants
- List of persons to be involved in the consultancy with a detailed CV for each
- Proposed budget and timeline

Bids should be sent electronically to the following address jofosu-anim@ug.edu.gh with a copy to ezenarh2001@yahoo.com and with the subject ‘Development of Training Manuals’. The deadline for submission of bid is Friday, 15th April 2016.

6 Selection Criteria for Contractor

Consulting firm(s)

- Organizational and staff capacity to carry out the study
- Excellent reputation of institutional capacity
- Significant experience in undertaking baseline studies
- Previous experience working with USAID is an advantage

Independent consultants

- An advanced degree (Master and/or Ph.D.) in Agriculture, Development Studies, Economics or a relevant field
- Proven research and analytical skills
- Practical experience in undertaking baseline surveys
- At least 10 years of practical experience undertaking baseline studies
- Previous experience working with USAID is an advantage

APPENDIX 5: Development of training manuals and training middle level personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Economic Policy Management.

Terms of Reference for Development of training manuals and training for the USAID FtF Project at the University of Ghana, Legon

Organisation: Department of Economics, University of Ghana, Legon

Location: Ghana

Type of Contract: Consultancy

Duration of Consultancy: To be negotiated

Position Title: Development of training manual

6.2 Overview

In 2010, USAID embarked on an ambitious reform effort, USAID FORWARD, to change the way the Agency does business. One key area, *Implementation and Procurement Reform*, aims to transform USAID's business processes by providing U.S. Government (USG) development assistance directly to more and varied local partners including host government entities and local non-governmental organizations. The reforms will enable USAID/Ghana to directly support the Government of Ghana's (GoG's) Shared Growth and Development Agenda (SGDA), the Food & Agriculture Sector Development Policy (FASDEP), Comprehensive Africa Agriculture Development Program (CAADP), Medium Term Agriculture Sector Investment Plan (METASIP), in line with USAID/Ghana Country Development Cooperative Strategy (CDCS) and the Ghana FtF Multi-year strategy.

The USAID/Ghana's Feed the Future (FtF) strategy concentrates on increasing the competitiveness of rice, maize and soya value chains, given their large share in the sector and importance in ensuring household income and food security as well as for nutritional impacts. Empirical evidence shows that these crops will continue to be the most important drivers of agricultural growth, especially in Northern Ghana where there is a greater incidence of poverty. Research shows that a large majority of poor producers throughout Ghana grow maize and rice, and that the benefits of sustainably increasing farmers' productivity can be a significant driver of poverty reduction. Soya was selected given its role in improving overall productivity in the maize cropping system, its potential for nutrition impacts, and its demand as an important input (along with maize) of livestock/poultry/fish feed.

Given the fact that not all smallholders have access to sufficient factors of production, a substantial number of them have the basic set of assets to be able to achieve sustainable improvement in their livelihood systems through the value chain approach and commercialization of rice, maize, and soya products and services. The USAID Ghana Grant Support to the University of Ghana will focus on capacity building for Agricultural Extension Officers and Farmer-Based Organizations in the maize, rice and soybean value chains as well as training scientists on increasing the productivity in the maize, rice and soybean value chains in

support of the USAID Feed the Future Initiative in the intervention zone(s) in Ghana. Training middle-level personnel of the Ministry of Finance, Bank of Ghana and National Development Planning Commission in economic policy management to ultimately provide a more congenial business environment for farmers will also be an important component of the capacity building aspect of the project. Furthermore, the capacity building program will also include training of graduate students at the Masters and the PhD levels.

1.1 Program Description

The overall goal of the project is to increase agricultural productivity and food security. The objective is to strengthen capacity for sustainable agricultural production. USAID's technical and financial support is designed to strengthen University of Ghana's capacity to accelerate agricultural investment and growth through the training of scientists on a sustainable basis to enhance the nation's social and economic development.

This capacity building program is intended to facilitate individual and organizational learning which builds social capital and trust, develops knowledge, skills and attitudes and when successful creates an organizational culture and a set of capabilities which will enable the university to set objectives, achieve results, solve problems, and create adaptive procedures which enable them to support national development

The program has six sub-components namely: Technical and Business Capacity Training for Agricultural Extension Officers (AEOs) and Farmer-Based Organizations (FBOs); Training in Economic Policy Management for Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission; Development of P fortified Biochar and P fortified Biochar Compost for increased soil/crop productivity; Biotechnology Awareness Program; Training of Trainers Program on Biotechnology; and Graduate (MPhil & PhD) Training toward increasing Maize, Rice and Soybean productivity.

1.2 Purpose

The purpose of the assignment is for the consultant to produce training manuals and train middle level personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Economic Policy Management. The manuals should serve as a reference manual for the purpose stated above.

1.3 Scope of work

Through a consultative process with the Department of Economics, the contractor will develop training manuals and train middle level personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Economic Policy Management.

The proposed tasks are as follows:

1.4 Task 1: Development of training manuals for training Agricultural Extension Officers

The USAID FtF Project is an activity based project and therefore the manual will be tailored to meet specific deliverables as per the activities in the USAID FtF project work plan (to be provided). The contractor will develop manuals and provide training in the following areas:

Activity 2.1.2: Train Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Monetary Policies.

Activity 2.1.3: Train Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Fiscal Policies.

Activity 2.1.4: Train Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Exchange Rate Policies.

Activity 2.1.5: Train Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Economic Growth.

Activity 2.1.6: Train Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Globalization.

Activity 2.1.7: Train Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Economic Development.

The contractor will lead the process of identifying prominent individuals or institutions to make inputs into the development of the manuals to meet the current demands of the agricultural sector in Ghana.

2 Supervision/Reporting line and Duty Stations

The contractor will work with the Department of Economics and will be supervised by the Head of Department (HOD). Technical backstopping and review of the manuals and training reports will be provided by Department of Economics staff at the University of Ghana, Legon.

3 Consultancy deliverables

The main deliverable will be the development of training manuals and training middle level personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission in Economic Policy Management that will be prepared by the contractor and submitted to the Coordinator of the USAID Project at the University of Ghana, Legon. Draft manuals/documents will be submitted to the HOD with a copy to the Project Coordinator, which can request subsequent feedback, corrections or changes to the document.

4 Proposed timeframe

Deadline for submission of bids	Friday, 15 th April, 2016
Selection of contractor	Tuesday, 19 th April 2016
Notification and commencement of work	Wednesday, 20 th April 2016
Review and acceptance of manual	Wednesday, 4 th May 2016
Commencement of training	September 2016
Submission of report	December 2016

5 Payment milestones

To be negotiated

6 Instructions for submission of bid

Bids should include the following information:

- Capability statement of the consultancy firm / independent consultants
- List of persons to be involved in the consultancy with a detailed CV for each
- Proposed budget and timeline

Bids should be sent electronically to the following address aweze@ug.edu.gh with a copy to ezenarh2001@yahoo.com and with the subject 'Development of Training Manuals'. The deadline for submission of bid is Friday, 15th April 2016.

7 Selection Criteria for Contractor

Consulting firm(s)

- Organizational and staff capacity to undertake the assignment
- Excellent reputation of institutional capacity
- Significant experience in the development of training manuals and capacity building
- Previous experience working with USAID is an advantage

Independent consultants

- An advanced degree (Master and/or Ph.D.) in Agriculture, Development Studies, Economics or a relevant field
- Proven research and analytical skills
- Practical experience in manual development for trainings in developing countries
- Experience in capacity building
- At least 10 years of practical experience in the field of manual development and provision of training on both short and long term bases.
- Previous experience working with USAID is an advantage

APPENDIX 6: Consultancy for the development of training manuals and training of FBOs and AEAs

Terms of Reference for Development of training manuals and training of AEAs and FBOs for the USAID FtF Project at the University of Ghana, Legon

Organisation: Department of Agricultural Economics and Agribusiness, University of Ghana, Legon

Location: Ghana

Type of Contract: Consultancy

Duration of Consultancy: To be negotiated

Position Title: Development of training manual

7.3 Overview

Description of the USAID FtF project at the University of Ghana, Legon

In 2010, USAID embarked on an ambitious reform effort, USAID FORWARD, to change the way the Agency does business. One key area, *Implementation and Procurement Reform*, aims to transform USAID's business processes by providing U.S. Government (USG) development assistance directly to more and varied local partners including host government entities and local non-governmental organizations. The reforms will enable USAID/Ghana to directly support the Government of Ghana's (GoG's) Shared Growth and Development Agenda (SGDA), the Food & Agriculture Sector Development Policy (FASDEP), Comprehensive Africa Agriculture Development Program (CAADP), Medium Term Agriculture Sector Investment Plan (METASIP), in line with USAID/Ghana Country Development Cooperative Strategy (CDCS) and the Ghana FtF Multi-year strategy.

The USAID/Ghana's Feed the Future (FtF) strategy concentrates on increasing the competitiveness of rice, maize and soya value chains, given their large share in the sector and importance in ensuring household income and food security as well as for nutritional impacts. Empirical evidence shows that these crops will continue to be the most important drivers of agricultural growth, especially in Northern Ghana where there is a greater incidence of poverty. Research shows that a large majority of poor producers throughout Ghana grow maize and rice, and that the benefits of sustainably increasing farmers' productivity can be a significant driver of poverty reduction. Soya was selected given its role in improving overall productivity in the maize cropping system, its potential for nutrition impacts, and its demand as an important input (along with maize) of livestock/poultry/fish feed.

Given the fact that not all smallholders have access to sufficient factors of production, a substantial number of them have the basic set of assets to be able to achieve sustainable improvement in their livelihood systems through the value chain approach and commercialization of rice, maize, and soya products and services. The USAID Ghana Grant Support to the University of Ghana will focus on capacity building for Agricultural Extension Officers and Farmer-Based Organizations in the maize, rice and soybean value chains as well as training scientists on increasing the productivity in the maize, rice and soybean value chains in support of the USAID Feed the Future Initiative in the intervention zone(s) in Ghana. Training

middle-level personnel of the Ministry of Finance, Bank of Ghana and National Development Planning Commission in economic policy management to ultimately provide a more congenial business environment for farmers will also be an important component of the capacity building aspect of the project. Furthermore, the capacity building program will also include training of graduate students at the Masters and the PhD levels.

1.1 Program Description

The overall goal of the project is to increase agricultural productivity and food security. The objective is to strengthen capacity for sustainable agricultural production. USAID's technical and financial support is designed to strengthen University of Ghana's capacity to accelerate agricultural investment and growth through the training of scientists on a sustainable basis to enhance the nation's social and economic development.

This capacity building program is intended to facilitate individual and organizational learning which builds social capital and trust, develops knowledge, skills and attitudes and when successful creates an organizational culture and a set of capabilities which will enable the university to set objectives, achieve results, solve problems, and create adaptive procedures which enable them to support national development

The program has six sub-components namely: Technical and Business Capacity Training for Agricultural Extension Officers (AEOs) and Farmer-Based Organizations (FBOs); Training in Economic Policy Management for Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission; Development of P fortified Biochar and P fortified Biochar Compost for increased soil/crop productivity; Biotechnology Awareness Program; Training of Trainers Program on Biotechnology; and Graduate (MPhil & PhD) Training toward increasing Maize, Rice and Soybean productivity.

1.2 Purpose

The purpose of the assignment is to develop the training manuals for the training of both FBOs and Agricultural Extension Agents. The training will build the capacity of the TOTs to be able to train farmers effectively. The manual should serve as a reference manual for training both AEOs and FBOs to help farmers make the most of their farming ventures.

1.3 Scope of work

Through a consultative process with the Agricultural Extension Department, the contractor will develop training manuals to be used in training the AEOs and FBOs in the areas of Micro Enterprise Development & Budgeting, FBO Development, Commercialization, Value Chains, Content development for agricultural radio & TV Programs. ICT use in Agriculture and Multi Stakeholder Facilitation and e-agricultural extension. The AEOs and FBOs will be selected from Mamprusi West and Lawra districts and Bwaku Municipal.

The proposed tasks are as follows:

1.4 Task 1: Development of training manuals and training Agricultural Extension Officers

The USAID FtF Project is an activity based project and therefore the manual will be tailored to meet specific deliverables as per the activities in the USAID FtF project work plan (to be provided). The contractor will develop manuals that will facilitate the training of the AEOs in the following areas:

Activity 1.1.3: Marketing

Activity 1.1.4: Costing and Pricing.

Activity 1.1.5: Micro Enterprise Development & Budgeting.

The contractor will lead the process of identifying prominent individuals or institutions to make inputs into the development of the manuals to meet the current demands of the agricultural sector in Ghana.

1.5 Development of training manuals and training Farmer - Based Organizations

The contractor will develop manuals to facilitate the training of the FBOs in the following areas:

Activity 1.2.3: Marketing.

Activity 1.2.4: Costing and Pricing.

Activity 1.2.5: Micro Enterprise Development & Budgeting.

2 Supervision/Reporting line and Duty Stations

The contractor will work with the Department of Agricultural Economics and Agribusiness staff and the Ministry of Food and Agriculture as well as FBOs in the field. The contractor will be supervised by The Head of Department (HOD) of Agricultural Economics and Agribusiness. Technical backstopping and review of the manuals and reports will be provided by Department of Agricultural Economics and Agribusiness staff at the University of Ghana, Legon.

3 Consultancy deliverables

(i) The main deliverable will be training manuals for FBOs and AEOs that will be prepared by the contractor and submitted to the Coordinator of the USAID Project at the University of Ghana, Legon. Draft manuals/documents will be submitted to the Coordinator, which can request subsequent feedback, corrections or changes to the document.

(ii) The training of selected number of AEOs and FBOs at the project areas.

4 Proposed timeframe

Deadline for submission of bids	Friday, 15 th April, 2016
Selection of contractor	Tuesday, 19 th April 2016
Notification and commencement of work	Wednesday, 20 th April 2016
Review and acceptance of manual	Wednesday, 4 th May 2016
Commencement of training in the three northern regions	September 201
Submission of report	December 2016

5 Payment milestones

To be negotiated

6 Instructions for submission of bid

Bids should include the following information:

- Capability statement of the consultancy firm / independent consultants
- List of persons to be involved in the consultancy with a detailed CV for each
- Proposed budget and timeline

Bids should be sent electronically to the following address aweze@ug.edu.gh with a copy to ezenarh2001@yahoo.com and with the subject 'Development of Training Manuals'. The deadline for submission of bid is Friday, 15th April 2016.

7 Selection Criteria for Contractor

Consulting firm(s)

- Organizational and staff capacity to undertake the assignment
- Excellent reputation of institutional capacity
- Significant experience in the development of training manuals
- Experience in providing capacity building services
- Previous experience working with USAID is an advantage

Independent consultants

- An advanced degree (Master and/or Ph.D.) in Business Administration, Development Studies, Economics or a relevant field
- Proven research and analytical skills
- Practical experience in market assessments (goods and services) and the design of business development strategies in developing countries
- Experience in one or more of the following: enterprise development, market-based livelihood interventions, market mapping, private sector engagements, business development services, market/livelihood assessments/surveys and the formulation of business development strategies in developing countries
- Practical experience in formulation of business development strategies in developing countries
- At least 10 years of practical experience in the field of enterprise development. Agriculture and livestock export development experience would be an asset.
- Experience in value chain analysis is a must and one or more of the following: market-based livelihood interventions, market mapping, private sector engagements, business development services
- Good knowledge of socio-economic dynamics of the three northern regions including localities and people, would be an asset.
- Fluency in English. Knowledge of the northern languages is an advantage

- Excellent report writing and presentation skills

APPENDIX 7: Consultancy for the development of training manuals and training of FBOs and AEAs

Terms of Reference for Development of training manuals and training of AEAs and FBOs for the USAID FtF Project at the University of Ghana, Legon

Organisation: Department of Crop Science, University of Ghana, Legon

Location: Ghana

Type of Contract: Consultancy

Duration of Consultancy: 3 months

Position Title: Development of training manuals and training Agricultural Extension Officers and Farmer Based Organisations

7.3 Overview

Description of the USAID FtF project at the University of Ghana, Legon

In 2010, USAID embarked on an ambitious reform effort, USAID FORWARD, to change the way the Agency does business. One key area, *Implementation and Procurement Reform*, aims to transform USAID's business processes by providing U.S. Government (USG) development assistance directly to more and varied local partners including host government entities and local non-governmental organizations. The reforms will enable USAID/Ghana to directly support the Government of Ghana's (GoG's) Shared Growth and Development Agenda (SGDA), the Food & Agriculture Sector Development Policy (FASDEP), Comprehensive Africa Agriculture Development Program (CAADP), Medium Term Agriculture Sector Investment Plan (METASIP), in line with USAID/Ghana Country Development Cooperative Strategy (CDCS) and the Ghana FtF Multi-year strategy.

The USAID/Ghana's Feed the Future (FtF) strategy concentrates on increasing the competitiveness of rice, maize and soya value chains, given their large share in the sector and importance in ensuring household income and food security as well as for nutritional impacts. Empirical evidence shows that these crops will continue to be the most important drivers of agricultural growth, especially in Northern Ghana where there is a greater incidence of poverty. Research shows that a large majority of poor producers throughout Ghana grow maize and rice, and that the benefits of sustainably increasing farmers' productivity can be a significant driver of poverty reduction. Soya was selected given its role in improving overall productivity in the maize cropping system, its potential for nutrition impacts, and its demand as an important input (along with maize) of livestock/poultry/fish feed.

Given the fact that not all smallholders have access to sufficient factors of production, a substantial number of them have the basic set of assets to be able to achieve sustainable improvement in their livelihood systems through the value chain approach and commercialization of rice, maize, and soya products and services. The USAID Ghana Grant Support to the University of Ghana will focus on capacity building for Agricultural Extension Officers and Farmer-Based Organizations in the maize, rice and soybean value chains as well as training scientists on increasing the productivity in the maize, rice and soybean value chains in

support of the USAID Feed the Future Initiative in the intervention zone(s) in Ghana. Training middle-level personnel of the Ministry of Finance, Bank of Ghana and National Development Planning Commission in economic policy management to ultimately provide a more congenial business environment for farmers will also be an important component of the capacity building aspect of the project. Furthermore, the capacity building program will also include training of graduate students at the Masters and the PhD levels.

1.1 Program Description

The overall goal of the project is to increase agricultural productivity and food security. The objective is to strengthen capacity for sustainable agricultural production. USAID's technical and financial support is designed to strengthen University of Ghana's capacity to accelerate agricultural investment and growth through the training of scientists on a sustainable basis to enhance the nation's social and economic development.

This capacity building program is intended to facilitate individual and organizational learning which builds social capital and trust, develops knowledge, skills and attitudes and when successful creates an organizational culture and a set of capabilities which will enable the university to set objectives, achieve results, solve problems, and create adaptive procedures which enable them to support national development

The program has six sub-components namely: Technical and Business Capacity Training for Agricultural Extension Officers (AEOs) and Farmer-Based Organizations (FBOs); Training in Economic Policy Management for Middle Level Personnel of the Ministry of Finance, Bank of Ghana, and National Development Planning Commission; Development of P fortified Biochar and P fortified Biochar Compost for increased soil/crop productivity; Biotechnology Awareness Program; Training of Trainers Program on Biotechnology; and Graduate (MPhil & PhD) Training toward increasing Maize, Rice and Soybean productivity.

1.2 Purpose

The purpose of the assignment (training manual development) is for the consultant to produce a document that will enable the Department of Crop Science of the University of Ghana, Legon both FBOs and Agricultural Extension Officers. The training of the FBOs and AEOs will build their capacity to be able to train farmers effectively. The manual should serve as a reference manual for training both FBOs and AEOs to help farmers make the most of their farming ventures.

1.3 Scope of work

Through a consultative process with the Department of Crop Science, the contractor will develop training manuals and train AEOs and FBOs in the areas of Innovative processing techniques.

The proposed tasks are as follows:

1.3.1 Task 1: Development of training manuals and training Agricultural Extension Officers

The USAID FtF Project is an activity based project and therefore the manual will be tailored to meet specific deliverables as per the activities in the USAID FtF project work plan (to be provided). The

contractor will develop manuals that will facilitate the training of the AEOs in innovative processing techniques.

The contractor will lead the process of identifying prominent individuals or institutions to make inputs into the development of the manuals to meet the current demands of the agricultural sector in Ghana.

1.3.2 Development of training manuals and training Farmer - Based Organizations

The contractor will develop manuals and train FBOs in Innovative processing techniques.

2 Supervision/Reporting line and Duty Stations

The contractor will work with the Department of Crop Science and supervised by the Head of Department (HOD). Technical backstopping and review of the manual will be provided by Department of Crop Science staff at the University of Ghana, Legon.

3 Consultancy deliverables

(i) The main deliverable will be training manuals for FBOs and AEOs that will be prepared by the contractor and submitted to the Coordinator of the USAID Project at the University of Ghana, Legon. Draft manuals/documents will be submitted to the Coordinator, which can request subsequent feedback, corrections or changes to the document.

(ii) The training of selected number of AEOs and FBOs at the project areas.

4 Proposed timeframe

Deadline for submission of bids	Friday, 15 th April, 2016
Selection of contractor	Tuesday, 19 th April 2016
Notification and commencement of work	Wednesday, 20 th April 2016
Review and acceptance of manual	Wednesday, 4 th May 2016
Commencement of training in the three northern regions	September 201
Submission of report	December 2016

5 Payment milestones

To be negotiated

6 Instructions for submission of bid

Bids should include the following information:

- Capability statement of the consultancy firm / independent consultants
- List of persons to be involved in the consultancy with a detailed CV for each
- Proposed budget and timeline

Bids should be sent electronically to the following address aweze@ug.edu.gh with a copy to ezenarh2001@yahoo.com and with the subject 'Development of Training Manuals'. The deadline for submission of bid is Friday, 15th April 2016.

7 Selection Criteria for Contractor

Consulting firm(s)

- Organizational and staff capacity to undertake the assignment
- Excellent reputation of institutional capacity
- Significant experience in the development of training manuals
- Experience in providing capacity building services
- Previous experience working with USAID is an advantage

Independent consultants

- An advanced degree (Master and/or Ph.D.) in Business Administration, Development Studies, Economics or a relevant field
- Proven research and analytical skills
- Practical experience in market assessments (goods and services) and the design of business development strategies in developing countries
- Experience in one or more of the following: enterprise development, market-based livelihood interventions, market mapping, private sector engagements, business development services, market/livelihood assessments/surveys and the formulation of business development strategies in developing countries
- Practical experience in formulation of business development strategies in developing countries
- At least 10 years of practical experience in the field of enterprise development. Agriculture and livestock export development experience would be an asset.
- Experience in value chain analysis is a must and one or more of the following: market-based livelihood interventions, market mapping, private sector engagements, business development services
- Good knowledge of socio-economic dynamics of the three northern regions including localities and people, would be an asset.
- Fluency in English. Knowledge of the northern languages is an advantage
- Excellent report writing and presentation skills