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FEED THE FUTURE AGRICULTURE POLICY SUPPORT PROJECT

YEAR 1 WORK PLAN DRAFT

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ACRONYMS

ADVANCE	Agricultural Development and Value Chain Enhancement Program
Africa LEAD	Africa Leadership Training & Capacity Building Program
AGRA	Alliance for a Green Revolution in Africa
APPDF	Agriculture Public Private Development Forum
APS	Agriculture Policy Support
ASWG	Agricultural Sector Working Group
ATT	Agriculture Technology Transfer Project
BHEARD	Borlaug Higher Education Agricultural Research and Development Program
CAADP	Comprehensive Africa Agriculture Development Program
CEO	Chief Executive Office
CEPA	Center for Policy Analysis
CIDA	Canadian International Development Agency
COR	Contract Officer's Representative
COP	Chief of Party
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
DP	Development Partner
DQA	Data Quality Assessment
FAO	Food and Agriculture Organization
FASDEP II	Food and Agriculture Sector Development Policy II
FBO	Farmer Based Organization
FinGAP	Financing Ghanaian Agriculture
FOODSPAN	Food Security Policy Advocacy Network
FTF	Feed the Future
FY	Fiscal Year
GCAP	Ghana Commercial Agriculture Project
GIMPA	Ghana Institute for Management and Public Administration
GIZ	German Society for International Cooperation
GOG	Government of Ghana
ICFG	Integrated Coastal and Fisheries Governance
IFAD	International Fund for Agriculture Development
IFPRI	International Food Policy Institute
IR	Intermediate Result
ISU	Iowa State University
KM&L	Knowledge Management and Learning
KRA	Key Result Area
M&E	Monitoring and Evaluation
METASIP	Medium Term Agriculture Sector Investment Plan
METSS	Monitoring, Evaluation, and Technical Support Services
MOFA	Ministry of Food and Agriculture

MOU	Memorandum of Understanding
OCAT	Organizational Capacity Assessment tool
PEF	Private Enterprise Federation
PFAG	Peasant Farmers Association of Ghana
PIR	Project Intermediate Result
PIRS	Project Indicator Result Sheet
PPMED	Policy, Planning, Monitoring and Evaluation Directorate
PMP	Performance Monitoring Plan
RFA	Request for Application
STTA	Short Term Technical Assignment
SAKSS	Strategic Analysis and Knowledge Support System
STAR -Ghana	Strengthening Transparency Accountability and Responsiveness in Ghana
USAID	United States Agency for International Development
USG	United States Government
WIAD	Women in Agriculture Development Directorate (MOFA)

EXECUTIVE SUMMARY

Chemonics International is pleased to submit this work plan to USAID/Ghana for the Feed the Future Agriculture Policy Support Project. This plan covers the 9-month period from February 2014 through September 2014, i.e. FY2014. It was developed after initial meetings and roundtables for consultative purposes with project stakeholders. Its final content is based on the discussions that took place at a two-day work planning session. Chemonics understands that working in policy issues demands great flexibility and the capacity to adjust to changing environment conditions. Still, this work plan provides a detailed account of all the activities, steps we will take and milestones we will achieve. By achieving our planned results in this first year of project implementation, we expect to have set the groundwork for a successful and effective performance over the life of the project.

Development Hypothesis: *If 1) public institutions have a greater capacity for evidence-based policy decision making, if 2) more Ghanaians have advanced training in policy research, and if 3) the private sector (including civil society and media) can effectively engage in the policy process, then the Ghanaian agriculture sector enabling environment will improve to increase private sector investment, agricultural growth, and food security.*

Goal and Purpose: The main goal of the FTF-USAID Policy Project is to *improve the food security enabling environment for private sector investment* in support of USAID/Ghana's FTF Intermediate Result (IR) 1: "Increase the competitiveness of rice, maize, soya, and marine fisheries value chains in ways that foster broad based and sustained economic growth.

The Project's **purpose** is to *increase the capacity of the GOG, the private sector, and Civil Society Organizations to implement evidence-based policy formation, implementation, research, and advocacy; and perform rigorous monitoring and evaluation of agricultural programs implemented under the METASIP/GASIP¹*

At the end of the project:

1. The GOG will have improved its institutional capacity in the various stages of the policy process: data collection, analysis, communication, legislation and oversight, to improve evidence-based decision-making related to food security.

¹ In 2013, the GOG reviewed the METASIP framework and concluded that this tool was still relevant for continuing guiding investment and policy priorities for sector development. Derived from the METASIP, the GOG has developed the Ghana Agriculture Sector Investment Plan (GASIP) as a flexible adaptable lending programme to be funded by GOG, external loans and grants (DPs) and private sector. GASIP is a program that lends itself to effective decentralized planning and implementation with a common and harmonized results framework. GASIP will provide a more comprehensive and coherent governance structure for implementing agriculture sector activities more effectively in a better coordinated manner. Out of the seven indicative program areas of GASIP, three of them have connection with the FTF Agriculture Policy Support Project: i) Input support programme (seeds and mechanization); ii) Capacity building, and; iii) Coordination, M&E, Policy advocacy and Partnership.

2. The capacities of local Ghanaian institutions to engage in research will have increased to assist METASIP in the analysis, evaluation and implementation of its programs
3. The private sector and the media, especially FBOs and other CSOs relevant to METASIP priorities, will have increased their institutional and technical capacities to voice their concerns and demands related to agriculture policy and will have strengthened their engagement in the said process.

Technical Approach: The FTF-APS project takes a highly integrated and coordinated approach to enhance the capacity of the government to carry out evidence-based agriculture policy formation, implementation, research, and evaluation activities and strengthen the role of the private sector in the public policy process. Component 1 will work to enable and empower key staff at core government METASIP institutions to fully integrate evidence-based decision-making into policy formation and implementation processes. Component 2 will enhance the capacity of local Ghanaian universities, think tanks, CSOs, and other private sector organizations to carry out high-quality agriculture policy research and analysis in collaboration with METASIP institutions, providing decision-makers with relevant information for policy decisions. Component 3 will integrate more informed stakeholders into the policy process by empowering CSOs and the private sector to better engage the government in policy discussions and fortify their capacity to advocate for their constituencies.

Chemonics will implement the Agriculture Policy Support Project in collaboration with the Centre for Policy Analysis (CEPA), Iowa State University, and Ghana Institute for Management and Public Administration (GIMPA.)

SECTION I

Background

A. Contract Background

Modernization of the agriculture sector requires policies and programs that support effective and efficient functioning of production systems and agricultural markets. While the investment climate in Ghana is better than in many countries, a number of policy impediments still prevent transformative leveraging of private sector resources. Addressing these policy impediments could catalyze agricultural development, ultimately reducing poverty and hunger in Ghana. Hence, the country needs an improved enabling environment for private sector investment and growth.

In recent years, the government of Ghana has articulated strong support for agricultural development and trade in plans and programs defined in the Comprehensive Africa Agriculture Development Programme (CAADP), Food and Agriculture Sector Development Policy, and Medium Term Agriculture Sector Investment Plan (METASIP). Although there was the political will to establish these strategies and structures, there remains the practical realities of process and capacity to be addressed so that policy reform becomes a well understood and established function.

USAID supports the government of Ghana's commitment to investment in agriculture through its Feed the Future strategy. The 2011-2015 FTF strategy supports improving the environment for investing in agriculture by addressing key constraints across value chains, including access to finance, technology transfer, agriculture production and access to markets. Each of these project areas are expected to encounter, and to some extent address, existing policy constraints in the agriculture business climate. An integral element of USAID's Feed the Future portfolio in Ghana, FTF-Agriculture Policy Support Project has the potential to transform the agriculture enabling environment with evidence-based policies, providing the oil needed to unleash Ghana's private sector and put Ghana's most vulnerable population on a path to food security and resiliency.

The Feed the Future Agriculture Policy Support Project was awarded to Chemonics International in December 2013. **The project will support agriculture policy development and policy analysis capacity of the** government of Ghana, private sector advocacy groups, and research institutions. With increased capacity, these institutions will be able to identify policy needs, conduct policy impact analysis, and develop effective policies that take into account gender aspects of the sector.

Chemonics will implement the Agriculture Policy Support Project in collaboration with the Centre for Policy Analysis (CEPA), Iowa State University, and Ghana Institute for Management and Public Administration (GIMPA.)

B. Program Description

The Agriculture Policy Support Project will work in three areas, or performance outcomes. In addition to these three performance outcomes, the project will address one cross-cutting priority: Gender.

Component 1: *Policy Formation and Implementation* will improve the policy process of evidence-based decision-making related to food security.

The project will primarily rely on existing information and previous assessments to identify priority activities for assisting the METASIP/GASIP², to stand-up the SAKSS Nodes, as they are still relevant for implementing METASIP/GASIP and to enhance the implementation or improvement of agriculture policies. An initial mapping of these institutional assessments will be necessary to set the groundwork for the project. Complementing on this desk-research process, the team will meet with members of the METASIP Steering Committee and its Secretariat (PPMED) and members of the six SAKSS Nodes and will develop workshops for group discussions and prioritization of project support activities. Whenever possible, the project will reach out to other USAID/Ghana FTF projects and other Development Partners (DPs) to examine possible partnerships for a collaborative approach to project implementation. At the end of the project, we expect that the GOG will have improved its institutional capacity in the various stages of the policy process: data collection, analysis, communication, legislation and oversight, which will in turn improve evidence-based decision-making related to food security.

The following indicators, with goals in parenthesis, will measure success in the implementation of this component:

- i) Number of agricultural enabling environment policies/regulations/administrative procedures analyzed (40), drafted and presented for public consultation (35), presented for legislation/decreed (20), passed/approved (10) and passed for which implementation has begun (5)
- ii) Score, in percentage, of combined key areas of organizational capacity among direct and indirect local implementing partners
- iii) Number of individuals who have received U.S. government-supported short-term agriculture sector productivity or food security training (650)
- iv) Number of government units or divisions that have received short-term training, disaggregated by New (receiving USG assistance for the first time) and Continuing (received USG assistance the previous year) assistance (10).

Component 2: *Policy Research* will increase the availability of rigorous policy analysis for evidence-based policy-making, which will contribute to the policy formation and implementation.

Based on the Grants-Under-Contract mechanism that USAID has authorized under the Agriculture Policy Support Project, the team will design a grants program to fund research activities in Ghana. The small grants will be competitively awarded to Ghanaian universities, private sector, think tanks, CSO, FBOs, etc. in order to strengthen their technical capacity to engage in priority activities of the METASIP and develop relevant studies to support agriculture policy needs. To this end, the project will work with relevant stakeholders, including members of the METASIP Steering Committee, staff at the SAKSS Nodes and private organizations to implement research activities already prioritized or assess new ones, including

² See footnote 1 at the Executive Summary

gender-mainstreamed research, as they are relevant for METASIP priorities. The project will conduct a mapping of the local research capacities and will search for mutual collaboration with local institutions, other FTF projects and DPs to leverage resources conducive to the research activities. In addition, the project will work with USAID/Ghana on identifying mechanisms to promote and/or facilitate access of Ghanaian citizens to long-term training, as this assists in the implementation of the METASIP. By the end of the project, we expect that the capacities of local Ghanaian institutions to engage in research will have increased to assist METASIP in the analysis, evaluation and implementation of its programs.

The following indicators, with goals in parenthesis, will measure success in the implementation of this component:

- i) Number of high quality research reports published (12)
- ii) Score, in percentage, of improved areas of policy research capacity in assisted research organizations and units.

Component 3: *Policy Advocacy* will clarify and amplify the voice of the private sector (including civil society, private associations, and media) in the public policy process.

The project's immediate activities to assist private organizations in strengthening their engagement with the agriculture policy process, is to identify entities relevant for this objective, conduct an overall assessment of their organizational and technical capacities to do public advocacy and assess the potential venues through which advocacy initiatives could be implemented. Resulting from these ground-setting activities, the project will be able to draw specific plans to assist the private sector in strengthening its advocacy capacities through guidance and specific training. Moreover, the project will develop communication strategies, identify venues to package information on private policy demands and train media actors in the technical aspects of communicating agriculture policy. These activities will be funded by a grants mechanism to be designed and developed by the project. A major activity within this component is the identification of consultative groups or dialogue platforms, made up of public and private representatives, where discussions on relevant METASIP issues could take place. By the end of the project, we expect that the private sector and the media, especially FBOs and other CSOs relevant to METASIP priorities, will have increased their institutional and technical capacities to voice their concerns and demands related to agriculture policy and will have strengthened their engagement in the said process.

The following indicators, with goals in parenthesis, will measure success in the implementation of this component:

- i) Score, in percentage, of the capacity of the private sector to advocate for pro-business agriculture sector reform in Ghana
- ii) Number of public/private advocacy dialogues focused on policy that supports private sector investment (90)
- iii) Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and

- agribusiness associations (such as farmer based organizations), and community-based organizations (CBOs) receiving USG assistance (200)
- iv) Percentage of recommendations agreed upon during public/private dialogues that are implemented (30).

Gender. Recognizing that the participation of women in the policy process remains low and efforts from civil society on gender issues are still in progress, the project will assist the GOG and CSOs in strengthening gender inclusion along the entire policy cycle. This approach will entail:

- Including integration of gender considerations throughout the project interventions
- Working with the GOG in including gender integration as an intrinsic part of agriculture policies
- Identifying gender related interventions, such as mainstreamed gender research
- Mainstreamed needs assessments or support to FBOs to reinforce their governance structure promoting gender integration and active women participation.

Communications Plan. The Agriculture Policy Support Project will implement a Communications Plan aimed at accompanying all of the planned activities, which in turn will be implemented to attain contractual objectives. In this sense, the Communication Plan will guide and channel specific actions to inform, disseminate and share USAID/Ghana's activities via the FTF-APS Project as part of the Agency's goal of contributing to a sustainable and broadly shared economic growth in Ghana.

The Communication Plan will include the preparation of the following:

- An encompassing outreach plan that strategically outlines the nature, frequency, characteristics and venues of the events or project activities that need to be disseminated
- Preparation and distribution of Quarterly Institutional Bulletins
- Preparation and distribution of promotional materials: brochures, flyers, papers, studies, etc., including materials that will assist project stakeholders in their own outreach capacity as they relate to project component
- Project Activities Calendar (calendar of all contractual activities planned for the following month, to be submitted to USAID on a monthly basis)
- Policy Reform Calendar, to include MOFA's work in the policy reform process
- Dossier on press media publications, promotional materials or newspapers and magazine articles, highlighting the work of the project and partners, to be submitted to USAID on a monthly basis;

The project will assess the convenience of designing and implementing its own web page to inform, disseminate and share its activities.

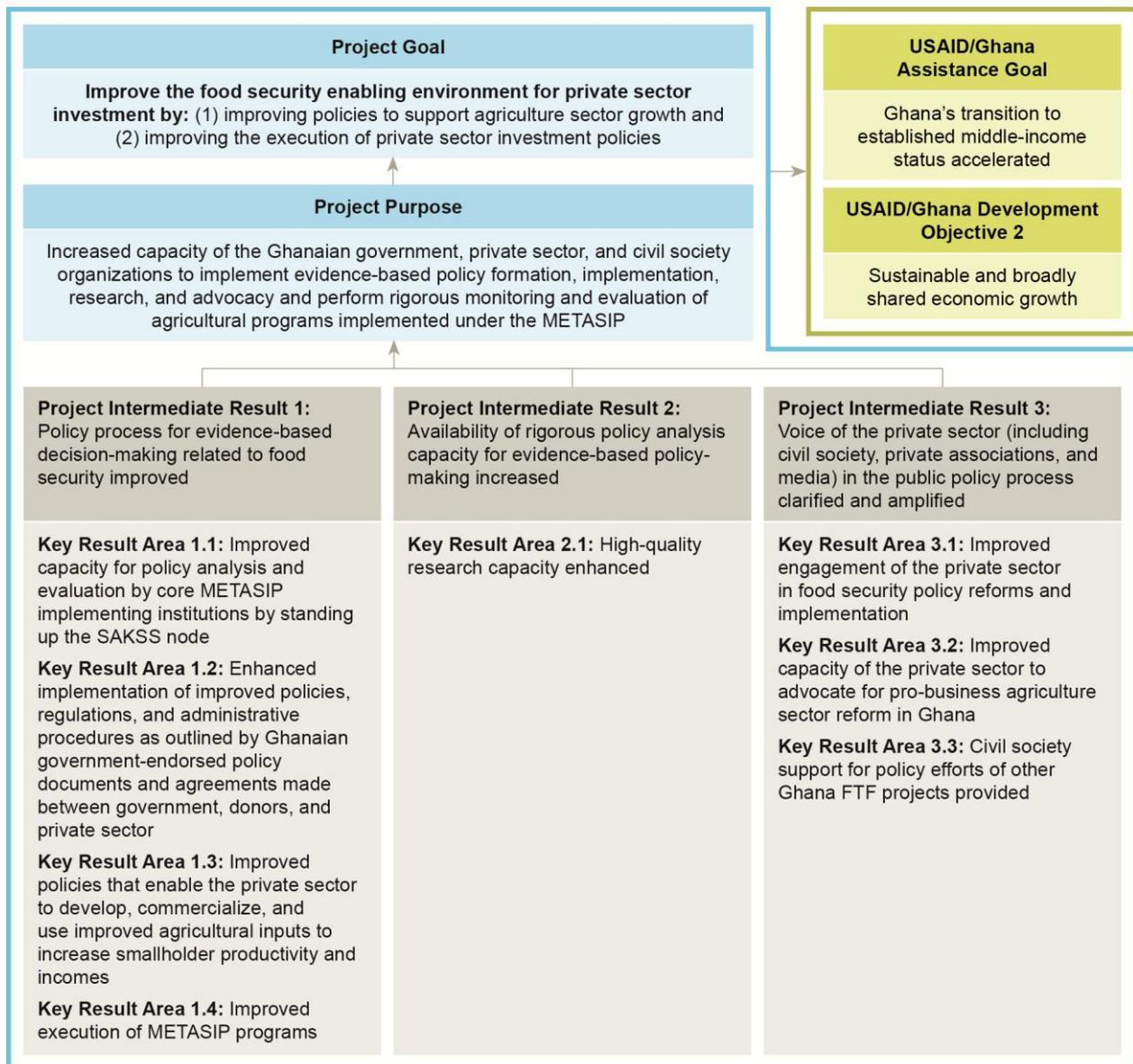
Exit strategy. The project's Exit Strategy points out three basic questions regarding the support to GOG and private organizations in the strengthening of local capacities

to identify, analyze, establish, implement and monitor agriculture policies evidence-based: What do we want to accomplish, how will we accomplish what we want and which are the resources to attain the objectives. We expect that with the buy-in from the GOG and private organizations relevant for the implementation of the METASIP priorities, the enabling environment will be greatly improved once sound and evidence-based agriculture policies are put to work.

C. Development Hypothesis, Goal and Objectives

In Exhibit 1 on the next page, we present our project results framework, which was finalized during work planning. Our results framework graphically depicts the relationships from project activities to the purpose and overall objective of the project and USAID/Ghana and FTF goals through key result areas that contribute to project intermediate results.

Exhibit 1. Results Framework



Our results framework clearly and explicitly illustrates how the project's statement of work is related to U.S. government and USAID goals in Ghana. The main goal of FTF-APS is to improve the food security-enabling environment for private sector investment. This goal contributes directly to USAID/Ghana's Development Objective 2: "Sustainable and Broadly Shared Economic Growth". The goal also contributes directly to the FTF Future Multi-Year Strategy for Ghana IR 1: "Increase the competitiveness of rice, maize, soya and marine fisheries value chains in ways that foster broad based and sustained economic growth," through FTF IR 1.3 – "Improve enabling environment for private sector investment."

The purpose of FTF-APS is to increase the capacity of the government, the private sector, and CSOs to implement evidence-based policy formation, implementation, research and advocacy. The project will assist in the implementation of rigorous M&E of agricultural programs implemented under the Medium Term Agriculture Sector Investment Plan (METASIP), which works toward FTF IR 1.3 above by way of FTF

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E. Work Planning Process

The APS Project first year work plan was developed using a consultative process. Project staff developed a key informant list, identifying stakeholder institutions and partners that the project would be working with or impacted by APS activities. The key informant list was then prioritized by hierarchy, where initial protocol meetings were required before subsequent meetings were possible, and by availability, given the abbreviated consultation period of approximately three weeks.

During this consultative process, the team held over 33 meetings with public and private institutions and covering the thematic areas of the project, including gender issues. At these meetings, the team shared the project’s aims and objectives with over 100 participants, including the heads of partner institutions. A number of meetings were also held with Dr. Fenton Sands, USAID/Ghana COR, who provided valuable insights into the current context of projects working in policy support related areas being implemented by other USAID/Ghana FTF initiatives and other Development Partners (DPs). Using the information gathered during these sessions, the APS team, including subcontractors CEPA and ISU, convened for a two-day work planning workshop to develop the detailed work plan for the first year of project activities, through September 2014.

SECTION II

First Year Work Plan

A. General Approach

To address the challenges, capitalize on the opportunities, and achieve FTF objectives, the team will follow a results-driven approach to improve the enabling environment for agricultural development and food security in Ghana. This approach is grounded in the project's provisional results framework (Section III, B. Performance Monitoring Plan) and it is integrated with USAID/Ghana's FTF results framework, supporting Intermediate Result 1: "Increased Competitiveness of Major Food Value Chains".

Therefore, understanding that supporting the process of policy formation, evaluation and implementation demands respect for current advancements and should be based on local demands, the project will be guided by the following considerations:

Building up from existing work. The team acknowledges the existence of a vast number of policy support initiatives and local institutional assessments that have been already implemented or are currently under progress. USAID/Ghana FTF projects and several other international partners are at present significant contributors for enhancing local capacities for improving the agriculture policy framework. In this sense, the Agriculture Policy Support Project will complement and build on these efforts and will assist in the formation and implementation of new policy areas or assessments, as needed and as relevant for METASIP priorities.

Mutual collaboration and establishment of synergies. The project recognizes that policy support is a mutual collaborative effort that demands working jointly with other USAID/Ghana projects and development partners, to complement each other and avoid ineffective duplication of efforts. The project will strive primarily to identify partnerships with other USAID/Ghana FTF projects with policy components, such as Africa Lead, FINGAP, ATT, GCAP, ADVANCE II, and METSS. The project will also search for synergies with several other Development Partners and MDAs, among them, AGRA, GIZ, FAO, IFPRI, IFAD, CIDA, SADA, the GOG and the private sector, specially the business community that has expressed its commitment to work on the objectives and areas set out by the G8 New Alliance. Working with these partners will bring into our own work different and innovative visions that will be beneficial for Ghanaian agriculture policy strengthening.

Buy-in from Ghanaian stakeholders. The project recognizes that agriculture policies would be most effective and will have over-reaching impacts, if local actors (GOG, FBOs, CSO and other agriculture stakeholders) are fully empowered with the entire policy cycle. Through this approach, on the one hand, we expect to make contributions that are relevant for sector development, and on the other, we will identify priorities based on engaging the public and private sectors in fruitful discussions about agriculture policy.

B. Technical Activities

The technical activities the project undertakes are intended to produce results. This work plan provides a detailed account of all the activities, steps we will take and milestones we will achieve. A timeline for Year 1 activities is included in Annex A.

B1. Intermediate result 1 : Improved policy process for evidence-based decision making related to food security

B1a. Improved Capacity for Policy Analysis and Evaluation by Core METASIP Implementing Institutions by Standing up the SAKSS Node.

Meetings with METASIP and SAKSS. In 2013, a review of METASIP concluded it was relevant and prescribed five priority areas to be pursued, including value chain development; infrastructure; institutional capacity building; institutional coordination, and data development. The last three priority areas fall within the mandate of the FTF Agricultural Policy Support Project (APSP).

Component 1—Year 1 Milestones

- Two-day workshop to develop long term plan for SAKSS Nodes conducted
- First Training in Policy is conducted
- GIMPA Training to Three Councils of the Plants and Fertilizers Act conducted

These priority areas are also in consonance with the six result areas of the Joint Sector Review (JSR) action plan for 2013. Indeed, the JSR action plan assigns our project a role to provide resources and support to achieve specific actions relating to METASIP and SAKSS. Several of the key action areas proposed by the JSR have not been carried out because the Policy project have just been awarded and also because of some weaknesses at the Policy Planning Monitoring and Evaluation Directorate (PPMED) in general and the METASIP Secretariat in particular. Consequently, we will work to implement some of the actions assigned our project, as well as strengthen the METASIP Secretariat and PPMED, including assisting them to re-organize how they approach their duties to make them more efficient and effective.

An initial discussion will be held with the METASIP Coordinator to have an appreciation of the challenges and to agree and plan for a two-day workshop for METASIP Steering Committee Members, SAKSS Coordinators and selected staff of PPMED. The workshop will develop a precise short-term plan to determine actions and resources required to achieve results and the way forward. Following up on the workshop, a needs assessment of the SAKSS nodes will be conducted to help our team to understand institutional bottlenecks affecting smooth management and operations of the nodes and to design appropriate training modules to train members. In the 5th month, we will carry out a review of the short term plan to identify gaps and needs for developing a longer term plan for the SAKSS node. The production of the longer term plan will provide a road map for a long-term sustainably efficient and effective sector policy analysis and evaluation.

There is general lack of capacity in PPMED and other technical instances that impact on MOFA policy process. Our local partner, the Ghana Institute of Management and Public Administration (GIMPA), will carry out capacity needs assessment of all METASIP implementing institutions and develop training modules to train all relevant officials from these implementing institutions (including the Ministries of

Food and Agriculture (MOFA), Trade and Industries (MOTI), Environment Science and Technology (MEST), Finance and Economic Planning (MOFEP), Local Government and Rural Development (MLGRD), and Roads and Highways (MRH) to sharpen their skills to function within the policy formation process. Our embedded policy analyst within the PPMED will help facilitate the process, not only assisting the Directorate in daily policy activities, but also in defining and designing precise policy capacity building activities. As such, we plan to develop and implement a comprehensive training program in “Policy Formulation and Implementation”, which will prepare PPMED’s staff to response to policy makers and to private organizations, with effective, efficient and opportune policy works. We will assess with USAID/Ghana and MoFa leadership the possibility of expanding this training program to other MoFA directorates and even other MDAs.

Data development is one priority area of MOFA and important in improving policy analysis and evaluation. In this regard, the PPMED and the Statistics Research and Information Directorate (SRID), will be our two key partners, because of their key role in data collection and analysis. We will seek Iowa State University (ISU) support with an Agriculture Economist for 15 days in April 2014, to assist us to conduct an updated assessment of PPMED and SRID staff and help upgrade their skills by training them in collecting credible data for analysis. The technical assistance will also help establish a mechanism for cooperation between PPMED and SRID to work together in a coordinated manner. Implementation of activities will start in March, 2014, and be completed in July, 2014.

Collaboration with other partners. After METASIP mid-term evaluation, FAO is working with MOFA to improve METASIP implementation, including developing Ghana Agricultural Sector Investment Program (GASIP) to institutionalize Swap funding mechanism. Based on the results of the next Joint Sector Review, we will explore areas of work with other DPs to assist MOFA in the necessary adjustments to METASIP. Additionally, we have agreed with FAO for further consultations regarding areas of collaboration during the life of the project.

B1b. Enhanced implementation of improved policies, regulations and administrative procedures as outlined by GOG-endorsed policy documents and agreements made between the GOG, donors and private sector

Mapping policy and other instruments. Our mapping activity will help us to avoid duplications and complement efforts already underway. It is also aimed at better understanding the sector policymaking architecture, in terms of how agricultural policies are made and who drives them, in order to position our interventions to be more relevant to sector demands. For example, Ghana has made commitments under the New Alliance for Food Security and Nutrition; and by so doing, agreed to pursue specific framework policy actions. At the same time, the Joint Sector Review (JSR) has become an important structure/platform for identification, prioritization, commissioning and validation of research and strategic analysis of the sector. One useful outcome of this coordination scheme is the GOG/Donor joint sector review, which is aimed at ensuring that policy recommendations are followed through.

An important set of policy issues that will take a significant portion of GOG's attention and that will require due consideration from the project for technical support, include the following:

- The role and perspectives of the National Buffer Stock Company (NAFCO) and the need to develop transparent stabilization commodity prices schemes, with effective private sector participation.
- The role and impact of agriculture insurance, not only to lessen the impacts of unforeseen circumstances, but also to diminish the risks of investing in agriculture technology.
- The role and functioning of the Ghana Commodity Exchange (GCX), to stabilize commodity prices and set Ghanaian agriculture into a modern path of development
- Control and elimination of counterfeiting of agriculture inputs
- The policy needs to promote increasing value added in the agriculture sector

We will follow up with all relevant implementing institutions and individuals for discussions of existing and emerging policy issues and categorize them into short-term and long-term areas of work. This process will lead us to agree on which areas we can immediately work on during the first year of project implementation. Others could come on board later. We take note that agricultural mechanization is one of the sector priority areas to improve farmer access, as catalyst for enhancing agricultural commercialization and productivity. We further note that gender is at the center stage of Feed the Future programs. Accordingly, we will support the Agricultural Engineering Services Directorate (AESD) and the Women in Agriculture Directorate (WIAD), both in MOFA, to review and implement their policy documents. As part of support to the WIAD we will enhance their capacity to improve nutrition and advocacy. We will recruit local short-term technical assistance (STTA) to work with AESD and WIAD for total 60 man-days.

We will visit and make conscious efforts to build synergies with all USAID-funded projects, especially the FTF activities, and to explore specific policy issues that could be better addressed by our project. The Ministry of Fisheries and Aquaculture Development (MoFAD) is a new ministry which is already receiving USAID support to enhance coastal fisheries development. The Ministry requires assistance to pursue policies that promote increased private sector investment in the industry. MOFAD aims at expanding aquaculture production from 27,000 mt to 100,000 mt per annum in five years. We will seek ISU support with an Agriculture Policy Researcher in mid-April 2014 for 15 days, to assist the Ministry to develop its fisheries and aquaculture policy and to help in the operationalization of its investment plan. The projects' support to MOFAD is expected to start in March, 2014, and be completed in September 2014.

Collaboration with other partners. AGRA is helping to revise extension policy. FAO has completed a Technical Cooperation Project (TCP) for MoFAD in investment plans. USAID is helping to implement the Fisheries and Coastal Management Project (FCMP). We will collaborate with both AGRA and FAO and with the FCMP in our support to MoFAD.

B1c. Improved policies that enable the private sector to develop, commercialize and use improved agricultural inputs to increase smallholder productivity and incomes.

Inventory of policies/laws instruments for seed and fertilizer. This will help identify the issues at stake and understand the drivers of the subsidy program, and how it could promote commercialization and use of improved inputs. A meeting with private input dealers, MOFA and farmers, will help understand the perspective of these stakeholders, vis-à-vis the Plant and Fertilizer Act, 2010 and their expectation. Understanding stakeholders will pave the way for a smooth implementation of the law. The Plant Protection and Regulatory Services Directorate at MOFA (PPRSD) are in the process of preparing an implementation plan for the Act. A one-day workshop for stakeholders will provide opportunity for all to make input into the plan and to ensure buy-in. The ratification of the seed regulations has been delayed for some technical reasons, and we would work with MOFA and Parliament to hasten the process. This is useful in helping us adopt a holistic approach in supporting MOFA to implement the law.

The Plant and Fertilizers Act allows for three sub-sector councils, the Plant Protection, the Seeds and Fertilizers Councils, made up by public and private representatives. These bodies were inaugurated on the 12th of February 18, 2014, by the President of Ghana. The councils are charged with overseeing implementation of the Act. A training, to be developed and implemented by GIMPA to build capacity of the council members can be useful in several respects. First, it will help them to understand the law itself; second, training will give them better exposure and understanding of the industry and the operations of stakeholders; third, members will be skilled in governance and managerial issues, the outcome of which would be a successful implementation of the law and its related regulations. A bio-safety bill has been passed by Parliament but no regulations have been developed for implementation. Parliament is still working to have the plant breeders bill passed. Completion of the process and having the plant breeders bill and bio-safety bill implemented will promote an enabling environment for the growth of the seed industry. We will work with MOFA and **the Environmental Protection Agency (EPA)** Parliament to achieve this. We will seek local technical short-term assistance for 30 days to work with the policy team on making an inventory of policies/laws in the seeds and fertilizer sector. We will seek ISU support to assist us in working with AGRA and the **Plant Protection and Regulatory Services and Crops Services Directorates of MOFA**, in developing a plan to operationalize the implementation of the Seeds Regulations and the Seeds and Fertilizers Policy of MOFA. This assignment could initially entail 15 days of work and is planned to take place in April 2014. Implementation of activities will start in March 2014, and be complete in September 2014.

Collaboration with other partners. AGRA runs a Program for African Seed Systems (PASS), to promote private sector seed enterprises. The ATTP is working to improve transparency in seed technology development and dissemination and pushing for Parliamentary approval for varietal testing regulations. These initiatives are relevant to APSP and discussions so far indicate that an MOU with these partners are feasible to promote synergies, achieve economies of scale and explore opportunities for leveraging resources to consolidate and expand programs.

B1d. Improved execution of METASIP programs.

Needs assessment of METASIP execution and SAKSS nodes. This will enable our team to identify the institutional bottlenecks between SAKSS nodes and METASIP and to understand the problem of non-performance. In the absence of METASIP's effectiveness, AGRA has taken the lead in establishing a Policy Hub Initiative with five (5) policy action nodes, including seed policy; soil health; market and trade; land, and climate change and environment. The AGRA nodes are active and commendable. For a long-term sustainability of the process however, MOFA must lead the process. Facilitating the initial discussions between AGRA and METASIP is to explore harmonization of the process and to develop a framework for collaboration and sustainability. A workshop will be organized for the major stakeholders to discuss a way forward. This will provide a road map for a more effective METASIP execution. Recommendations from this workshop will be incorporated into the LTP to be developed. We will seek support from ISU with an Agriculture Policy Researcher to assist us on assessing METASIP execution and institutional bottlenecks, for an assignment of 15 days of work to take place in April 2014. These activities will start in March 2014, and end in July 2014, and we will explore the possibility of AGRA leveraging resources for the meetings and the workshop.

Taking into consideration that MOFA authorities have expressed their interest in strengthening the M&E process at the ministry, but mostly focused on following-up the implementation of METASIP/GASIP program areas, the project will engage PPMED in this discussion and assess their needs and agree on a course of action. Moreover, the project will reach out to IFAD and CIDA to understand what level of support these two organizations have provided MOFA with regard to M&E strengthening and to know the status of this collaboration.

Collaboration with other partners. We will collaborate with AGRA in harmonizing the nodes and with FAO in improving METASIP/GASIP execution. We will also collaborate with all METASIP implementing institutions.

B2. Intermediate Result 2: Increased availability of rigorous policy analysis capacity for evidence-based policy making.

Key activities relating to achieving this result are described below:

B2a. Enhanced high quality policy research capacity.

In order to implement activities within this specific result, the project has established a four-pronged strategy, comprised of the following areas of work: i) Setting up the Grant Mechanism; ii) Setting up the Small Grants Fund; iii) Reaching out to Stakeholders to identify research priorities; iv) Facilitating access to Scholarships.

Setting up the grants mechanism. Concurrent with the development of our small grants selection and eligibility criteria (see below) we will begin working on the administrative issues of the grants mechanisms, such as finalizing the Grants Manual for USAID approval, and discussing and training project staff on the grants cycle.

Intermediate Result 2 – Year 1 Milestones
<ul style="list-style-type: none">• Grants Manual is submitted• First RFA for small grants to conduct research is issued• Awards take place before end of FY to initiate research work

After this training, staff will have developed an understanding of the objectives of our grant mechanisms and will be able to apply this knowledge to their own work, especially when assessing activities with stakeholders. Developing the grants mechanisms is critical for the implementation of the activity, since the Grants Manual precisely defines how the awards should take place, what are the objectives of the grants program, who is eligible for submitting grant applications, what are the eligible expenses that could be funded with the grant, reporting mechanisms to the project and defines the technical criteria to be used to assess proposals. The Grants and Subcontracts Manager will carry out this activity with technical inputs from the Policy and the M&E Teams, under the supervision of the COP. We expect that this process will commence by the end of April.

In developing our grant mechanism, we are aware that there are other DPs working on awarding grants for enhancing production and for policy advocacy. We will reach out to these DPs to understand their criteria, learned from their experiences and even, coordinate joint activities. IFAD, GCAP and BUSAC are three of the DPs whom we will seek to discuss grants activities.

Setting up the small grants program. While the administrative issues concerning the grants mechanism are being implemented, the technical team will start working in developing the technical criteria for granting small funds and defining precisely what “high quality” research means. Through a consultative process that could entail working with representatives of MOFA, CEPA and ISU, we expect to have developed both elements to be fed into the drafting of the Grants Manual. In addition, a mapping of potential grantees will be conducted. The leads of the Policy and the M&E Teams, working along with the Grants and Subcontracts Manager, will be in charge of developing the technical components of the Grants Manual, under the supervision of the COP. It is expected that the Grants Manual will set up a Selection and Evaluation Committee, which potentially will have members of MOFA and CEPA as sitting members. This process will be initiated by the end of April.

Reaching out to stakeholders. Once the Grants Manual is approved, the team will reach out to members of the METASIP Steering Committee, relevant CSOs, FBOs and other organizations from the business community for consultation on research priorities, including gender mainstreamed research. This consultative process could entail, but not limited to, the following activities:

- Meetings with the METASIP/GASIP Secretariats and representatives of the SAKSS Nodes
- Round of visit with other MOFA’s Directorates
- Meetings on individual basis with members of the METASIP Steering Committee, and;
- At least 2 workshops or research identification symposiums, one-day long or one 2-day event.

These visits and/or seminars should be taking place right from the onset of project startup from April through May. Based on the results of the research identification seminars, the team will present a list of the subject areas to the METASIP Steering Committee, for prioritization, which should take place after the meeting of the Joint Sector Review around mid-May. At this meeting, other prioritized research needs may

be incorporated. The process of consultation with METASIP Steering Committee and relevant CSOs and FBOs on priority research needs is at the core of the project's objectives, since this approach engages both sectors in defining a research agenda that is responding to common agriculture policy objectives.

Upon agreeing on the research needs, the project will develop a Request for Application (RFA) that will have a list of "mandatory" research subjects from which applications can be drawn. The project will organize "Question and Answer" sessions with interested parties before applications are submitted. This RFA is expected to be issued by mid-June and depending on the results of the competitive bid, the project may award one or more grants before the end of the present fiscal year.

Facilitating access to scholarships. Taking into consideration that the project is not anticipated to provide support for long-term training programs, we see our role as that of a facilitator. To this end, we will meet with USAID/Ghana to understand the status of the scholarship programs being offered through Ghanaian and US institutions, including the BHEARD Program. This will provide us with useful information on the options available, and then share the information with our stakeholders. These activities should take place throughout April and May and will be undertaken by the COP and the technical team.

We expect to hold meetings with representatives of several Ghanaian universities to understand their scholarship-granting mechanisms and examine where the project can best assist them to channeling support from other USAID/Ghana's implementing partners. To this end and based on the information collected, we will prepare scholarship nomination criteria that conform to the requirements of the local universities, and that are further refined to increase a focus on METASIP priorities in incoming scholars, such as establishing a list of thesis topics with relevant faculties. Then, this criterion will be submitted to USAID/Ghana as recommendations for improving the access of Ghanaian students to scholarships supported by the USG.

Recognizing that postgraduate work is the basis for an overwhelming number of research topics, we will work with Ghanaian universities on options to channel support to these studies, especially if they conform to METASIP priorities. Possible involvement with Ghanaian universities on supporting their postgraduate students with funding their research thesis, will be outlined in MOUs to be signed with the project. The Policy Team will lead these consultation processes and we expect to conclude with it by the end of July.

Collaboration with other USAID/Ghana FTF Projects and other DPs. We will invite other USAID/Ghana FTF Projects and DPs to our research identification workshops. Moreover, at the Join Sector Review meeting, our list of priority research needs will be discussed with all attendees, including DPs. On these occasions, the project will proactively look for mutual collaborative schemes with other USAID/Ghana FTF projects and DPs, including arrangements for co-funding the prioritized research activities.

An area of priority attention, but one which will necessarily involve a collaborative effort with other FTF projects, DPs and GOG, is supporting the availability of better quality data as needed to ensure evidence-based policymaking. To this end and

responding to the priorities that resulted from the mid-term review of the METASIP and from the last Joint Sector Review, the FTF Agriculture Policy Support Project will collaborate to assist in activities aimed at:

- Compiling existing data sources and strategies to collect data and determine gaps in data needs
- Publicize and improve access to these sources to make them transparent and understandable
- Develop a costed plan and strategy for data collection and dissemination
- Promote activities (workshops, seminars, etc.) on Ghana's Data and Statistics to revise plans and strategies to improve availability of better quality data.

Our activities on this regard will particularly be coordinated and mutually supported with MOFA's PPMED and SRID and other DPs such as FAO and AGRA. This process will be part of the project's priorities and meetings with MOFA and DPs will commence by mid-April.

B3. Performance Outcome 3: Voice of the private sector in the public policy process clarified and amplified.

Establishing the framework for amplifying the voice of the private sector (civil society, private organizations, farmer associations and media) in the public policy process is a critical Year 1 result.

To achieve the above stated key result, three immediate result areas have been identified and activities relating to achieving these results are described below:

B3a: Improved engagement of the private sector in food security policy reforms and implementation

Mapping of civil society and private organizations. Ghana has many civil society and private organizations with weak structures, as well as governance regimes. In order to work with well-organized and focused ones a mapping exercise will be carried out.

The mapping exercise will identify the champion civil society and private organizations involved in agriculture related activities (inclusive of gender sensitive ones), and classify them according to the value chains (input supply, production, processing and marketing) to be included in the private public dialogue forums to discuss agriculture policy issues and other vital issues relevant to the development of agriculture in Ghana.

In the mapping process, the USAID Africa Lead FTF Institutional Mapping Assessment and Champions of Change Reports will be used as references to get the list of champion public and private sector institutions and CSOs operating in the

Intermediate Result 3 – Year 1 Milestones

- APPDFs established and functional
- Private sector associations, CSOs and the media with pro-business reforms in the agriculture sector identified
- Capacity Needs Assessment of APPDF, Private Associations and CSOs assessed
- 6 Policy Dialogue sessions facilitated
- Training curricula for private organizations and media houses designed

agriculture landscape in Ghana. Contacts will also be made with the MOFA FBO Desk and Department of Social Welfare to search for the list of CSOs and other private organizations that are advocating for policy changes in the agriculture sector of Ghana that are not covered in the Africa Lead FTF Institutional Mapping Assessment Report. The mapping will be undertaken by [REDACTED], Policy Advocacy Specialist with support of a local consultant for 15 days of work. This activity will start on from late March to the end of April 2014.

Development of guidelines for selecting public-private consultative groups and formation of Agriculture Public Private Development Forums (APPDFs).

Understanding that it is the GOG's objective to promote private sector led growth, it is vital that private and civil society organizations, including gender sensitive ones, should be given a voice in the policy process. To identify and select eligible private organizations and CSOs to participate in the policy dialogue process, [REDACTED], the Organizational Capacity Building Coordinator will develop guidelines. Currently, there are a number of policy dialogue initiatives, such as APPDF led by Private Enterprise Federation (PEF), Food Security Policy Advocacy Network (FOODSPAN), technology forum led by USAID-ATT Project and Ghana Trade and Livelihood Coalition led by the Peasant Farmers Association of Ghana (PFAG) and the agribusiness forum, among others. Creating guidelines will help identify the status of these initiatives and select the ones that we will work with.

Once the eligible partner organizations have been identified, we will get their buy-in for the establishment of varying Agriculture Public-Private Development Forums that focus on different issues in the agriculture sector. We will determine the roles and responsibilities from all parties involved, including our project, other DPs and the organizations themselves. Once the basic conditions for sustainability of the Forums have been established efforts will be dedicated to form the Forums.

The project will collaborate with other USAID FTF Projects, such as GCAP, ADVANCE II, ATT, Africa Lead, Nutrition Program, FTF-RING, METASIP Steering Committee, Northern Agriculture Sector Working Group, ICFG, STAR Ghana and other private associations, such as PEF and CSOs networks and coalitions, in the forums formation process. In line with GOG decentralization policy, the project will facilitate the formation of agriculture policy dialogue forums at the district levels to engage district authorities for the improvement of agriculture at that level. Support activities to the Forums may include training their members in roles and responsibilities, institutional governance, institutional representation, basic policy analysis, advocacy, etc. The development of the guidelines, the selection of members and formation of the APPDF will start in early April through July 2014.

Assessment of the capacity needs of private sector organizations and CSOs. Once the APPDFs are in place and ready to engage in the policy dialogue processes their capacities will be assessed using the Organizational Capacity Assessment Tool (OCAT). The assessment will be undertaken by the Organizational Capacity Building Coordinator, assisted by a local consultant for a period of 15 days. The result of the assessment will be the baseline to measure the anticipated changes that might come about during the project implementation. Since private and civil society organizations are important stakeholders in the policy reform process, we recognize that their capacity in policy advocacy must also be strengthened.

This is necessary because many of these organizations may be good at developing lists of policy constraints and suggesting solutions, but are weak when it comes to supporting their recommendations with evidenced-based arguments, presenting their positions to government, and proactively advocating for change. This activity will build private organizations and CSO stakeholders' capacity in order to help them to secure a space at the table during policy discussions.

In addition, recognizing that the USAID/Ghana Agriculture Policy Project intends to make direct grant awards to local organizations, the project will also provide general capacity building support in areas such as governance, planning, budgeting, financial management, and performance monitoring. The assessment of the capacity needs of private organizations, CSOs and APPDF using the OCAT will be carried out from May to June 2014.

Development of training plan. The assessments will enable the project to develop the appropriate intervention mechanisms needed to strengthen the APPDF members to effectively participate in the policy reforms and make their voice heard in the public domain. The result of the assessment will be used to develop a training plan. The training plan will be developed by the Capacity Building Coordinator. This activity commences in July and ends in August 2014.

Facilitate agricultural policy dialogues and advocacy activities. With the establishment of the APPDFs, we shall facilitate at least six dialogue forums to enable the voices of the private organizations to be heard on a number of agricultural policy issues. [REDACTED] will facilitate the policy advocacy dialogue sessions with support from other technical team members. This activity will start in July and end in September 2014. The expected result is that the voice of the private organizations and APPDFs are heard.

B3b: Improved capacity of the private sector to advocate for pro-business agricultural sector reform in Ghana.

To achieve this key result area, the following activities have been planned:

Establish the criteria for the private sector associations and the media to work with. There is the need for the project to establish criteria for the private sector associations and media to work with. There are many splinter private sector groups in Ghana that advocate for agriculture sector policy reforms. The criteria will be designed by the Policy Advocacy Specialist, [REDACTED], with support of other project technical staff. It will serve as a necessary first step for the identification of relevant private associations and media houses working on the agriculture policy issues in Ghana. This activity will start first week of April and end by the end of April 2014.

Identify relevant private associations and media houses (including gender sensitive ones) currently involved in the agriculture policy process. In order to establish the capacity gaps that hinder effective advocacy on policy issues of businesses of the private sector in agriculture, relevant private sector organizations and media houses including gender sensitive ones will be selected for organizational assessment.

Particular attention will be paid to private organizations working with GCAP, USAID

FTF ADVANCE II and the 6 private sector Ghanaian agribusiness companies that have signed “letters of intent” with the G8 New Alliance for Food Security and Nutrition Initiative to invest in the agriculture sector of Ghana in support of METASIP. The identification and selection will be done by the Policy Advocacy Specialist, [REDACTED], in collaboration with [REDACTED], the Capacity Building Coordinator, and the Communication Specialist from February to April to June 2014.

Conduct capacity assessment of selected private associations and media houses (including gender sensitive private organizations and media houses). Organizational assessments will be conducted to establish the capacity gaps in the selected private sector organizations including the media. The identification and selection process will result in the compilation of the list of eligible private associations and media houses that will champion advocacy efforts in the public domain. The Organizational Capacity Building Coordinator, [REDACTED] in collaboration with technical support from Chemonics Home Office for 10 days, will conduct the organizational assessment using the OCAT. This will be done from June to July 2014.

OCAT is a well-recognized tool that helps private organizations to evaluate and improve their organizational capacity and assist them to develop insightful and concrete steps toward change. The tool has well-defined areas for accessing the advocacy activities of CSOs and private organizations, thus making it a suitable tool to be employed in this assessment process. Many of the private associations and media houses presently lack the capacity to package information, communicate effectively and push their agenda for pro-business agricultural sector reforms. More importantly, the advocacy interventions of these organizations are not based on any empirical research and data. The capacity assessment is meant to identify these gaps in order to put in intervention measures to equip them with the requisite knowledge and skills to amplify the concerns publicly for effective pro-business agricultural sector reforms. This activity will commence in March and end in April 2014.

Design Training Curricula and Other Support Activities (mentoring, coaching, study tours etc.). Based on the result of the capacity assessment, training curricula will be developed in collaboration with identified training institutions. Plans for other support activities such as mentoring, coaching, study tours etc. will equally be put in place. [REDACTED], the Organizational Capacity Building Coordinator, will collaborate with the Policy Advocacy Specialist and the training institutions will produce suitable curricula that will meet the needs of the trainees. The training is expected to be held in September 2014. This activity will commence in July and end in August 2014.

Train private sector associations on how to package information for the media. Due to the lack of capacity among the private sector associations to effectively utilize the media to strategically advocate for pro-business agriculture sector reforms in Ghana, the selected and assessed private sector associations and media practitioners will be trained on how to package information on the sector policy for the media. The actual training will be implemented by the training institutions with support from the Capacity Building Coordinator, Policy Advocacy Specialist and the Communication Specialist from late August to ending of September 2014.

B3c: Civil society support for the policy efforts of other Ghana FTF projects provided.

To achieve the above stated key result area, the following activities will be undertaken:

Collect and Collate Agriculture Policy Efforts of other USAID Ghana FTF Projects (eg. GCAP, ATT, ICFG, STAR Ghana). Since USAID/Ghana is implementing a variety of projects to accomplish FTF goals, we shall liaise with these projects to collect information on identified agriculture policy related issues. This activity will be initiated by the project's COP, [REDACTED], in close collaboration with the Policy Advocacy Specialist, [REDACTED], with other team members giving the needed support. The rationale for this is to build synergies with other FTF projects and learn first hand the policy issues that Ghana APSP can support and take on. The agriculture policy efforts will be discussed and prioritized with the other FTF Project Management Teams. This activity will commence in April and end by June 2014.

Organize Consultative Meetings with Selected CSOs in the agriculture sector. Once activities are prioritized with the other FTF projects, we will meet CSOs and FBOs to discuss the prioritized policy areas to enable them develop the appropriate advocacy strategies through workshops, seminars, etc. This activity will be undertaken by [REDACTED] in close collaboration with the Chief of Party and the Organizational Capacity Building Coordinator. The timeframe for this activity will be the beginning of August to the end of September 2014.

C. Cross Cutting Strategies: Communications and Gender

C1. Communications Plan

The Agriculture Policy Support Project's Communication Plan will provide guidance and specific actions to leverage the project's coverage and highlight and disseminate information about the project activities. **An area within the Communication Plan that deserves special attention is the development of a communicational tool that allows MOFA to disseminate among the public, transparent and precise information on the policy reform process. That is, a "policy reform calendar" describing the status of agricultural enabling environment policies/regulations/administrative procedures being worked out at MOFA and other MDAs related to the agriculture sector.**

The Communicational Plan will be developed by the project's Communications Specialist with special emphasize on visual images and creativity, and will be completed in consultation with the Contract Officer's Representative (COR) and the USAID Mission Development Outreach Coordinator. The Communication Plan will include the following components:

- An outreach plan that strategically outlines the nature, frequency, characteristics and venues of the events the project team will attend and organize with the purpose of leveraging coverage and sharing information on project activities and the type of materials to be produced. The communications specialist will develop an internal schedule of communication events every month that may include

conferences, speaker's series, working group presentations, press releases and workshops.

- Quarterly Institutional Bulletins that highlight project activities, to be printed and distributed to project partners and stakeholders. This will also contribute to increasing the visibility on the project's work.
- In line with USAID branding guidelines, the project will produce and distribute printed promotional materials highlighting project activities such as brochures, flyers, papers, studies, and materials that will assist project stakeholders in their own outreach efforts as they relate to project components.
- The communications specialist will use the internet to send out communications that may include papers, press statements, videos, courses and any other products produced by the project itself, to a broad database of businesses, Ghanaian institutions, private sector and advocacy organizations, and partners.
- A news-clipping booklet that may include press articles, pictures, interviews, statements and any other information highlighting the work of the project and its partners to be submitted to USAID on a quarterly basis.
- Monthly project contractual activities calendar to be submitted to USAID.

The project will assess the need and convenience of designing and its own website to inform, disseminate and share information on project activities.

C2. Gender Strategy

C2a. Diagnosis of Gender Status in the project's focus areas

Anticipated gender constraints in the Agricultural production sector. Smallholder farmers in Ghana are responsible for 80 percent of total food production but they remain the most poor and food insecure (FAO, 2003). Gender disparities in access to assets (land and resources), new technologies (seeds, fertilizers, and agrochemicals), and information have undermined smallholder farmers' ability, (especially women smallholder famers) to increase food production and achieve food security and resilience. Inadequate or lack of gender mainstreaming of government programs and gender sensitive trainings for government officers contribute greatly to the constraints smallholder farmers (men and women) face.

Gender constraints in the agricultural policy process. Participation of smallholder farmers and women in general, in the policy formation process remains low. Efforts from civil society have been unsuccessful in pushing the GOG to produce a comprehensive framework and implementation strategy for gender integration with a dedicated and sufficient budget as part of the agriculture policy. This is reflected in the following:

- Inadequate public funds and resources dedicated to gender mainstreaming
- Inadequate representation of women and women's interest throughout the policy process
- Inadequate data and analysis to serve as evidence
- Policy framework that is gender neutral and not recognizing the different needs of men and women
- Weak implementation of government programs

Institutional Framework for Gender & Nutrition Integration. The Ministry of Food and Agriculture (MoFA) has declared the empowerment of women being a priority. The National Food and Agriculture Sector Development Plan II (FASDEP II) also identified the need to increase female representation in Ghana's Agriculture sector, and to mainstream gender in MoFA's policies and programs. The Women in Agricultural Development (WiAD) Directorate under MOFA was created to improve the livelihoods and wellbeing of women in the agricultural sector through their programs in nutrition, food safety, value addition and gender livelihoods programs. However, little resources have been dedicated to gender integration by MOFA, and WiAD has not been able to fully carry out its mission. Lastly, the body of laws pertaining to agriculture remains largely gender blind, which WiAD is not able to fully address through policy formation and implementation.

C2b. Proposed strategy for gender integration

Gender considerations interwoven at every stage of the project cycle. Through meetings with key project stakeholders and gender experts the FTF - APS project team has identified key gender constraints and opportunities. The project short term gender specialist and STTA home office gender liaison trained the project staff on gender mainstreaming in preparation for work planning. During the work planning workshop, identified gender related constraints and opportunities were discussed for all aspect of the project (technical components, grants program and monitoring, evaluation and knowledge management plan): As a result, the FTF - APS project team designed gender sensitive activities and indicators that they will use to assess and monitor the success of their interventions. A detailed gender strategy will be developed after the project receives approval for its first year work plan, to be used as a guide and implementation tool. It will contain an inventory of individuals and organizations active in fields relevant to the project, and whom the project will maintain a relationship with, and to serve as resources for technical implementation and staff capacity building.

Coordination with other USAID/Ghana FTF projects. The project will strive to collaborate with other projects to avoid duplicating efforts and to align gender integration strategies. As part of the project knowledge management plan, the team will reflect on it success and challenges on gender issues to inform other project interventions. It will also dedicate funds for periodical project wide gender integration evaluations, and capacity trainings for the staff on the targeted value chains (maize, soya rice and fisheries) and other relevant sectors such as land, access to inputs and financing.

Resources. The implementation of the gender strategy will require initial and periodical trainings for the project staff in relevant thematic areas, conducted by a gender specialist. The gender specialist will also assist the project's public and private stakeholders to mainstream gender into their activities. Lastly, the project will receive continuous support from the home office gender practice and designated gender liaison on the project management team.

C2c. Proposed gender-mainstreamed activities per component

Policy formation and implementation. The project will strive for a policy process inclusive of gender equality, and based on gender mainstreamed research and data. To this end, the project will address key constraints including: inadequate budget and resources dedicated to gender integration, lack of capacity in gender sensitive analysis and lack of gender sensitive quality research. Illustrative activities may include:

- Inventory of gender integration related recommendations made at the Agricultural Sector Working Group (ASWG)
- Promotion of gender sensitive analysis by policy makers
- Mapping of the policy process and existing policies existing with a gender lens
- Gender sensitive desk research to assess the capacity of the private sector and gaps in gender considerations
- Support to WiAD in reviewing the Gender and Agriculture Development Strategy
- Capacity needs assessment of WiAD to develop a training program for their staff.

Policy Research: The project will promote the availability of rigorous gender sensitive research and analysis for evidenced-based policymaking. Through this component, the project will address key constraints such as access to quality and gender sensitive data, lack of capacity in gender sensitive analysis, inadequate analysis on the effects of government programs and needs of male and female smallholder farmers. Some illustrative activities for this component may include: developing gender sensitive grants application criteria for the grants program, setting aside a pool of funds for grants to women led organizations or for studies focused on gender, trainings on gender analysis for research institutions.

Policy Advocacy: The project will work to clarify and amplify the voice of the private sector that takes into account the different needs for both men and women. Through this component, the project will address key constraints such as weak governance structure of Farmer Based Organizations, lack of representation of smallholder farmers and especially women in private associations, and the lack of participation of smallholder farmers and especially women in policy advocacy. Illustrative activities will include developing gender sensitive guidelines for selecting partner organizations, refining a capacity assessment tool to include gender considerations, selecting partner organizations that strive to promote gender equality and equal participation, setting aside funds for interventions that will benefit women directly.

C2d. Gender strategy conclusion and exit strategy

The FTF - APS project is tackling fundamental issues in the area of agricultural policy formation and has the potential to positively affect men and women involved in targeted value chain, and in the policy process. Gender inequalities in the agriculture sector have greatly contributed to food insecurity, and will need to be reversed for the government of Ghana to promote an environment where both men and women farmers can fully access the resources needed to improve their livelihoods, food production and achieve food security.

The project will assist the government of Ghana in that sense through careful and continuous analysis of gender constraints, implementation of its gender strategy at every level of the project cycle, and through leveraging help from local gender integration champions. To ensure the sustainability of our interventions, the project will prioritize building the capacity of our counterparts (government partners, research institutions, advocacy groups and private sector organizations) in gender mainstreaming, gender sensitive budgeting so that gender integration become part of their institutional capacity and objectives. The project will link project stakeholders to local resources such as gender integration champions, organizations that advocate for gender integration and thematic experts to encourage them to share knowledge, resources and join forces.

C3. Exit Strategy

A concise chart on the Project's Exit Strategy is shown below. Through this strategy, the Project is setting out a course of action that demands buy-in and political will from our public and private stakeholders. Our vision is to establish an enabling environment where food security is continuously enhanced and our mission is to assist the GOG and private organizations in strengthening local capacities to identify, establish, implement and monitor evidence-based policy-making, through a consistent and well-thought technical and institutional support.

What	How	Resources
Policy Unit and Public-Private Forum established		
<p>We expect to have established a cadre of highly trained professionals within PP MED on policy analysis, formulation and monitoring, fully equipped with the needed resources and fully funded by the GOG on a continuous basis</p> <p>We expect to have a fully functional Agriculture Policy Public-Private Dialogue Forum</p>	<p>Implementation of a well-planned and fully implemented support process from the Project.</p> <p>Committed support and buy-in from the GOG.</p> <p>Quality of the services provided by the Unit to policy-makers, will convince sector and budgetary authorities to fund its activities</p> <p>Positive response from the GOG to private sector demands and policy needs, will be assessed as a service, for which farmers and other private investors are willing to contribute with institutional fees</p>	<p>MOFA's operating budget</p> <p>Institutional contributions and members' fees to the FBOs and other CSOs that make and participate at the Forum</p>
Local Research Capacities strengthened		
<p>High quality & gender sensitive data is produced</p> <p>High quality & gender sensitive analysis tailored to the needs of private, civil society and GOG</p> <p>Research institutions engage effectively and continuously in the policy process</p>	<p>Policy Project and partners have built the capacity of research institutions through of a well-planned and fully implemented support process</p> <p>Institutions are staffed with qualified professionals</p> <p>Research institutions have developed effective communications strategies</p> <p>Research institutions have developed close relationships with the GOG, private sector, COS and FBOs</p>	<p>Research institutions charge fee for their services and products (similar to funding sources at the Ghana Investment Promotion Agency)</p> <p>Fundraising activities, based on quality of services</p> <p>Grant-making</p>
Private Sector effectively engaged in the Agriculture Policy Process		
<p>CSOs and FBOs relevant to METASIP priorities and involved in the agriculture sector are organized into effective policy groups.</p> <p>They know the policy environment, how to work within it to influence policy-making and play a leadership role in the policy arena.</p> <p>These organizations have developed a set of services to attract members, have a membership growth strategy, have a clear mission and are able to train/build capacity of its members</p> <p>Organizations can communicate effectively with the media and are legitimate representatives of their respective constituencies</p>	<p>Implementation of a well-planned and fully implemented support process from the Project.</p> <p>Committed support and buy-in from current national and district leaders</p> <p>Positive response from the GOG to private sector demands and policy needs, will be assessed as a service, for which farmers and other private investors are willing to contribute with institutional and membership fees</p> <p>Improved organizational structure and leadership accountability will motivate compliance with membership dues</p>	<p>Membership fees for services rendered by the organizations, including sector studies, research papers, advocacy campaigns, etc.</p> <p>Institutional income form dues</p>

D. Collaboration with other Feed the Future projects and other DPs

As mentioned throughout the work plan, working with other USAID/Ghana and other Development Partners (DP) will be an integral part of our implementing approach. The first step towards this direction was inviting a number of FTF projects to be part of our work planning session. In this occasion, COPs made presentations on their respective areas of work, primarily commenting on their agriculture policy related activities and on the gender considerations included in their contracts.

In order to harness existing resources, the COP will propose to the Project's COR that we form a USAID/Ghana's FTF internal working group on agriculture policy issues, "The Policy Bunch". A first priority of the "internal group" should be the identification of possible areas for mutual collaboration. Based on these common objectives, MOUs could be devised where responsibilities, roles and resources are set aside for co-implementing activities. The "internal group", will need to agree on the frequency of meetings and consequently make plans for an information mechanism that keeps everyone up to date on agriculture policy issues. From this information, we can conclude that in order to leverage resources, complement each other and to avoid duplication of efforts, we will derive specific work plans with one or more of these colleague projects.

Depending on the buy-in from USAID/Ghana, the project will seek to identify collaborative schemes with other development partners. By being present at meetings of the Agriculture Sector Working Group, the project will benefit much from the possibility of sharing information and identifying those opportunities.

The exchange with MOFA's Directorates, will also provide opportunities where our efforts can complement those of other USAID/Ghana's projects or other DPs. Some important examples already identified are the following:

- GIZ is interested in supporting the establishment of the Agriculture Public-Private Development Forum, an activity clearly defined as important for our own purposes.
- FAO is implementing a Technical Cooperation Program with the Government of Ghana to advance in the implementation of the Agriculture Census, an area where discussions have already taken place with the COR as to precisely define the type of involvement the project could have in this critical undertaking.
- The upcoming approval of the Seeds Regulations by legislative action, has brought AGRA's Policy Hub and the project together and conversations have taken place to work on a MOU that will outline the activities that both could implement to assist the GOG in implementing its seeds and fertilizers policies.
AGRA has established a Policy Hub whose work has a direct association with the objectives of our project. For this reason, AGRA's initiative demands a priority attention from our part to create positive synergies

The project's focus will always be to seek implementing partnerships to leverage and expand project impacts.

E. Operations, Finance and Administration

[REDACTED]

E1. Human resources and recruitment

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

