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NAIP CAPACITY ASSESSMENT GHANA (FINAL DRAFT)

IDENTIFYING CAPACITY NEEDS FOR IMPLEMENTING THE
MEDIUM TERM AGRICULTURE INVESTMENT PLAN (METASIP)
2011-2015

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ACRONYMS

APD	Animal Production Directorate
ASWG	Agriculture Sector Working Group
CAADP	Comprehensive African Agricultural Development Programme
CSD	Crop Services Directorate
CSIR	Council for Scientific and Industrial Research
DAES	Directorate of Agricultural Extension Services
DPO	Development Policy Operation
DPs	Development Partners
ECOWAS	Economic Community of West African States
FABS	Food and Agriculture Budget Support
FAGE	Federation of Association of Ghanaian Exporters
FARA	Forum for Agricultural Research in Africa
FASDEP	Food and Agriculture Sector Development Policy
FBO	Farmer Based Organization
GAWU	Ghana Agricultural Workers Union
GoG	Government of Ghana
METASIP	Medium Term Agriculture Sector Investment Plan
MiDA	Millennium Development Authority
MOFA	Ministry of Food and Agriculture
NDPC	National Development Planning Commission
PEF	Private Enterprise Foundation
PPMED	Policy, Planning, Monitoring and Evaluation Directorate
PPRSD	Plant Protection and Regulatory Services Directorate
SAKSS	Strategic Analysis and Knowledge Support System
SRID	Statistics, Research and Information Directorate
SWAp	Sector Wide Approach
TIPCEE	Trade and Investment Programme for a Competitive Export Economy
USAID	United States Agency for International Development
WFP	World Food Programme
WIAD	Women in Agricultural Development

EXECUTIVE SUMMARY

The main capacity issues currently affecting the ability of the CAADP Country Team's Governance Steering Committee (Steering Committee), the Ministry of Food and Agriculture (MOFA), and Non-State Actors (NSA), to effectively apply the CAADP principles to the implementation of the Medium Term Agriculture Investment Plan (METASIP) are largely a product of the institutional arrangements that are in place. These were developed by the CAADP Country Team at its inception, but are now in need of adjustment. These issues are outlined briefly below, followed by proposed recommendations for next steps.

I. The Limited Authority of the CAADP Steering Committee

While the Steering Committee may be eager to provide policy advice, coordination, and oversight for implementing partners of the METASIP, in practice its influence is limited by existing institutional arrangements and a dearth of resources that together create barriers for moving beyond business as usual. In the current institutional arrangement, which lacks both a designated budget and staff, the Steering Committee has not yet been given the authority or the wherewithal to lead on policy issues and drive change and reform in support of the METASIP.

Recommendations:

- a. The MOFA should be commended for its commitment to revitalizing the agriculture sector, as well as for its leadership in pursuing a more transparent, accountable, and evidenced-based approach to policymaking in line with CAADP principles.
- b. To emphasize its role in oversight, policy advice, and coordination, the roles and responsibilities of the Steering Committee should be revised according to the insights gained since the Committee's inception in February 2011.
- c. On the basis of its stated priorities within the METASIP, MOFA's Minister and Chief Director should consider (a) delegating the authority and resources needed for oversight and policy advice to the Steering Committee, (b) using the media to gain public recognition and support for this commitment, and (c) promoting the new leadership structure for the METASIP as a new way of doing business.

II. The Limited Role of the Private Sector in the METASIP to Date

Ghana's Ministry of Food and Agriculture (MOFA) currently faces significant human and financial resource constraints, and lacks the funds it needs to meet CAADP target #2 (i.e., to invest 10 percent of its national development budget into the agriculture sector) and to operationalize its priority programs in 2011. At the very least, the public sector will need to provide a more enabling environment to attract and leverage private sector investment through borrowing to finance infrastructure to providing seed capital. To overcome these constraints, the MOFA will need the full support of other Government ministries, development partners and, in particular, private sector investors. But with a history of mistrust between the public and private sectors—which may help explain why the “real” private sector, agro-business firms, are largely absent from the CAADP Country Team (CCT)—it is not clear what incentives would bring private firms to the table to implement the METASIP, together with the Government and other CCT partners, despite the clear advantages in doing so.

Recommendations:

- a. The Steering Committee should consider increasing its membership to include a representative of a large agro-business firm, who would be able to bring the perspective of potential investors with important insights on managing risk, transparency and accountability.
- b. Development partners should consider supporting the Steering Committee to better engage the private sector, with capacity development in leadership through training in building functional teams, change management, strategic communication, media training, trust building, negotiations, conflict management and coalition building, and resource mobilization.
- c. The Steering Committee would benefit from developing a strategic communication plan, as well as a funds mobilization plan for the METASIP, which could help bring the private sector into the METASIP strategy.

III. Fragmentation, Parallel Programs, and Poor Coordination

A key role of the Steering Committee within the CAADP Country Team (CCT) is to align and harmonize all agriculture-related ministries and development partners and to bring the private sector, civil society, and farmer organizations to the table through the CAADP process for the successful implementation of the METASIP. However, with so many actors involved, fragmentation poses real challenges. This is illustrated by the Steering Committee's efforts to gain high-level technical/analytical and policy input to power its oversight and advisory functions. Although the SAKSS Policy Nodes were designed to serve this function, they have not fully materialized and remain underfunded. AGRA's Policy Nodes, on the other hand, are more operational but are largely inaccessible to the CCT. Several interviewees said that the AGRA Policy Nodes operate outside the CCT and the ASWG, with a coordination hub in PPSRD, rather than PPMED. In the current institutional setup, the Steering Committee is less able to access the evidenced-based scientific and policy research it needs to fulfill these roles and responsibilities. The same holds true for the entire CCT and MOFA. Similarly, the ASWG may be underutilized for policy advice and guidance, and is viewed by some as being cut off from the work of relevant MDAs and the CCT.

Recommendations:

- a. The CCT may wish to consider linking itself more closely with the AGRA Policy Nodes and hub.
- b. The Special Task Team currently serving as the de facto secretariat of the METASIP should be freed of its broad responsibilities within MOFA and dedicated exclusively to providing support to the METASIP. It should report directly to the Steering Committee, whose authority should be delegated by MOFA leadership, to serve as policy advisor and to coordinative the functions of the CCT and Government across all agriculture-related ministries. PPMED will require new staff with requisite skills to fulfill this current function within the MOFA.
- c. This new METASIP Secretariat could also serve as a National Strategic Analysis and Knowledge Support System (SAKSS) Technical Secretariat, linking the SAKKS Nodes with the AGRA Nodes, and with other agriculture-related ministries directorates, and agencies. It may also be worth considering moving the existing AGRA Hub to the SAKSS Secretariat, which could eventually link and coordinate with suitable global nodes, providing knowledge exchange, research, and technical inputs from institutions and experts that extend beyond Ghana and Africa to the rest of the world.
- d. The new National Technical Secretariat could take the initiative through the activation of its policy nodes, to break down any silos that may currently exist among ministries, directorates, and agencies, within MOFA and across the Government MDAs.

- e. All of this is predicated on the funding of the Strategic Analysis and Knowledge Support System (SAKSS) Nodes, which could greatly expand the efforts of MOFA, the Steering Committee, and development partners to bring evidence-based scientific and policy research into agriculture sector reforms. Donor partners should support this essential capacity development intervention which could be instrumental in operationalizing the METASIP.

IV. The Advantages of Building on Strengths and Anchoring Capacity Development on Existing Priority Programs

In the face of large budget gaps and resource constraints within the agriculture sector, the Government may choose to adopt an opportunistic approach to achieving the priority goals of the METASIP by seeking support from development partners and the private sector where there is an alignment of interests. Development partners should take a similar approach to capacity building, anchoring training and other capacity development interventions in priority projects and programs that are funded and are already underway. This would provide platforms for enabling implementation through functional teams of multi-sectoral public and private sector partners who have come together to operationalize and achieve the Government's investment goals. These functional teams should take a problem-driven approach and focus on overcoming barriers to change and reform through capacity development.

Recommendations:

- a. The Steering Committee should act swiftly to build linkages with AGRA and to bring its Policy Nodes and Hub into the sphere of CAADP Country Teams, so as to better manage the connection with their knowledge platforms through input from a new National SAKSS Technical Secretariat.
- b. In order to support the CAADP principle of engagement and broad collaboration between government and non-state actors—including NGOs, academia, civil society, and the private sector—the Steering Committee should act to mobilize engagement of the private sector and public sector through capacity development interventions targeting multi-stakeholder functional teams focused on priority investment programs, such as the Ghana Commercial Agriculture Project and the Grain Warehouse Receipts Initiative. These functional teams should take a problem-driven approach, focusing on overcoming barriers to change and reform through capacity development.
- c. The Steering Committee should be encouraged to raise awareness on priority programs and projects that are in line with the METASIP (such as the Ghana Commercial Agriculture Project) and to provide institutional strengthening to farmer organizations to mobilize agricultural productivity and land reform at the local government and community level.
- d. Development partners and the Steering Committee should act to mobilize the 100 change champions already trained by Africa Lead to engage in the operationalization of various aspects of the METASIP.

V. Emerging Need to Address the Vast Capacity Gaps Created by Decentralization and the Government's New Regional Priorities for Agriculture

The Government's plan for decentralization is already underway (to 11 national, 10 regional, and 170 district directorates operating service delivery functions including stakeholder fora, planning and

review sessions, training and orientation of service providers, formation of FBOs, among others). Districts will soon plan for, manage, and operate extension services, which until recently were an integral part of the MOFA. These functions are now within the Ministry of Rural Development and Local Government. This change will significantly expand the need for greater capacity in leadership, including such skill sets as: strategic communication, change management, team building and managing for development results (MfDR) at all levels of government, and among all partners in the CAADP process. Demands for capacity development and training will be significant in the north of the country, a priority region for Bread Basket and Feed the Future initiatives, evidenced by the Government of Ghana's (GOG) Savanna Accelerated Development Agency's SADA program.

Recommendations:

- a. Development partners should consider supporting the METASIP and Government's decentralization efforts with intensive face-to-face capacity development workshops at the regional and district level that also aim to inform local governments, through district assemblies, agricultural extension workers, and FBOs, about the features and opportunities within the METASIP, as well as its particular relevance to them.
- b. Policy/program efforts will now be driven more by the Districts, based on constituents' needs, which may not always align with national policy/programs such as the METASIP. This will likely require an ongoing dialogue at all levels of government in an effort to gain greater consensus and alignment.
- c. The workshops that will ultimately raise awareness about the METASIP could also be used for training in leadership and change management for functional teams of change champions who are organized around specific project objectives, which may be tied to priority programs and projects, as proposed above.
- d. There will also be a great need for developing capacities so as to achieve Managing for Development (MfDr) results at the regional and district levels, including the development of local level monitoring systems.
- e. In preparation for this training, a set of capacity assessment tools, such as the Cap Scan, should be developed and administered to prospective participants to establish a baseline for leadership and change management knowledge and skills.

I. BACKGROUND

The Africa Union’s Comprehensive Africa Agricultural Development Program (CAADP) is a voluntary, continent-wide New Partnership for Africa’s Development (NEPAD) strategy for the development of Africa’s agriculture. Its goal is to help African countries reach and sustain a higher path of economic growth through agriculture-led development that reduces hunger and poverty and enables food and nutrition security and export growth. This requires participating countries to commit to allocate ten percent of their national development budgets to agriculture and food security in pursuit of achieving six percent annual growth in agricultural productivity. It also calls on governments to adopt the United Nations’ Millennium Development Goal number one: to cut hunger in half by 2015. This fully reflects the broad principles of peer review and dialogue, accountability, and partnership.¹ CAADP supports governments in the process of preparing agricultural investment plans, while at the same time encouraging a more enabling policy environment to implement these.

Ghana’s Medium Term Agriculture Sector Investment Plan (METASIP) for 2011-2015 is a sector-wide investment plan, and constitutes the Government’s commitments made under the CAADP Compact. It includes activities that will engage all agricultural-related ministries, departments, and agencies, as well as development partners including donors, the private sector, and civil society (NGOs, academia, civil society, farmers, and other on-farm and off-farm private sector operators, researchers, and service providers). It is an ambitious and wide-ranging plan for reform that aims to modernize agriculture and structurally transform the economy, through strengthening food security and preparedness, employment opportunities and reducing poverty. The proposed components of the program include: food security and preparedness, increased growth in incomes, increased competitiveness and enhanced integration into domestic and international markets; sustainable management of land and environment; science and technology applied to food and agriculture development; and improved institutional coordination. The METASIP is largely unfunded, and with donor funds constituting approximately 6 percent of Ghana’s nominal GDP in 2010 and 2011², GOG will need to look beyond its usual development partners in order to mobilize investors and operationalize the plan.

The Government of Ghana has called 2011 “the year of action” as it prepares for general elections in 2012. With 40 percent of its GDP, and 50 percent of its employment, in the agriculture sector, a rapidly urbanizing and youthful population, high urban unemployment and burgeoning rural-urban disparities, Ghana’s agriculture sector remains of high importance³ for the country’s growth and security, even as oil revenues have begun to flow into GDP. The World Bank has warned that oil revenues could create greater economic disparities in the North, reinforcing the need for more agriculture-led investment in the region.

This report summarizes the findings and recommendations of a fact finding mission to Accra, from June 6-17, 2011, to assess the institutional arrangements and capacity requirements for operationalizing the METASIP. The CAADP process calls for the development and implementation of the METASIP to be guided by a CAADP Country Team (CCT). This assessment will provide an institutional mapping of the key individuals and organizations that constitute the CCT (both public and private) at the national and sub-national levels. To the extent possible, this report identifies the METASIP objectives, to which these actors will contribute, and their existing capacity

¹ The CAADP Trust Fund Program Document, November 10, 2008.

² World Bank, April 2011, Third Agriculture Policy Development Policy Operation.

³ Fertilizer subsidies, equipment and buffer stock initiatives also reflect the politics of the time, as do the high staff and administrative budgets of MOFA.

constraints and training needs, and proposes how existing institutional arrangements may be made more effective. The main objectives of the mission were to (i) clarify the roles and responsibilities of the CAADP Steering Committee and identify the institutional arrangements and capacities needed to oversee METASIP implementation; (ii) identify the Ministry of Food and Agriculture's (MOFA)'s role in managing and implementing the METASIP, and identify the capacity gaps that need to be addressed in order for the Ministry to successfully fulfill its role; and (iii) identify the role of non-state actors (NSA) in the implementation of the METASIP, and to define a process for how they can be meaningfully engaged. The report will suggest recommendations for strengthening the CAADP process at the country level through building capacity and improving institutional arrangements in support of the METASIP.

The team originally planned to pilot a set of assessment tools that could be used on an as-needed basis by the Steering Committee to identify and analyze the programmatic capacity of the CCT associated with the METASIP, however, this proved not to be feasible.

To begin with, virtually everyone interviewed described the Steering Committee as too new to be assessed. Created in February 2011, it had met just three times and, as a result, its roles and responsibilities were not fully established. MOFA's PPMED planned to launch the METASIP officially at the end of June, and from their perspective the assessment was premature. Independent interviews with five members of the Steering Committee revealed considerable frustration with the pace at which their roles and responsibilities as the main CAADP coordination and oversight body were taking shape. It was clearly too early for a capacity assessment in the context of the METASIP's implementation and, within a few days of our arrival, the Steering Committee announced it would use the momentum created by our mission to conduct its own review and assessment of their roles and responsibilities and come up with a plan of action. Moreover, the anticipated approach had required the assessment team to identify the top 4-5 priority investment programs of the METASIP with the help of the CAADP special task team in MOFA's PPMED, to establish entry points for the analysis where implementation was already underway. However, consultations with PPMED on the first day produced little in the way of insights into the METASIP investment priorities with interviewees insisting that, "everything was a priority". The scope of the mission was adjusted to take all of this into account. The focus of the assessment shifted again in response to the initial consultation with USAID, when the team was asked to help document the de facto institutional arrangements of the CAADP Country Team at that point in time, taking into account the key actors and the capacity constraints, including what institutional arrangements would better support the CCT.

Over the course of two weeks the mission team conducted 28 structured interviews, from among state and non-state actors involved in the CAADP process, including five members of the METASIP Governance Steering Committee (Steering Committee), and ten members of the Agriculture Sector Working Group (ASWG). A list of the individuals interviewed, their organizations and the interview protocol can be found in Annex 1, and 2 respectively. The team also conducted a focus group with 10 change champions who completed Module One of the Africa Lead Program in 2011, and are currently engaged in driving institutional change and reform within various aspects of the METASIP. The exercise set out to establish what elements of the leadership training they found to be most useful, and what additional training they would value most in the future. The exercise also captured some of their stories of how they put their leadership training into practice, and what they learned in the process. A summary of this is provided in Annex 3. A self assessment tool was utilized in the interviews with members of the METASIP Steering Committee to arrive at a menu of what capacity development interventions would be most useful to its members. This can be found in Annex 4. The World Bank conducted a CAP SCAN Workshop during the week of June 13. The workshop results were provided by PPMED, but are not included in the findings of this report.

II. STATUS OF METASIP IMPLEMENTATION

FASDEP I and II

The **Food and Agriculture Sector Development Policy (FASDEP)** is the **GOG's overarching policy framework** (first developed in 2002) to modernize the agricultural sector. It was followed with FASDEP II in 2007, which together with the Feed the Future Initiative, provides the foundational policy framework for the CAADP. This constitutes a sector policy extending beyond the MOFA to incorporate the mandates of all ministries that will contribute to agriculture sector outcomes. In contrast to FASDEP I, FASDEP II places greater emphasis on improving agricultural productivity of market-driven value chains through the application of science and technology, environmental sustainability and greater engagement of the private sector, as well as greater collaboration through partnerships.

Feed the Future

The METASIP is well aligned with the USAID strategy for the Feed the Future (FtF) initiative. The Feed the Future (FtF) initiative began in Ghana under USAID's 2009 Global Food Security Response Program. FtF provided USD 800 million in total funding of agriculture-related projects from 2007-2010. In 2010 alone, FtF provided over USD 180 million in funding to Africa's agriculture development. Through the FtF program the U.S. Government supports GOG's capacity to improve policies and attract private sector investment by helping to ensure efficient and sustainable delivery of the METASIP, and removing management policy and investment constraints to agriculture in Ghana.

The FtF Program strategy is based on a high impact approach across the value chains of staple crops and fisheries, and strives to: 1) Integrate nutrition in the Value Chain Approach; 2) Build up the GOG capacity to deliver the METASIP; 3) Improve the environment for private sector investment; 4) Improve resiliency for targeted households among the most vulnerable; 5) Improve the nutrition status of women and children; 6) Address cross-cutting issues of gender equity and climate change; 7) Build U.S. Government FtF partnerships; 8) Achieve measurable and meaningful results. FtF program targets can be found at the back of this report in Table B.

Other potential areas of capacity development support under FtF, in line with CAADP objectives include:

- Improving the enabling environment for private sector investment
- Increasing investment in the Agriculture sector
- Improving policy to support growth in the agriculture sector
- Improving execution of the public sector investment priorities

CAADP Strategy and Program Alignments

Ghana has a mixed record so far in meeting the CAADP targets. With respect to the CAADP Target # 1 (increase productivity growth in agriculture by 6 percent), it appears that Ghana successfully met the target in 2009⁴, and nearly met the target in 2010 (5.8 percent). The Government may have met

⁴ Cocoa's contribution to GDP in 2009 was 11.5%.The Cocoa subsector had a GDP Growth rate of 5.2%. Source: Agriculture in Ghana, Facts and Figures 2009. MOFA, Statistics, Research and Information Directorate, December 2010.

Target #2 (investing 10 percent of the national development budget in agriculture) in 2009⁵, however, its investment in 2011 appears to have dropped off. MOFA has requested USD 47 million, to which the GOG has allocated about 34 percent, or USD 16 million. This accounts for about 2.36 percent of the national development budget (of which 98.9 percent is expected to go to administration and staffing)⁶. With a gap of this magnitude it seems likely that GOG will need to look beyond MOFA (to other agriculture-related ministries e.g. transport, industry and trade, as well as donors and the private sector) to meet the target. With respect to the entire budget request for the METASIP (for 2011-2015), MOFA has created a total budget USD 1.095 billion, and the GOG projected contribution is USD 354 million, with a funding shortfall of USD 741⁷. This resource gap suggests that promoting the METASIP and mobilizing investment for it could become an important function of the Steering Committee and entire CCT. In 2009, Ghana achieved the MDG #1 (country poverty target of 25 percent by 2015), putting Ghana on course to be the first African country to achieve the millennium goal of halving rates of poverty and hunger by 2015 (see Table 2). Ghana recorded significant gains in poverty reduction between 1992 and 2006, with the poverty rate falling from 52 percent to 29 percent during this period⁸. Malnutrition was halved over roughly the same period. The CCT could play a key role in getting this important success story out to potential investors, with a well-crafted strategic communication plan.

Table 1 below shows the alignment of the METASIP and the CAADP pillars, and provides some insights into the GOG's investment priorities: 1.) Irrigation and water management; 2.) Development of pilot value chains for two selected commodities in each agro-ecological zones; 3.) Promotion of cash crop, livestock and fish production for income in all ecological zones; and 4.) Mechanization services.

⁵ Africa Green Revolution in Agriculture (AGRA) website, show

⁶ Minutes of the Ag Sector Working Group February __, 2011.

⁷ At this rate the Government's priority programs remain underfunded, (i.e. fertilizer subsidies -57%, Irrigation development -90.8%, National Food Company -67%, Youth in Agriculture -82%, and Block farms -60%. In the face of this wide resource gap, it seems likely that the Government will need to adopt an opportunistic approach to its operationalizing the METASIP.

⁸ World Bank, Third DPO, April 2011, p. 14

TABLE I: OVERVIEW OF ALIGNMENT OF CAADP PILLARS TO GHANA METASIP INVESTMENT PRIORITIES

CAADP Pillars	Ghana CAADP/METASIP Priority Investments	METASIP Investment Priorities In US\$ (millions)
Pillar I: Extending the area under sustainable land management and reliable water management systems	Program 1: Food Security and Emergency Preparedness <ul style="list-style-type: none"> 1.6 Irrigation and Water Management 1.7 Mechanization Services 	149 71
	Program 4: Sustainable Management of Land and Environment <ul style="list-style-type: none"> 4.1 Awareness creation and use of SLM technologies by men and women farmers. 	18
Pillar II: Improving rural infrastructure and trade related capacities for improved market access	Program 2: Increased Growth in Incomes <ul style="list-style-type: none"> 2.1 Promotion of cash crop, livestock and fish production for income in all ecological zones. 2.3 Development of pilot value chain for two selected commodities in each agro-ecological zone. 	90 143
Pillar III: Increasing food supply, reducing hunger and improving responses to food emergency crises.	Program 1: Food Security and Emergency Preparedness <ul style="list-style-type: none"> 1.1 Productivity Improvement 1.2 Support to improved nutrition. 1.3 Support to Diversification of Livelihood Options for the Poor with Off-farm Activities Linked to Agriculture. 1.5 Early warning systems and emergency preparedness. 	29 7 15 6
Pillar IV: Improving agricultural research, technology dissemination and adoption	Program 5: Science and Technology as Applied in Food and Agriculture Development <ul style="list-style-type: none"> 5.1 Uptake of technology along the Value Chain and Application of Biotechnology in Agriculture. 	36

Source: METASIP, p. 62, CAADP Development Framework, Exchange rate calculated at GHCD 1. 40: US\$

The development of Ghana's METASIP began as early as 2009 at the CAADP Round Table Conference. In line with the CAADP's agriculture sector priorities across four pillars the Roundtable noted three main objectives:

- To assess Ghana's performance and progress at that point in time in terms of achieving the growth and poverty reduction targets under the CAADP and FASDEP agendas.
- To forge a commitment around the CAADP Compact, with a broad base of stakeholders in Government, the private sector, development partners, and non-state actors who can implement the FASDEP agenda.
- To establish institutional arrangements for the coordination and oversight of implementation and performance of the CAADP Road Map.

Since the Roundtable, a technical review of the METASIP was conducted in June 2010 followed by a business meeting as part of the CAADP process. Other milestones include: the establishment of the METASIP Steering Committee in February 2011 and the anticipated launch of the METASIP on June 21, 2011.

III. AN OVERVIEW OF THE CAADP COUNTRY TEAM (CCT)

According to the Terms of Reference (TOR) prepared by the METASIP Steering Committee at its inception⁹, the Ghana CCT will be significantly larger than the 7-8 person team referred to in the CAADP Capacity Development framework. The TOR suggests that it will be greater than thirty members. As such it has been designed with many of the features of a community of practice. The main components of this are: A core group, or leadership team, 13 of which constitute the Governance Steering Committee, or Steering Committee (13); the PPMED Secretariat (4 persons); the Policy Dialogue Groups, including the Agriculture Sector Working Group (20 persons), and participating individuals and organizations in the Strategic Analysis and Knowledge Support System (SAKSS). Within this broad group of stakeholders, the CCT terms of reference designates the Steering Committee as the main coordinating and oversight body of the CAADP Process, with a leadership role in implementing the METASIP. Their role in leading and managing the CCT is greater than was anticipated under the CAADP Capacity Development Framework. As the Steering Committee is composed of highly qualified and influential professionals, the time they have to give to the coordination task will likely be constrained by other demands on their time. Table 2 shows the contrast between the expected roles and responsibilities as outlined in the terms of reference at their inception compared to the current situation. The roles and responsibilities of these CCT groups are described in more detail below and some of the main capacity constraints that affect their ability to deliver on these are explored.

(i) CAADP Governance Steering Committee (Steering Committee)(13 members)

Convener- Minister/MOFA Chief Director PPMED, Chairman- Odeneho Gyapong Ababio II, National House of Chiefs, Kumasi, Vice Chairman, Atta Agyepong of KFW¹⁰.

The group of thirteen is drawn broadly from stakeholders within the agriculture sector, and represents the signatories to the CAADP Compact. Its members are well qualified, well connected, impressive professionals, from a wide-range of agricultural-related fields, who are committed to carrying out CAADP principles for the implementation of the METASIP. If the METASIP is to succeed as a multi-ministerial/multi-sector initiative, the Steering Committee will require capacity development support across a number of functional areas, including: leadership, change management, coalition building, and strategic communication. In particular, the Steering Committee currently lacks a strategic communication plan for the METASIP, and a funds mobilization plan. But more important, if the METASIP is to succeed as a multi-ministerial/multi-sector initiative the Steering Committee will need to be positioned with greater authority to provide strong outreach to MOFA and the other MDA's and other actors involved in implementing the METASIP, as well as serving coordinative, advisory and work planning functions, so as to keep the key functional actors engaged and working together.

During the June consultations Steering Committee members shared their frustrations over the challenges that constrain them in providing oversight, coordination and policy advice for the METASIP, such as: the institutional arrangements within the MOFA, the lack of resources, both financial and human (in particular, the absence of a dedicated secretariat to drive the follow-up and provide administrative support for their work, and a need for better access to high quality knowledge resources such as the proposed, but as yet unfunded, SAKSS¹¹ policy nodes). Those Steering

⁹ Proposal for the Ghana National CAADP Country Team, supplied by USAID, Ghana

¹⁰ His membership in the Steering Committee follows the position in the ASWG which rotates periodically with the ASWG leadership.

¹¹ Strategic analysis and knowledge support system

Committee members interviewed believe that a dedicated METASIP secretariat is necessary. Table 2 compares the roles and responsibilities of the Steering Committee, as outlined in the TOR drafted at the CCT's inception, to the current operational realism.

The situation suggests that the main capacity constraints affecting the Steering Committee, at this time are structural and due largely to the institutional arrangements in place to support the CAADP process. Steering Committee members interviewed explained that while the Minister of MOFA and the Ministry's Chief Director are called the *conveners* of the Steering Committee, in actual practice their influence extends beyond the function of calling the meetings, to dominating the decision-making of the group, and determining its direction. Steering Committee members expressed concern over how they would gain the independence to serve in a meaningful advisory capacity, with MOFA and the other key ministries involved in the METASIP's implementation, e.g. the Ministry of Finance and Planning, the Ministry of Trade and Industry, the Ministry of Transport. To date, MOFA officials have not delegated sufficient authority to the Steering Committee Chairman and Vice Chairman to enable them to take on leadership, and oversight roles in any real sense. Steering Committee members recognize the key role of MOFA's high-level leaders as champions of the METASIP, and this is viewed as essential. However, some delegation of authority by the Minister and the Chief Director will be needed to empower the Steering Committee to fulfill its expected roles and responsibilities. Without this, some of the Steering Committee could lose interest in the METASIP and decide to leave. The current institutional arrangement is sketched out in Figure 1 below.

Work planning remains informal and ad hoc. Halfway through 2011, the Steering Committee finds itself getting by without a work plan. While some members mentioned a work plan under development, others said that the lack of a dedicated secretariat had slowed its follow through on this and many other important tasks (e.g. sending out agenda and briefing documents in advance of Steering Committee meetings). Steering Committee Members complain that although capable, the CAADP team within PPMED is over-burdened with other commitments from MOFA, and its reporting relationship to the Steering Committee is unclear. As important, to date, is the fact that no funds have been allocated for this purpose. So, it is no surprise that a lack of resources is considered to be the core capacity constraint. With the Steering Committee dependent on MOFA for budget and staffing resources, this severely constrains its actions.

Members of the Steering Committee also expressed frustration over the limited resources of the Agriculture Sector Working Group, and the SAKSS nodes, which they see as their primary platforms for promoting evidence-based strategic decision-making. It is still unclear how the Agriculture Sector Working Group and the SAKSS Nodes will improve their linkages with the Steering Committee and MOFA. Several interviewees also described them as cut off from the MOFA, and operating in isolation.

While the initial TOR prepared by the Steering Committee called for meetings twice a year, members of the Steering Committee now believe that a higher level of engagement is required. They consider monthly meeting to be the ideal, but are concerned that individual members who live outside Accra, will incur high travel costs. The Steering Committee will work together to develop a set of guiding principles on their level of engagement, based on what they have learned in the first year of their operations.

Despite these obstacles the Steering Committee has made some progress. For example, at the Seventh CAADP Meeting in Yaounde, Cameroon in March 2011¹², the Steering

¹² Presentation of preliminary findings and way forward for MAF in the agriculture sector in Ghana, 7th PP, March 2011, Yaounde, Cameroon, Presented by the METASIP Steering Committee.

Committee took a leadership role in proposing a set of mechanisms to support a mutual accountability framework. Whether this will be adopted by the GOG and its development partners will depend to a great extent on the effectiveness of the Steering Committee's leadership going forward. Some of the main features of this are provided below:

- A multi-stakeholder national Steering Committee which includes signatories to the CAADP Compact.
- Stakeholder policy dialogue and review using platforms such as the ASWG, Joint Sector Review, which is informed by an annual report from the sector M&E system and intermediate reports from the institutions of the participating stakeholder groups
- Evidenced-based analysis on thematic areas of the METASIP carried out and managed by sector institutions including those in the public and private sector, academia and civil society in a strategic analysis and knowledge support system;
- Decentralized implementation through sector agencies and fora for improving M&E mechanisms for stakeholder participation at the regional and district levels.

It is possible that our mission spurred some actions on the part of the Steering Committee to reach greater consensus and to take action on strengthening their roles and responsibilities. Members of the Steering Committee announced their intentions to meet on June 17th, in order to reach an agreement on the institutional arrangements that govern the Steering Committee. They also requested a workshop in July with Africa Lead to 1) Conduct participatory work planning 2) Review progress on the METASIP, and its importance to various constituencies, 3) Bring all members to the same level with regard to leadership skills training. This event could also be an opportunity to provide training and capacity support with the use of the Rapid Results Approach to enhance the leadership structure of the CCT. By working with the political and technocratic leaders in MOFA the event could help to bring about delegation of sufficient authority to the Steering Committee to enable it to better serve the coordinative, oversight and advisory functions that they aspire to. A capacity building workshop with GIZ for the CCT was also scheduled for July.

TABLE 2: EXPECTED VS. ACTUAL ROLES AND RESPONSIBILITIES OF THE STEERING COMMITTEE

Expected ¹³	Actual
Meets Bi-annually	Meets monthly
Oversees functioning of the CCT	Oversees the application of the CAADP framework in operationalizing the METASIP, including stimulating and supporting: -policy dialogue -technical evaluations and evidence-based decision-making -organizational improvements and capacity development -institutional capacity and arrangements -peer learning -active participation of the private sector, civil society and farmer organizations -alignment and harmonization of development partners (including donors and local institutions)
Develops Medium and Long Term Strategic Plans	Introduces CAADP as a reform agenda and catalyze people and institutions to move beyond business as usual to achieve the goals of CAADP.
Develops and implements annual work plans	
Examines proposals for funding, project and/or program proposals emanating from sector stakeholders, makes funding recommendations based on direction provided by annual work plan	
Mobilizes resources	
Evaluates activities of projects and programs and measure outputs and outcomes of programs, using criteria as outlined in the METASIP and CAADP targets.	
Examines with the help of the Policy Dialogue Group the policy and institutional landscape to provide guidance on strategic direction within the framework of the METASIP and CAADP targets.	
Discuss opportunities and constraints to METASIP implementation identified by the Policy Dialogue Group and the SAKSS Technical Secretariat and make recommendations for action.	
Provides advocacy function to government	
Develops and maintain liaison with Government and donors	
Advices and Guides the achievement of the SAKSS node goals	
Mobilizes resources to support SAKSS node development	

Source: Proposal for the National CAADP Country Team, provided by USAID

¹³ Derived from the Proposal for a Ghana National CAADP Country Team, developed by the CCT and provided by USAID.

(ii) Combined National SAKSS Secretariat and CAADP Secretariat (In support of the METASIP)

The Special Task Force for CAADP Team is currently led by Lena Ottoo, Deputy Director of PPMED, supported by a PPMED staff of 4. This team does not currently serve as a national SAKSS node, nor does it serve as a dedicated office or secretariat for METASIP implementation at this time. However, it has the potential to serve these functions, proposed by the Ghana CCT at its inception:

- Act as the functional unit of the Steering Committee
 - Provide a national framework for review and implementation of the METASIP.
- Serve as the National SAKSS Technical Secretariat whose objective is to improve the quality of design and implementation of policies and strategies in the country through the facilitation of well informed planning, review and dialogue processes.
- Coordinate a collaborative network to mobilize the available expertise in order to generate the targeted knowledge products to support the implementation of agriculture and rural development.
 - Ensures accessible storage and dissemination of such products.
- Help bridge the gaps identified by national stakeholders and assist the government in the evaluation of its progress in achieving the CAADP targets through strategic analysis.
 - Contribute to the evaluation of policy and investment options to accelerate growth and reduce poverty and hunger in collaboration with relevant national regional and international centers.
- Develop knowledge platforms such as websites and CDs to help inform the process of peer review and dialogue within the framework of the CAADP.
 - Ensure political dialogue, especially through the facilitation and support of the national round table process, as well as implementation of METASIP
 - Facilitate access to researchers and those working on the development of agriculture
 - Strengthen networks for the collection, analysis and dissemination of information
 - Communicate and disseminate information online and through other channels
 - Facilitate and encourage exchange with other countries and regional and international institutions.
- Help strengthen institutional and technical capacities for the implementation of annual programs approved by the Steering Committee through capacity building.
- Build a national node around networks of institutions and existing experts who could be strengthened and coordinated by the Statistics and Planning Unit of the MOFA.

(iii) Dialogue Groups

The groups are drawn from members of the CAADP Compact signatory group, MDAs, and NSAs including: civil society organizations, private sector, and farmer-based organizations. The Dialogue Groups meet as need and include a broad range of NSA stakeholders, including Private Sector firms and Associations. Dialogue Group tasks include:

- Midterm review of projects and programs recommended for funding and annual work plans
- Review of annual work plans and make recommendations to the Steering Committee for adjustments
- Review, examine, and discuss M&E and financial reports from the Steering Committee and make recommendations
- Review Annual Budget
- Dialogue on challenges and arrive at consensus to guide Steering Committee on planning and implementation
- Facilitate networking with grassroots organizations

(iv) Strategic Analysis & Knowledge Support System (SAKSS)

- Built around networks of institutions, and existing experts
- Includes institutions in charge of research, data collection, analysis, and policy formulation, and professional associations, such as producers associations, processors, etc.
- Built around six components of the METASIP

(v) Agriculture Sector Working Groups

Members include representatives of MOFA, ACDI/VOCA, KFW, WFP, DAI-Africa Lead, World Bank, CIDA, PEF, IFAD, DANIDA and other development partners. The Agriculture Sector Working Groups are expected to:

- Coordinate information exchange on donor funded programs in the agricultural sector
- Liaise with Steering Committee through vice chairperson on policy matters
- Develop mutual accountability frameworks.
- Produce the Annual Joint Sector Review

In 2010 there were three thematic working groups whose tasks were aligned with the recommendations of the 2010 Joint Sector Review of the Agriculture Working Group; these are presented below with their respective terms of references.

Working Group I: Agriculture Policy/Strategic Development and Harmonization and M&E

Members include representatives of PPMED, SRID, WIAD, DAES, Fisheries, FAO, EMBRAPA, GTZ, KFW, USAID, IFPRI, CIDA, AFD, World Bank, JICA, ACDI/VOCA, IFAD, and WFP

- Advise on policy and strategy related issues
- Advise on implementation of METASIP through required structures
- Provide guidance in the development of inter-intra sectoral linkages

- Provide guidance for the implementation of Agricultural Sector M&E systems
- Address any emerging policy issues
- Follow up on decentralization issues and provide regular updates
- Guide MOFA engagement with the private sector and Civil Society

Working Group 2: Human Resource Development and Management

Members include representatives of HRDM, PPRSD, VSD, F&A Directorate, PPMED, PPMED MEC Division, GTZ, IFPRI, CIDA, and the World Bank.

- Guide Human Resource development issues, including training
- Provide oversight for studies aimed at improving institutional performance, such as institutional review, to inform and implement the METASIP
- Guide and advise on human resource management issues, including staff promotion processes so it is linked transparently to regular staff performance and appraisal

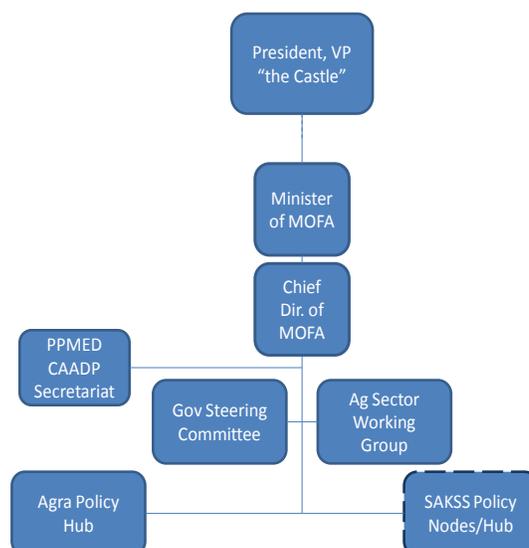
Working Group 3: Strengthen Financial Management System

Members include representatives from: MOFA/Finance Directorate, CSD, APD, F&A Directorate, PPMED, PPMED Budget Division, MOFA IT, MOFA Treasury, MOFA Audit, JICA, KFW, CIDA, USAID, and WFP.

- Support the improvement of MOFA's financial management systems
- Carry out necessary activities to improve asset management
- Work toward human resource capacity development, for informed financial management
 - Identify and recommend areas for financial review, evaluation or study to improve financial management
 - Investigate the financial implications of decentralization and advise MOFA accordingly
 - Support the strengthening of linkages between the Finance Directorate, the Budget Unit and the Donor Desk to enhance financial data collection and reporting
- Provide oversight for studies aimed at improving public expenditure management

Figure 1: Operational Realism

CAADP Country Team

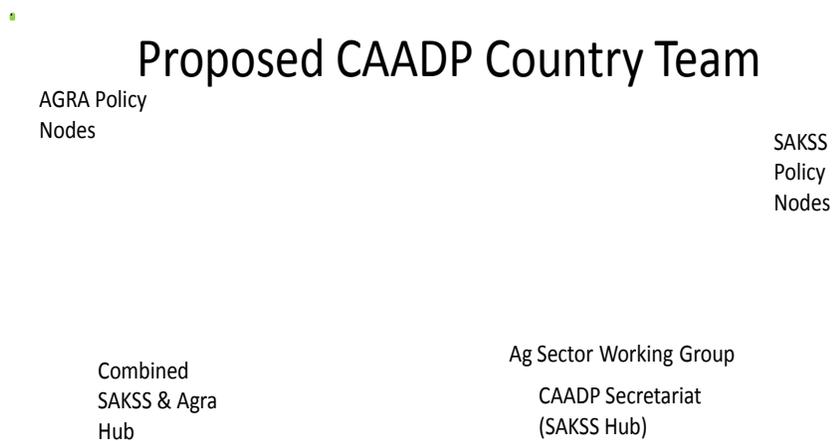


Source: Developed by Africa Lead capacity assessment team from consultations in June 2011

On the basis of our consultations with several members of the Steering Committee an alternative institutional arrangement was drafted, which better positions the entity to enable it to fulfill a policy advisory and coordination/oversight role for all agriculture-related ministries, drawing on technical knowhow and policy advice of the SAKSS and AGRA Policy nodes and the Ag Sector Working Group. The Steering Committee would be supported and enabled by a dedicated Secretariat that would link with knowledge and policy initiatives to strengthen the capacities of the MOFA. The AGRA Policy nodes and hub, in advance of the SAKSS nodes could be brought into the system of knowledge platforms and be of greater value to the Steering Committee, and the rest of the CCT. This institutional mapping is sketched out and proposed in Figure 2 below.

As the Steering Committee strives to better understand their roles in METASIP implementation, the METASIP is seen as being strongly influenced by the ruling party's agenda and limited by the Ministry's HR and skills deficits. By all accounts, and from multiple perspectives, the METASIP would benefit from the use of more transparency and accountability mechanisms among Government and its development partners, such as the ASWGs, sector M&E frameworks, JSRs, decentralization of MOFA, and Public Sector Expenditure Reviews.

Figure 2: Preferred Institutional Arrangement



Source: Generated by Africa Lead Capacity Assessment Team based on consultations in June 2011

IV. MOFA’S ROLE IN MANAGING AND IMPLEMENTING THE METASIP AND CAPACITY GAPS

Currently MOFA views the METASIP as its national agriculture investment plan, and considers itself to be its main architect and planner, as well as its implementing agency¹⁴. MOFA’s Minister and its Chief Director are the conveners of the METASIP Steering Committee, and are the champions of the CAADP process. PPMED provides the secretariat function to the Steering Committee, but not on a full time basis. This “special task team” is staffed by four and led by PPMED Deputy Director Lena Ottoo. The Secretariat provides Steering Committee members with background meeting materials in advance of each meeting. But these are often provided at the last minute, not affording the time to consider them fully. While there are five Directorates at MOFA, PPMED is the main one directly engaged in implementing the METASIP. The Director of Plant Protection and Regulatory Services Directorate (PPRSD) acts as a coordinator for the AGRA Policy hub, but is said to have only limited engagement with the METASIP.

The Government’s approach to sector growth is state-driven, rather than oriented toward the private enterprise. The 2010 Joint Sector Review led by MOFA and the ASWG noted problems of competitiveness in the private sector. The report claims priorities are more about capturing

¹⁴ This is consistent with the CAADP Compact, and Capacity Development Framework.

government subsidies, or reductions in tariffs, than implementing measures of efficiency to improve performance in the sector. During interviews, the team heard similar accounts (for example, the Government recently announced it would raise tariffs to limit exports in rice, because prices had risen too fast). Exporters, including the WFP, were forced to make last minute adjustments to their exports without warning. Such issues arising between MDAs and DPs were noted in the 2010 JSR, highlighting gaps in coordination and harmonization within the sector. The review also pointed out a deficit in personnel at MOFA, highlighted a need not only for more staff, but also enhanced skills and training, particularly in such areas as procurement and financial management. The JSR found that there is not enough staff in MOFA to implement the METASIP (in current formulations there would need to be a staff of 10,000). In 2010, a Functional Review of the MOFA Directorates was started but not completed. The study apparently ran out of funding, but it would be useful to complete this as the METASIP enters its implementation phase.

At the national level, there are four Line Directorates and 8 Technical Directorates, with each supervised by a National Director. Additionally, there are 3 Sub-vented Organization (SVOs) under the Ministry. The National Directors and heads of SVOs, as well as Regional Directors, report to the Chief Director. We also have a number of Projects that are being headed by Project Coordinators.

TABLE 3: DIRECTORATES AND DIRECTORS

<u>Line Directorates</u>	<u>Director</u>
Human Resource Development and Management Directorate (HRDM)	Ms. Cecilia Erzuah (Acting Director)
Finance and Administration Directorate (F&A)	Ms. Cecilia Erzuah (Director)
Policy Planning, Monitoring and Evaluation Directorate (PPMED)	Mr. Samuel Oku (Acting Director)
Statistics, Research and Information Directorate (SRID)	Mr. Samuel Oku (Director)

According to the JSR, many of the observations and recommendations from the 2010 report can also be found in the 2009 report, indicating that issues persist and are likely the result of weak implementation, as well as structural issues that may be difficult to correct. Since 2008, MOFA and DPs (through the ASWG) have issued annual Joint Sector Performance Reviews (JSR) in the agriculture sector in pursuit of greater harmonization and aid coordination. The 2010 JSR launch was chaired by the MOFA Chief Director, with the Honorable Minister for Food and Agriculture in attendance. The overall review was led by the MOFA Director of Plant Protection and Regulatory Services Directorate (PPRSD) and the Co-Chair, from CIDA, of the ASWG. Several DPs also participated with either fulltime external staff (Canada, GTZ, USAID, and World Bank) or full and part time local staff. There was also representation from the Private Sector and Civil Society organizations. Some non-traditional actors also participated, such as EMBRAPA, Engineers Without Borders (EWB), and FARA. A Technical Review Team from the ECOWAS Secretariat, as part of the CAADP implementation process, also took part. In accordance with the JSR Terms of Reference (TOR), four working groups were convened to undertake a review of the following:

- 1.) Sector Performance in 2009 and Achievement of Policy/ Program Objectives (including performance benchmarks);
- 2.) Review of the Sector’s capabilities to deliver on the METASIP;
- 3.) Planning and budgeting, SWAP and Monitoring and Evaluation (M&E);
- 4.) Procurement and financial management.

The objectives of the 2010 JSR were to assess the extent of implementation of work programs and ascertain progress towards the achievement of expected outputs and outcomes of the agricultural sector and make recommendations for future planning. For

the 2010 JSR, the Annual Performance Review (covering 2009) published by MOFA provides the basis for the assessment. While these annual reviews pay particular attention to major policy initiatives of MOFA and their effectiveness, they also incorporate the relevant reviews and assessments of the budget support operations (CIDA's FABS /SFASDEPI). The 2010 JSR also reported on the implementation of the CAADP Road Map, developed at the end of the CAADP Roundtable in October 2009. It is expected that the 2011 JSR will be completed by mid-July, and will review MOFA's progress from 2010. This is expected to produce analytical reports on the Government's four priority programs: 1.) subsidized mechanization; 2.) fertilizer subsidies; 3.) block farms and 4.) buffer stocks initiative. In the absence of an operational National SAKSS Policy Hub or Technical Secretariat, this research was coordinated under the supervision of IFPRI. The JSR (2011) will add a window of opportunity to allow MOFA to develop a Plan of Action to carry out its recommendations.

Capacity Gaps and Structural/Institutional Issues

If the METASIP is to succeed as a multi-sectoral initiative, MOFA will have to coordinate and collaborate more with other ministries, including MOFP, MOTI, and NDPC, among others. This will require a change in mindset. In the same way, PPMED will need to break down silos within MOFA and open its programs to potential partners in other directorates. There is also a need to build trust and partnerships between MOFA and the private sector to bring them to the table as partners. These are difficult adaptive challenges that will require leadership. The Steering Committee has the commitment and drive but currently lacks the authority, financial resources, and commitment of the GOG to collectively lead a multi-sectoral, multi-ministerial effort to implement the METASIP. This role currently belongs to decision makers at MOFA, backed up by the PPMED Secretariat. This will likely continue until the Steering Committee has gained the delegated authority, the resources and the operating budget, for a dedicated CAADP secretariat and national SAKSS hub.

The PPMED Secretariat, also known as the special task team, remains a MOFA-based agency. As such it is too busy meeting the many demands of the MOFA to adequately coordinate and link the Steering Committee to other key Government ministries, the Agriculture Sector Working Group, technical and research institutions, other parties (including NSA), and potential private sector partners.

The findings of our consultations suggest that MOFA's role in the implementation of the METASIP could be strengthened by: 1.) providing budget support to the Steering Committee, and transforming the PPMED Secretariat from a MOFA agency to a secretariat wholly dedicated to supporting the Steering Committee through greater coordination of all agriculture-related ministries, various directorates of MOFA, and other DPs, including the ASWG, and private sector partners; 2) providing leadership training to the Secretariat staff through Africa Lead, to support them in their role as agents or champions of change within a more multi-sectoral environment; 3.) providing support to the secretariat specifically in the areas of strategic communication; 4.) strengthening the participatory work planning knowledge and skills of the new METASIP Secretariat together with the Steering Committee; and 5.) documenting the transition process from a MOFA-centered initiative to a more integrated multi-ministerial, and participatory/multi-stakeholder METASIP implementation.

V. THE ROLE OF NON-STATE ACTORS (NSA) IN METASIP IMPLEMENTATION

Non-State Actors are the implementers, the connectors, and potential investors of the METASIP. CAADP principles call for broad engagement with NSAs, including the private sector, which is viewed as a critical stakeholder and a potential source of much needed investment. The Steering Committee has taken a very broad definition of “private sector” in choosing representatives for the Steering Committee. This includes all non-state actors, and is justified by their motto: “All Agriculture is Business”. It is surprising, however, to find not a single agro-business firm on the Steering Committee (see Table 4 below). It seems obvious that the concerns of these potential investors are likely to be different from those of the associations who represent them on the Steering Committee, such as PEF, and FAGE, begging the question whether the private sector is fully represented on the Steering Committee. Should the Steering Committee consider expanding its membership to include a private sector agro-business firm, such as Olam, or Unilever?

The following principal non-state actors are currently involved in the implementation of the METASIP: The Ghana National Association of Farmers and Fishermen (GNAFF), General Agricultural Workers Union (GAWU), Federation of Association of Ghanaian Exporters (FAGE), and FOODSPAN.

GNAFF represents farmers/producer organizations (FBOs), GAWU represents agricultural workers, the Federation of the Association of Ghana Exporters (FAGE) represents agribusiness sector organizations, and FOODSPAN represents Civil Society Organizations (CSOs). These representatives bring with them a higher level of accountability because they are elected by their constituents. This group comprises about a third of the 13 member Steering Committee. The remaining two thirds are state actors with the exception of the traditional ruler whose status is somewhat ambiguous. He is regarded by some Steering Committee members who align themselves closely with the government in power, as quasi-governmental, while others regard him as a NSA because he is the custodian of the land and is accountable to his people. The traditional ruler on the Steering Committee is its designated Chairman.

Like other members of the SC, those from NSA are engaged in planning, coordination, reform, and advocacy/accountability. Members are expected to:

- Improve policy ideas by providing ideas and evidence from their constituents
- Reform the agricultural sector by promoting an enabling environment to encourage their members to help achieve a national agricultural growth agenda and attain the CAADP and METASIP targets.
- Advocate and/or account to their constituents by holding themselves and government accountable for program successes and failures

TABLE 4: ENGAGEMENT OF NON-STATE ACTORS IN THE METASIP TO DATE

	Private Firms	Apex Assns	Trade Assns	FBOs	Civil Society	Traditional Rulers
Signed CAADP		X	X		X	X
CAADP SC		X	X	X	X	X
GGC	X	X	X	X		
GCAP	X		X			

As with other members of the SC who participated in the consultations, those representing NSAs share the desire to engage in more of a policy oversight and advisory role for the implementation of the METASIP in summer 2011. Members of the Steering Committee who represent FBOs said they sometimes feel marginalized and are struggling to be heard. Other Steering Committee members, however, said they perceive FBOs to be too constituent-minded and not necessarily committed to the public good.

The main challenges affecting the role of the NSA in METASIP implementation are: 1.) Limited opportunity for consultation and sharing with private sector agro business firms; 2.) A low level of trust between the public and private sector built on a history of non-competitive, non-transparent practices in the past; 3.) Little awareness among the private sector about the METASIP; 4.) Few clear incentives for the private sector to engage in the METASIP; 5.) Fragmentation of FBOs; 6.) The limited capacity and reach of the Private Enterprise Foundation (PEF) ; 7.) Private Sector’s need for greater accountability and integrity mechanisms; 8.) Business as usual--the risk that competitive agro-business firms will choose to go it alone, rather than engage in the METASIP; 9.) Farmer organizations are fragmented and need to be consolidated, or they will be vulnerable to political influences; and 10.) Outreach to NSA (including small holders and investors) at the regional and district levels.

Examples of successful engagement and collaboration among public and private sector partners in Ghana’s agriculture sector exist, but are few in number. These examples are worth noting as they may provide lessons for future engagement. When thinking about various strategies for addressing capacity gaps, development partners may consider building on the strength of what is already working, by anchoring capacity development initiatives on the GOG’s priority programs already underway. Four such examples are provided below.

Example I: The Alliance for a Green Revolution in Africa (AGRA)

AGRA is an Africa-based and Africa-led organization created with funding from the Bill and Melinda Gates Foundation, and the Rockefeller Foundation. It has offices in Ghana, Kenya and Tanzania. AGRA works with partners to catalyze change to rapidly and sustainably increase the productivity and incomes of small farmers, and achieve food security in Africa. It has developed a practical approach to significantly boost farm productivity and incomes for the poor while safeguarding the environment through the following four pillars: Program for Africa's Seed System, Soil Health Program, Market Access, and Policy and Partnership. AGRA is engaged in capacity development in Ghana.

- Supported the development of the Bread Basket Strategy to boost Ghana's agriculture production in its Northern Region.
- Raised significant resources for research and programming in agriculture
 - Funds a US\$150 million seeds research program
 - Funds a US\$180 million fertilizer research program
- Set up four policy nodes with regional reach that bring key policy actors together with technical experts and researchers through face-to-face learning events on the thematic areas of land, markets, fertilizer, and seeds.
- Linked policy nodes through a hub/coordinator in MOFA at PPRSD.

Example 2: The Ghana Grains Council (GGC) and the Warehouse Receipts Initiative

GGC formed a taskforce to push for the passage of the Warehouse and Commodity Exchange Law, to provide the legal framework for recognizing the system of receipts as a fair representation of the commodity. It built trust and coalitions of support between the public and private sectors – but, new legislation has yet to gain passage.

- GGC leveraged the Millennium Challenge Corporation (MCC) Ghana Compact to garner support from its members for the Warehouse Receipts Initiative. With MCC's support the GGC is building 10 agribusiness centers where grain can be consolidated, graded based on a set of standards, dried and stored. This will provide the necessary infrastructure for the grain warehousing receipts system.
- These improvements in infrastructure have brought in the participation of the private sector, including food processors, exporters, commercial producers and FBOs. GGC engages with FBOs, by relaxing dues for small holders, and bringing in their leadership to head dialogue platforms (such as the Chair of the Peasant Farmers Association who co-chairs the Public-Private Dialogue Platform).
- GGC has brought three agriculture-related ministries and a broad base of other stakeholders together around a shared objective- the passage of new legislation.
- Key champions for change who have supported this initiative include Tom Gambrah, Chairman, GGC, PEF and the Minister of Trade and Industry, and Emanuel Mance , Advisor to MOFA

Example 3: Agriculture Public-Private Dialogue Platform

This is an example of the kind of dialogue platform that involves the multi-stakeholder participation and private-sector led engagement called for by CAADP principles. This dialogue platform emerged with support from development partners to push the Warehouse Receipts Initiative (described above), and

for the promotion of agricultural inputs beyond fertilizer. The reform effort has garnered broad support and participation among public-private stakeholders and shows the potential for such a holistic approach.

- Twenty-eight members Co-chairs are MOFA (Chief Director), and the Peasant Farmers Association Chairperson
- Private sector participants include large agribusiness entities, such as Premium Foods
- Multi-ministerial structure includes MOFA, MOTI, and others
- Private Enterprise Foundation brought partners together, developed the TOR together with 60 participants
- Formalized relationship with an MOU, which was signed 2 months ago between the private sector and Ministries (MOFA, MOTI and MOFA)
- Met with the Parliamentary Special Committee on Agriculture
- A platform for building coalitions for moving forward policy initiatives on the Warehouse Grains Receipts Initiative.

Example 4: Ghana Commercial Agriculture Program

This donor-supported program is expected to be jointly funded by the World Bank and USAID

- Funding level over USD 100 million
- Well aligned with the CAADP and investment priorities of the METASIP (multi-sectoral and multi-ministerial (MOFP, MOTI, MOFA))
- Will raise incentives and reduce risk enough to attract both public and private sector investment and participation
- Embraces nucleus farmer/agribusiness out grower model to transfer technical knowhow, to small farm holders
- Will require leadership through functional teams to mobilize out growers and link with commercial firms.

The successful implementation of this investment project will require changing the mindsets of key stakeholders through multi-sectoral policy planning, change management, and coalition building, and by using a problem-driven approach to overcoming capacity constraints. Opportunities may arise for bringing small holders together with private sector investors in priority value chains or for expanding the dialogue platforms to help make local governments and communities investor ready, by building relationship and sharing their respective views (do investors understand what drives small holder's choices? Do small holders understand investors needs? What is the role of the public sector in investing in public goods and infrastructure? How to align donor support more closely with the GOG investment strategy?)

The capacity needs of NSA are many, and multidimensional. Through our consultations and focus group at the end of the mission, which brought 10 Africa Lead Program change champions together we compiled a short list of capacity needs identified by NSA. These are listed below.

- Resource mobilization and fundraising
- Basic methods in research and statistics
- Media Training and Strategic Communication
- Managing for Development Results
- Building coalitions for change

Various modes of capacity development interventions, beyond traditional training programs, were also suggested in our consultations. For example the GGC proposed more South-South capacity development through study tours to East Africa on existing and sustainable warehouse commodity exchanges. For example, GGC suggested this type of intervention to help change long held beliefs, and build consensus and commitment, among a group of key stakeholders/decision makers regarding moving a warehouse receipts reform effort forward.

VI. CONCLUSION—SUMMARY OF RECOMMENDATIONS

The main capacity issues currently affecting the ability of the CAADP Country Team’s Governance Steering Committee, the Ministry of Food and Agriculture (MOFA), and Non State Actors (NSA) to effectively apply the CAADP principles for the implementation of the METASIP are largely due to the institutional arrangements that were developed by the CAADP Country Team at its inception, and are now in need of adjustment. These are described below, in brief.

The Limited Authority and Resources of the CAADP Steering Committee

While the Steering Committee may be eager to provide policy advice, coordination and oversight for implementing partners of the METASIP, in practice their influence is limited by existing institutional arrangements and a lack of resources. In the current institutional arrangement, which lacks both designated budget and staff, the Steering Committee has not yet been given the authority to lead on policy issues or drive change and reform in support of the METASIP.

Limited Role of the Private Sector in the METASIP to Date

Ghana’s MOFA currently has significant human and financial resource constraints and lacks the funds it needs to meet CAADP target #2 (to invest 10 percent of its national development budget into the agriculture sector), and to operationalize its priority programs in 2011. At the very least, the public sector will need to create an enabling environment to attract and leverage private sector investment to finance infrastructure and provide seed capital. To overcome these constraints, MOFA will need the full support of other Government ministries, development partners and, in particular, private sector investors. There is, however, a history of mistrust between public and private sectors and it is not clear what incentives would bring private firms to the table to help implement the METASIP, despite the clear advantages in doing so.

Fragmentation and Parallel Programs and Poor Coordination

A key role of the Steering Committee within the CAADP Country Team (CCT) is to align and harmonize all agriculture-related ministries and development partners, and to bring the private sector, civil society and farmer organizations to the table through the CAADP process for the successful implementation of the METASIP. However, with so many actors involved, fragmentation poses real challenges. This is illustrated by the Steering Committee’s efforts to gain high-level technical/analytical and policy input to power its oversight and advisory functions. Although the SAKSS Policy Nodes were designed to serve this function, they have not fully materialized and remain underfunded. AGRA’s Policy Nodes, on the other hand, are more operational but are largely inaccessible to the CCT. Several interviewees said that the AGRA Policy Nodes operate outside the CCT and the ASWG, with a coordination hub in PPSRD, rather than PPMED. In the current institutional set up, the Steering Committee is less able to access the evidenced-based scientific and policy research it needs to fulfill these roles and responsibilities. The same holds true for the entire CCT and MOFA. Similarly, the ASWG may be under-utilized for policy advice and guidance, and is viewed by some as cut off from the work of relevant MDAs and the CCT.

The Advantages of Building on Strengths and Anchor Capacity Development on Existing Priority Programs

In the face of large budget gaps and resource constraints in the agriculture sector, the Government may choose to adopt an opportunistic approach to achieving the priority goals of the METASIP, by seeking support from development partners and the private sector, where there is an alignment of interests. Development partners should take a similar approach to capacity building, anchoring training and other capacity development interventions in priority projects and programs that are funded and already underway. Efforts should be made to provide platforms for enabling implementation through functional teams of multi-sectoral public and private sector partners who have come together to operationalize and achieve the Government's investment goals. These functional teams should take a problem-driven approach, focused on overcoming barriers to change and reform through capacity development.

Emerging Need to Address the Vast Capacity Gaps Created by Decentralization and the Government's New Regional Priorities for Agriculture

The GOG's plan for decentralization is already underway (to 11 national, 10 regional, and 170 district directorates operating service delivery functions including stakeholder fora, planning and review sessions, training and orientation of service providers, formation of FBOs, among others). Districts will soon plan for, manage and operate extension. These functions are now within the Ministry of Rural Development and Local Government. The change will significantly expand the need for greater capacity in leadership, including such skill sets as: strategic communication, change management, team building and managing for development results (MfDR) at all levels of government, and among all partners to the CAADP process. Demands for capacity development and training will be significant in the Northern Region, a priority region for Bread Basket and Feed the Future initiatives, as evidenced by the GOG's Savanna Accelerated Development Agency's SADA program.

In the face of large resource constraints in the agriculture sector, the GOG may seek to adopt an opportunistic approach to achieving the goals of the METASIP. Strong and effective leadership will be critical for the success of agricultural reform, particularly leading up to this year's general election (40 percent of Ghana's GDP and 50 percent of its jobs depend on it). Like the GOG, development partners would be wise to take an opportunistic approach to capacity development. This should involve building on the strengths of existing priority programs and projects that are already funded and underway, with training for functional teams of change agents (from the public and private sector) who seek to work in coordination and in collaboration to mobilize change and achieve a shared vision of a future for greater food security, improved growth in income and reduced vulnerability. This will require finding entry points in priority programs and projects to anchor various aspects of leadership training and other capacity development interventions, but could ultimately allow teams to capitalize on a sense of urgency, and thereby, make their training more relevant and meaningful.

ANNEX I: LIST OF PEOPLE AND ORGANIZATIONS INTERVIEWED

1. John Dziwornu
Steering Committee Member
National Secretary
Ghana National Association of Farmers and Fishermen

2. Henry Alhassan
Steering Committee Member
Policy and Strategy Implementation Coordinator
Agriculture Development Bank

3. Marjorie Abdin
Steering Committee Member
1st Vice President
FAGE

4. Dr. Alhassan Yakubu
Steering Committee Member
Chair Sub-Committee on Agriculture
Government of Ghana, Parliament

5. Atta Agyepong
Steering Committee Member
Vice Chair
KFW

6. Shiashie Kolavalli
Director
IFPRI-GSSP

7. Emanuel Mance
Program Manager
Ghana Grains Council

8. Katerina Ntep
Ghana Country Director
MCC

9. Olaf Kula
Regional Director, West Africa
ACDI/VOCA

10. Nicholas Brown
Country Director
TechnoServe

11. Janine Cocker
Senior Development Officer
CIDA

12. Nana Ayim Poakwah
Executive Director
Hunger Alliance of Ghana

13. Alabi Bortey
Deputy Director
PPMED, MoFA

14. Lambert Abusah
M&E Specialist
PPMED, MoFA

15. Angela Dannson
PPMED, MoFA

16. Lena Ottoo, Deputy Director, and Team
PPMED, MoFA

17. Amit Agrawal
Senior VP, West Africa
Olam International

18. Moses
Economist
Private Enterprise Foundation (PEF)

19. Anthony Botchway
Owner
(Pineapple-Mango Grower/Exporter)
Bomarts

20. Dr. Samuel Dapaah
USAID Embedded Advisor
MoFA

21. Korang Amoako
Former MOFA Director
Extension Services

22. Fenton Sands
FTF Program Manager
USAID

23. Ram Bhavnani
USAID Embedded Advisor
MoFA

24. Vanessa Adams, Director
Peter White, Consultant
Dr. Sola Afolabi, Business Environment Director
West Africa Trade Hub

25. Dr. Paul Schuetz
Program Manager
GIZ

26. Jan Joost Nijhoff
Economist
WB

27. Andre Bationo
Country Director
AGRA

Champions of Change from the Africa Lead FTF, Ghana Program (Focus Group of ten, see below)

28. Haruna Agesheka, Ghana Agricultural Producers and Trade Organization
29. Dr. E.K. Adu, Council for Scientific and Industrial Research (Food Research Institute).
30. Dr. George O. Nkansah, University of Ghana, Agricultural Research Centre
31. Stephen Yaw Osei, Ministry of Water Resources
32. Lydia Sasu, Development Action Association
33. Dr. David King Amoah, Farmers Organizations Network
34. John Ni Sodja Torto, Ghana National Association of Poultry Farmers
35. Hannah Adjes, Ghana Health Services (Nutrition Department)
36. Felicia Ounsu Nyantakyi, Ghana Agriculture Input Dealers Association
37. Yvonne Philips, Ghana Trade and Livelihoods Coalition
38. Esi Amouful, Ghana Health Services (Nutrition Department)

ANNEX 2: INTERVIEW PROTOCOL

June 9, 2011 Interview Guide

1. Please describe what is the role of your organization in the CAADP Process?
2. In your view what are the main challenges to meeting the targets of the CAADP, and the METASIP? Please explain.
 - a) What are the main incentives for the Ghana partner to the CAADP to implement its processes and principles?
 - b) Is the CAADP Steering Committee well equipped to help overcome these challenges?
 - c) What are their strengths, and weaknesses?
3. How would you distinguish the role of the Ag sector working group from the CAADP Steering Committee? What about the SAKSS Node? How do their functions differ?
 - a) Are there any areas of overlap? Where they serve the same function?
 - b) We have seen the TOR for the Ghana CAADP CT (CAADP Governance Steering Committee), but could you tell us in what areas they are most active?
 - c) We understand they are developing an accountability framework, please explain.
 - d) Could you describe what this would include? Is it a mutual accountability framework?
4. Which institutional partners have taken the lead in the implementation of the METASIP? Do they have the authority? The ability (resources, skills)? The acceptance (commitment) to take it forward? Where is the greatest need?
 - a) Who are the key change agents? What are their functions? What about individuals?
5. In terms of the CAADP Steering Committee's TOR that we discussed- in what areas would they like to receive some CD support? Where would the MoFA benefit most from Capacity Development?
6. Do you know anything about the Agricultural Commercialization Program funded by WBG and USAID? Is there an opportunity for the CAADP Process to influence this program- why or why not?

ANNEX 3.A: NOTES ON FOCUS GROUP PARTICIPANTS

Africa Lead NAIP Assessment Team Meeting with Champions (16th June, 2011 @ Noble House Restaurant, Osu)

An assessment team composed of Alison Wescott (Team leader), Duke Burruss, and Kwesi Opoku-Debrah came to Ghana to conduct consultations with key CAADP stakeholders. As part of the team's activities, they met with ten (10) Ghanaian champions who had completed the Africa LEAD Module 1 Champions for Change training. The group of champions included representatives from the following sectors:

- Civil Society
- Private Sector
- Research
- Government Institutions.

Alison Wescott led the focus group meeting which commenced with introductions of all present. The discussion centered around what champions had done with the skills and knowledge they gained from Module 1 and what other topics champions want to be included in Module 2.

The team had a list of questions which was used to obtain information from the champions. Questions and responses are below.

I. Could you give us an example of how you have applied a tool or tactic from the program in your work, or life?

- **Haruna Agesheka**

Mr. Haruna mentioned that the training added two things to what he already knew. The first is sustainability and the other, thinking outside the box, which led him to organize an eye test for the people of Agbogbloshie market. He said the market was a dusty place and he decided to organize the eye test for the traders.

He further added that he runs a project called ATP, a gender equity project from which he created a women's wing in his organization and further collaborated with the Women's World Bank to access loans for the women traders. He negotiated with the bank to enable his women groups to access loans on the day they open an account rather than follow the bank policy of six weeks after opening up the account. The loans will be reimbursed on weekly basis by the women traders.

- **Felicia Owusu Nyantakyi**

Felicia mentioned that she knew about advocacy but she obtained more knowledge about advocacy from the Africa Lead training. She is now able to advocate for input dealers and farmers. She works with approximately 3,000 farmers who she trains in all the processes from land preparation to harvesting. She has arranged for fertilizers at subsidized prices for her farmers and from what she learned from the training on "how to get oppositional stakeholders to move along with you in collaboration" she brought the (competing) input dealers on board by arranging for consignment for them so they can also sell inputs at the same prices as her and make profit.

Hannah Adjei

Hannah works on a program that is aimed at improving child growth and enhances - food security. She participated in a food security program in the North where she advocated for more involvement of the Ministry of Agriculture, who will collaborate with the Ghana Health Service to encourage households to grow more nutritional foods by cultivating crops in their backyard gardens so that food is close to the family. She is advocating for involving more farmers in this practice.

John Nii Sodja

John is the vice president of the Ghana Poultry Farmers Association. The association was not functioning very well. After attending the Module I training, he used the knowledge and skills he learned to organize a nationwide training for leaders of the poultry farmers. The association has also met with the Parliamentary Select Committee on agriculture and has sought the services of consultants to re look into the policies that affect them. They are also in the process of advocating for poultry farming to be included as a livelihood using strategic interventions (people in Ghana perceive poultry farming as a backyard activity but they are trying to push and make people realize that is more than that).

King David Amoah

After David participated in the Africa Lead training, he decided to reach out to the farmers in his rural area to impart the knowledge he acquired. He collaborated with an organization and conducted a survey to find out the level of farmers' awareness of the CAADP and METASIP policies.

The team developed a questionnaire which was administered to 120 farmers, in the Ga East District and Brong Ahafo Region. Findings from the survey revealed that the farmers did not know about CAADP, METASIP or FASDE, and just a handful knew about block farming, mechanization centers, and the buffer stock program.

As a result of the finding of the survey, a Trainer of Trainers capacity building workshop will be organized for 15 farmer leaders and District Agricultural Officers who will be trained on budget cycle, METASIP and FASDEP.

Training on the budget cycle is expected to enable farmers to know the amount of money that has been approved for their respective District and how much was used and for what purposes. This will enable them to hold their District Directorates accountable. This activity will be done in collaboration with District Directors of Agriculture. Key resource persons will come from MoFA. It is expected that those who attend the training will further train more farmers on the knowledge that they acquire. This will enable the trickle down of relevant information to the grass root level.

Lydia Sasu

Since attending the Africa Lead training, Lydia and her team have increased the awareness of about 200 rural women using pictures and illustrations from the Module I manual to get the illiterate women to understand how to increase their production. She used the broken pot concept as a guide to make the farmers aware of the need to mend the broken pot to feed themselves and to rely less on imported food. She also assisted a community to meet with their District Chief Executive on the need to rehabilitate a bridge that farmers can use to convey their farm produce to other neighboring communities for sale. Lydia has also met food processors in the urban areas to discuss food security issues.

E.K.Adu

Dr. Adu used principals of team work to get his colleagues to work along with him to develop a business plan and logo to source for funds to enhance their activities.

Dr. George Nkansah

He sensitized some researchers and his diploma students on the CAADP.

He went to do some work for GIZ in the North where he used the broken pot concept for training mango producers. He has also improved team work in his Department which has made his work colleagues more organized in their work.

2. Of all you took away and learned from the Africa Lead Program what do you consider to be the most important thing, e.g. building and guiding a team, strategic planning and thinking, advocacy

Champions mentioned Kotter's model, team work, and networking. Felicia used networking by contacting other champions to collaborate with her in her business.

3. Of all the topics you covered in Africa lead, what will you like to know more about?

- Awareness creation
- Nutritional Advocacy
- Networking

4. Did you carry out you action plan?

Amoah

During the training, the idea of how to get knowledge to the grass root kept coming to mind so he planned to educate the farmers on CAADP which he is currently doing.

Haruna

Haruna observed that the lack of income generating activities in the rural areas has caused youth to migrate to the urban area. He collaborated with TIPCEE, a USAID funded project to meet with the youth to make their needs known to the government. He is also in the process of sourcing loans for the implementation of a project for the production of onions that are currently imported.

5. What more would you wish to know about leadership that was not covered?

- There is the need to form a coalition of champions to get the government to implement what is stated in the budget for agricultural activities.
- Advocacy involves a lot of research and champions would like to know more about it. Also media involvement and partnership is very necessary as well as strategic communication training and media training.
- There is also the need to use farmers who have succeeded through the change process as role models for others to follow.
- Strategic communications among leaders is also very important. There is the need to start the process of communicating roles and to form coalitions to meet change.

- There are brilliant ideas that do not go far. There is the need to take people through the process of developing their ideas to the market so that farmers are business minded to reduce poverty. It is also necessary to provide seed money to champions to support them in their activities to bring about food security. Monitoring and Evaluation training is also critical.
- Software to monitor and evaluate activities. Also support with logistics, RRA.
- There is the need for the construction of demonstration sites.
- There is the need for a tool and training on how to mobilize resources to support their work.

Names of Champions that Participated in the Meeting

Name		Institution
1	Stephen Yaw Osei	Ministry of Water Resources, Works and Housing
2	Lydia Sasu	Development Action Association
3	Dr David King Amoah	Farmers Organization Network of Ghana
4	John Nii Sodja Torto	Ghana National Association of Poultry Farmers
5	Hannah Adjei	Ghana Health Services (Nutrition Department)
6	Haruna Agesheka	Ghana Agricultural Producers and Traders Organization
7	Felicia Owusu Nyantakyi	Ghana Agricultural Input Dealers Association
8	Dr. E.K Adu	Council for Scientific and Industrial Research (Animal Research Institute)
9	Dr. George O. Nkansah	University of Ghana, Agricultural Research Center, Kade, Institute of Agricultural Research
10	Esi Foriwa Amoaful	Ghana Health Services (Nutrition Department)

ANNEX 3.B:AFRICA LEAD FOCUS GROUP QUESTIONS

Africa Lead, Discussion

Focus Group Guide,

Introduction—purpose and ground rules

I'm _____ and these are my colleagues Kwesi Opoku-Debrah and Duke Burruss. We are here in Ghana conducting consultations to help the Africa LEAD Program and its sponsor USAID better understand the needs of champions in Ghana's agricultural reform program known as the NAIP, also known as (the Government of Ghana's Medium Term Agricultural Sector Investment Plan, or (the METASIP). The reason we're here is that USAID is considering expanding Africa Lead in Ghana. We are considering creating a Second Module that will go beyond what you have learned so far. Our first step is to talk to people like you and learn what you have found to be important in the training you have received so far.

This is not THE program. But should we decide to make a program, what we learn from you will help us to shape the program so it will be of maximum benefit to participants.

A few ground rules:

We are not looking for a consensus; we don't expect you to agree with each other. We want to hear the range of opinions. We want to learn from the variety of views out there.

If you tend to talk a lot, I hope you won't mind if I ask you to stop so that we can hear from everyone. If you are shy, I hope you'll take a risk and participate. Are there any questions?

One last thing: Please turn off your cell phones.

Before get started, we'd like you to introduce yourself, first names only and if you don't mind, please tell us your job title and when you completed the Africa Lead Program.

- 1. Could you give us an example of how you have applied a tool or tactic from the program in your work, or life?**
- 2. Of all you took away and learned from the Africa Lead Program what do you consider to be most important thing, e.g. building and guiding a team, strategic planning and thinking, advocacy, etc) ?**
- 3. What did you like best about the program?**
- 4. Of all the topics you covered in Africa Lead, what would you like to know more about?**
- 5. Did you carry out your action plan?**
- 6. What more would you wish to know about leadership, that was not covered?**
- 7. How has participating in the program changed the way you do your job, or live your life, can you give an example?**

Alison Introduces herself and what the lunch is about

All other participants introduce themselves

Haruna-Ex of how u have been able to apply tool or tactic from the training

Program added 2 things – Even though I know food security I=we forget about sustainability. Also appreciated thinking outside the box. Used skills to organize a GHC3 eye test. Price was originally GHC25. Also was able 2 talk to women’s world bank to reduce conditions for accessing a loan. Setup a system where if you are a member of the org, you can access a loan.

Felicia – Applied advocacy. Experience has helped her xxxxxx Under Mida she takes them through xx and arranged for fertilizers @ a subsidized costs. Found a way to please both fert suppliers and farmers so that all are happy.

Hannah Adjei-Currently working on Child Growth program. Cannot talk about CG w.o food security. Had a meeting and advocated for more involvement from Min. of Agric in using the locally available nutritious foods.

Lydia Sasu-Was able to raise awareness to 200 ppl using the manual. Using pics, etc. Advocating that there is the ability for us to feed ourselves. Visited an area where there is no bridge so advocated for a bridge to be built. There was also food insect from a bad harvest. With a new bridge now, things r better as ppl don’t have 2 walk a long distance to another village.

Amoah-In collaboration w/ an org, went to visit farmers to find out knowledge of caadp. Survey put together for 120 farmers. Went to some remote areas. Respondents did not know about caadp. They also did not know about metasip and naip. Now trying to bring some rural farmers together to do a tot. Also teaching xxx about budgeting in agric so that they know budget amounts and b able 2 hold their districts accountable. Main concern is that nothing trickles down to the grassroots level.

Torto-Didn’t have a strong Poultry farmers associations. After training organized training for poultry farmers in districts. Got funding of GHC130,000. Have gone as far as visiting the govt. Also org a system where poultry farmers all over Ghana have an id.

Stephen-Water plays an important role in FS. Advocating for non pollution of water systems in Ghana. Reserving rivers 4 agric.

Nkansah-Enlightening his students on caadp, caadp agenda, thinking outside the box

Lydia-able to cover a lot of areas with their word. This spreads from village to village. Also lot more work to be done because some ppl involved in agric such as district officers don’t even know about caadp

Adu-been able to motivate ppl and they all want to work till late. Sets example by doing the right thing so that co-workers follow him.

Nkansah-

Progress on action plan:

Haruna- Lack of market discourages farmers. Plan to meet youth and have the govt provide social amenities. Every year 380million onions r imported from neighboring countries. North Ghana has fertile soil in the north. USAID through a program called TIPSy carried out a pilot program in the north. Within 5 years 45% of demand can be met locally. Champions program motivated him and created sense of urgency.

AMOAH-during training he was curious about getting all these messages to the grassroots level.

Efua-Used network of champions in the north to try and get products. If some were not to be found those champions would contact more ppl outside Africa.

Any areas that could be added to the training in Module 2-

Haruna-Introdin them to international financial institutions so they have access to funding. Would like to have access to resources.

Lydia-

AMOAH-Access to software. Also to get media as a partner

Haruna-

Stephen-Monitoring of Advocacy. If there is a software to monitor & evaluate activities, that's important.

Adu-Developing ideas and helping you get a market for it. So that farmers will be able to produce and get a market for it.

Dr Azu-More awareness to be created on metasip and agric. People even at highest level need to be informed. Also, it seems as if we need a group of ppl around us xxx

Coalition of champions needs to be formed to push govt etc. E.G. when budget is put together, then coalition can hold govt accountable

ANNEX 4: CAPACITIES CRITERIA FRAMEWORK

Capacities		Criteria for Each Progressive Stage				Comment
Aspect	Component	Founding (Conceptualization)	Developing (Initiation)	Expanding/Consolidating (Transition)	Sustaining (Institutionalization)	
Capacity for Process						
Category: Leadership						
I. Does the Steering Committee use Change Management tools and techniques to support the implementation of METASIP Priority Investments?						
Change Management	Problem-driven Approach	The CAADP Steering Committee (SC) does not take a participatory problem-driven approach to achieving CAADP/METASIP objectives and targets, or it is too limited an approach.	A few of the SC would like to take a more participatory and problem-driven approach to achieving CAADP/METASIP objectives and targets	Increasingly the SC is engaging Government and Stakeholders in defining problems and solutions toward achieving CAADP/METASIP objectives and targets.	The SC is engaging Government and Stakeholders directly in defining problems and solutions toward achieving CAADP/METASIP objectives and targets.	
	Providing Strategic Direction	There is little engagement by the CAADP SC at the strategic level	The CAADP S is beginning to discuss with the Government how it can better align and harmonize the CAADP Post Compact Road Map with the Government's ADP, and /or AgSWAP.	The CAADP SC has developed a Results Framework together with the Government that is harmonized and aligned with the Government's ADP, and or AgSWAP	The CAADP SC provides strategic direction to the Government and Stakeholders through the CAADP process.	

Capacities		Criteria for Each Progressive Stage				Comment
Aspect	Component	Founding <i>(Conceptualization)</i>	Developing <i>(Initiation)</i>	Expanding/Consolidating <i>(Transition)</i>	Sustaining <i>(Institutionalization)</i>	
	Prioritize Actions through Management/ Work Planning	Planning is largely ad hoc, incremental coupled with an attitude of accomplishing everything at the same time.	Annual plans are developed during the course of the year but they are often not linked to the strategic plan.	Planning is expanding and more forward oriented, linking strategic goals with annual targets.	Actions are based on a vision statement, strategic plans, and annual plans with targets, costs, budget sources, and responsible parties. Plans are reviewed regularly and updated as necessary.	
	Build Functional Teams, Coalitions and Networks (This should also apply to building a cohesive SC with a unified vision and sense of purpose)	There is little or no engagement by the CAADP SC with Government and Stakeholders.	The CAADP SC is beginning to work with Government and non-state actors in support of CAADP goals and targets.	There are a few partners in Government and among non-state actors working together to achieve CAADP projects and programs.	Functional groups of leaders in teams, coalitions, and networks are being built by the CAADP SC around unifying problems, related to CAADP implementation.	
	Analyzing Space for Change	The CAADP SC has yet to utilize any change management tools and approaches.	The CAADP SC is beginning to consider how to address the issues related to managing change, among its Government and stakeholder groups.	The CAADP SC has used one or two change management tools, but not the Space for Change framework, nor the Rapid Results Approach.	The CAADP SC has engaged the use of Change Management Specialists to introduce tools and approaches such as the Space for Change Framework, and/or the Rapid Results Approach (to consider the role of acceptance, authority and ability in the reform process)	

Capacities		Criteria for Each Progressive Stage				Comment
Aspect	Component	Founding <i>(Conceptualization)</i>	Developing <i>(Initiation)</i>	Expanding/Consolidating <i>(Transition)</i>	Sustaining <i>(Institutionalization)</i>	
	Coaching/ Mentoring	The CAADP SC has yet to engage in any coaching or mentoring of any kind	One member of the CAADP SC has started to act as a coach and/or mentor to CAADP SC partners in Governments and among non-state actors.	CAADP SC members are providing coaching and mentoring to partners with increased frequency, and the post Compact Road Map has begun to influence program and project implementation.	All members of the CAADP SC play a key role in coaching and mentoring partners in Government, from CSOs, business and other non-state actors in support of the CAADP process.	

2. Does the CAADP Steering Group actively engage in building coalitions of support for the policy change called for in FASDIP II and the METASIP?

Coalition Building	Develop and Engage with multi-stakeholder groups	The CAADP SC plans are top down driven by top ministerial officials and other stakeholders are not consulted to a large degree	The participation of partners in Government and among non-state actors is widening, with contributions to decision-making. Some advice is sought from TSGs.	Partners in Government and from non-state actors provide input to planning, but they are excluded from decision-making.	The CAADP SC is able to arrive at shared vision statements, shared interests and mobilize support through an inclusive multi-stakeholder country-led process	
	Thinking Politically	CAADP SC does not address the political considerations at stake in the CAADP.	CAADP SC accepts that political considerations are important for the success of CAADP.	CAADP SC engages in advocacy to mainstream CAADP vision and principles among partners, but does not yet engage in systematic interest group analysis and stake holder mapping.	CAADP SC conducts interest group analysis and stakeholder mapping as an important part of its process of problem solving.	

Capacities		Criteria for Each Progressive Stage				Comment
Aspect	Component	Founding <i>(Conceptualization)</i>	Developing <i>(Initiation)</i>	Expanding/Consolidating <i>(Transition)</i>	Sustaining <i>(Institutionalization)</i>	
	Garnering Political Support	Little is done to garner political support for CAADP Process.	CAADP SC has begun to publically promote CAADP program and projects.	CAADP SC identifies and recruits champions in support of CAADP program and projects.	CAADP SC acts as a main driver of change garnering political support for CAADP program and projects.	
	Mobilizing Technical and Financial resources (advocate for budget)	CAADP SC does not engage in mobilizing technical and financial resources.	CAADP SC coordinates the use of technical resource persons, but is not yet involved in the prioritization, mobilization of funding, or budget advocacy.	CAADP SC coordinates technical and financial resources but does not advocate for budgets.	CAADP SC actively promotes and leads the mobilization of technical and other needed resources, including identifying budget sources.	

3. Does the CAADP SC use strategic communications methods and support in its efforts to promote the METASIP? Do donors and investors know and understand the investment priorities of the CAADP SC/and the MOFA?

Strat Com	Strategic Communication Plans	The CAADP SC does not use Strategic Communication Plans to date.	The CAADP SC is beginning to define its main messages.	The CAADP is introducing the use of a strategic communications plan to achieve its strategic goals.	CAADP SC makes decisions and provides advice based on the use of a Strategic Communication Plan that is well defined to achieve its objectives. This plan looks at the audience, behavior, the message, channels, and evaluation of a reform initiative.	They will be launching the Metasip later this month, but not as part of an overall strategy (fragmented approach)
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Capacities		Criteria for Each Progressive Stage				Comment
Aspect	Component	Founding <i>(Conceptualization)</i>	Developing <i>(Initiation)</i>	Expanding/Consolidating <i>(Transition)</i>	Sustaining <i>(Institutionalization)</i>	
	Media Training	The CAADP SC does not often go to the media for support in getting the word out.			The CAADP SC uses the media effectively to get its METASIP Investment Priorities out into the public.	
	Negotiations	There are few skills in this area.			CAADP SC has strong negotiations and conflict management skills on hand.	
	Trust Building/ Relationship Building	There is mistrust between key stakeholders and few tools for dealing with it.			The CAADP SC actively engages in exercises designed specifically to build trust and positive relationships between key stakeholders.	
	Donor Relations /Coordination Resource mobilization	The CAADP SC will not use any support in planning its launch and promotion of the METASIP for donor-supported programs.			The CAADP SC uses TA support on donor relations to plan and promote the METASIP Launch, e.g a Donor Round Table	

Capacities		Criteria for Each Progressive Stage				Comment
Aspect	Component	Founding (Conceptualization)	Developing (Initiation)	Expanding/Consolidating (Transition)	Sustaining (Institutionalization)	
Capacity for Implementation						
Program Design						

4. Does the CAADP Steering Committee use MfDR principles and practices regularly for the planning and design of programs?

Program Planning & Design		The program is coming together over time; we are not sure how it will go.	We know what we want to achieve but we do not yet have a written plan.	There are intermediate outcomes and outputs, but no activities in our plan.	Programs have clearly defined outcome-level goals, and implementing partners know and understand their roles	
	Working Planning	There is no logic model or theory of change	There is a logic model, and we are developing a good logical framework.	We have a logic model but no baselines	There is a causal logic model that shows causality required to achieve results, and a baseline.	
	Results Based Management	There is a draft workplan but no results framework			There is a program level results framework, where objectives are clearly identified, institutional responsibilities for achieving results are clear. We know who the target groups are and how they will benefit.	
	Development of Performance Monitoring System	No performance-based monitoring is done, and no reporting in general			Performance indicators are developed, targets are set, data reporting responsibilities are clarified,, and performance/implementation reports are produced.	

Capacities		Criteria for Each Progressive Stage				Comment
Aspect	Component	Founding <i>(Conceptualization)</i>	Developing <i>(Initiation)</i>	Expanding/Consolidating <i>(Transition)</i>	Sustaining <i>(Institutionalization)</i>	
	Results-based reporting and management				Performance/implementation reports are produced and there is a formal process to review information and to make management decisions based on the analysis of performance data.	
5. Does the Steering Committee use cost benefit analysis to take into account its investment priorities?						
Cost-Benefit Analysis	Cost Analysis: identifying and analyzing cost scenarios and options	Program takes a Christmas tree approach and promises something for everyone with no regard to available resources nor cost/benefit.			Costs of the program/priorities have been developed and analyzed based on cost, outcomes, and impact.	
		Not sure who the beneficiaries target groups are- or who will benefit most?			Decisions are made based on cost alternatives, or the cost of benefits (economic, societal, financial)	
	Budgeting: Developing budgets/cost projections based on per unit costs and priorities for programs implementation	No budgets exist in this context, or if they do exist there are large gaps.			Budgets have been developed for program implementation	

Capacities		Criteria for Each Progressive Stage				Comment
Aspect	Component	Founding <i>(Conceptualization)</i>	Developing <i>(Initiation)</i>	Expanding/Consolidating <i>(Transition)</i>	Sustaining <i>(Institutionalization)</i>	
		There are no cost estimates			Budget needs are clearly defined	

6. Does the CAADP SC have a clear strategy and mechanism for mobilizing resources?

Funds Mobilization		The budget gap between available resources and projected needs is large and no one has taken the lead on this.			Sources of funding have been identified and specific actions have been taken to mobilize resources	
	Funding mechanisms exist and are operational	No priority investments strategy tied to actual costs, priorities, and impact. Mobilization of funds is not managed well			Mechanisms to channel funds into the program are in place, and operational.	

7. Is there a mutual accountability framework between partners

Accountability	Consistent and routine involvement by non-state actors.	Little evidence of interaction between key partners, and little trust.			Evidence of collaboration planning/participation, including specific events and for a help and scheduled-routine joint planning mechanisms are defined.	
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Capacities		Criteria for Each Progressive Stage				Comment
Aspect	Component	Founding <i>(Conceptualization)</i>	Developing <i>(Initiation)</i>	Expanding/Consolidating <i>(Transition)</i>	Sustaining <i>(Institutionalization)</i>	
	Accountability systems, integrated information systems exist and are used.				Information is available to the public and stakeholders on plans, budgets, and results.	

ANNEX 5: THE STEERING COMMITTEE FOR THE IMPLEMENTATION OF METASIP

	Stakeholder group	Nominee for Steering Committee	Contact
1	Traditional Rulers (Chairperson)	Odeneho Gyapong Ababio II, Sefwi Bekwaihene, National House of Chiefs, Kumasi	0208188444 0244086740 0207601242 Attn: Registrar, National House of Chiefs 0208082963, 0244847023, Nationalhouseofchiefs@yahoo.com
2	Parliament	Dr. Alhassan Mohamed Yakubu, Chairperson, Parliament Select Committee on Agriculture and Cocoa Affairs, Accra	0244838977 0302665467 agric.committee.parliament@gmail.com
3	DP ASWG	Atta Agyepong, KfW,	0244327847, Atta.Agyepong@kfw.de
4	FBOs	John Awuku Dziwornu, Ghana National Association of Farmers and Fishermen , National Secretary,	0244115537, dzijoh@yahoo.com
5	CSO - FOODSPAN	Yakubu Idrisu, Assistant Coordinator	0277049686, 0269199742 iddiyak@yahoo.co.uk
6	CSO - GAWU	Kingsley Ofei-Nkansah, General Agriculture Workers Union (GAWU), General Secretary	0208196994, 0242901538 kingsley_on@yahoo.co.uk
7	Private sector	Marjorie Abdin, Federation of Association of Ghanaian Exporters (FAGE), Vice President	0244379173 marjorieabdin@gmail.com

	Stakeholder group	Nominee for Steering Committee	Contact
8	CSIR	Dr. Fenin, Director, Soil Research Institute, CSIR, Kumasi In attendance: Dr. Antsua Mensah Deputy Director General, CSIR	0208175962 kofifening@yahoo.com 0244670410 mamaae@yahoo.com
9	University of Ghana, Legon	Prof. S.K Ofei, Dean of College of Agriculture and Consumer Sciences, University of Ghana, Legon	0244090458 soffe@wacci.edu.gh
10	NDPC	J. E. Odotei, Director Policy, NDPC, Accra	0302773011-3/0277428033 jodotei_ndpc@yahoo.com
11	MOFEP	Attn: Frimpong Kwateng Amaning Economic Research & Forecasting Division	0244072293 fkwateng-amaning@mofep.gov.gh frika@hotmail.com
12	MOFA (Convener)	Moris Abisa Seidu, Chief Director MOFA	0302 666567 mabisase@yahoo.com
13	Agriculture Development Bank	Dr. Henry Alhassan	0302770403/762104/783123/770411 henry.alhassan@gmail.com adbweb@agricbank.com