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# FEED THE FUTURE AGRICULTURE POLICY SUPPORT PROJECT

**ANNUAL REPORT (DECEMBER - SEPTEMBER 2014)  
PROJECT YEAR 1, QUARTER 4**

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

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

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## ACRONYMS

AESD	Agricultural Engineering Services Directorate
AGRA	Alliance for Green Revolution in Africa
APD	Animal Production Directorate
APPDF	Agricultural Public Private Dialogue Forum
APS	Agriculture Policy Support Project
ASWG	Agriculture Sector Working Group
BUSAC	Business Sector Advocacy Challenge Fund
CDI	Center for Development and Innovation
CEPA	Center for Policy Analysis
COP	Chief of Party
CSD	Crop Services Directorate
CSO	Civil Society Organizations
DAEA	Department of Agricultural Economics & Agribusiness
FAGE	Federation of Associations of Ghanaian Exporters
FAO	Food and Agriculture Organization
FBO	Farmer-Based Organizations
GAWU	Ghana Agricultural Workers Union
GiZ	German for Agency for International Cooperation
GFAP	Ghana Federation of Agricultural Producers
GNAFF	Ghana National Association of Farmers and Fishermen
GNAPF	Ghana National Association of Poultry Farmers
GOG	Government of Ghana
GRIB	Ghana Rice Inter-professional Body
GSS	Ghana Statistical Service
ISODEC	Integrated Social Development Center
ISSER	Institute of Statistical Social and Economic Research
ISU	Iowa State University
METASIP	Medium Term Agriculture Sector Investment Plan
MOF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOFAD	Ministry of Fisheries and Aquaculture Development
MOTI	Ministry of Trade and Industries
NAFCO	National Buffer Stock Company
NASWG	Northern Agriculture Sector Working Group
NBBCU	Northern Bread Basket Coordinating Unit
PEF	Private Enterprise Federation
PFAG	Peasant Farmers Association of Ghana
PPMED	Policy Planning Monitoring and Evaluation Directorate
PPRSD	Plant Protection and Regulatory Services
SADA	Savannah Accelerated Development Authority

SAKSS	Strategic Analysis and Knowledge Support System
SPEG	Sea-freight Pineapple Exporters of Ghana
SRID	Statistics Research and Information Directorate
USAID	United States Agency for International Development
WAAPP	West African Agricultural Productivity Project
WIAD	Women in Agriculture Development

## EXECUTIVE SUMMARY

The USAID/Ghana FtF Agriculture Policy Support project (APS) is pleased to submit its first Annual Report for Fiscal Year 2014, covering the period of December 2013 to September 2014. APS was awarded on December 17, 2013 with the goal of improving the food security enabling environment for private sector investment in Ghana by increasing the capacity of Government of Ghana (GOG), the private sector, and civil society organizations to implement evidence-based policy formation and implementation, research, and advocacy, as well as perform rigorous monitoring and evaluation of agricultural programs implemented under the Medium Term Agriculture Sector Investment Plan (METASIP).

APS's goals will be achieved through activities in three project components:

**Component 1: Policy Formation and Implementation.** Activities under this component are aimed at improving Ghana's agricultural sector policy process for evidence-based decision making related to food security.

**Component 2: Policy Research.** Component 2 activities seek to build capacity of stakeholders for rigorous policy analysis and evidence-based policy making.

**Component 3: Policy advocacy.** Activities under Component 3 aim to strengthen the institutional and technical capacities of private agribusiness organizations, civil society organizations, and the media to enable them increase their participation in the public policy process.

APS initiated project start-up and subsequently technical implementation in Q2 of FY 2014. Completed activities for the advancement of progress to achieve project goals include the following over FY 2014:

- Meetings with key stakeholders to introduce the project and solicit input for the development of our work plan.
- Development of grants manual and selection of potential project beneficiaries.
- Participation in the Agriculture Joint Public Review and Agriculture Working Group meetings.
- Partnership with Gesellschaft für Internationale Zusammenarbeit (GiZ) – the German for Agency for International Cooperation – to support the revival of the Agriculture Public-Private dialogue forum
- Establishment of relationship with the Ministry of Food and Agriculture's (MoFA) Directorates to discuss implementation of planned activities, including the priorities of MoFA and specifically the Plant Protection and Regulated Services Directorate (PPRS), Directorate of Crop Services (DCS), Statistics, Research and Information Directorate (SRID) and Women in Agriculture Development Directorate (WIAD).
- Collaboration with MoFA's Policy, Planning, Monitoring and Evaluation Division (PPMED) to organize a two-day retreat on the Strategic Analysis

and Knowledge Support System (SAKSS) to review implementation status and website.

- Collaboration with WIAD to issue a request for proposals (RFP) for a baseline study that will gather disaggregated data on the impact of gender in the agriculture sector to allow the project to measure impacts of its gender mainstreaming interventions.
- One-day meeting with PPMED for all ten MoFA regional directors to discuss results of a donor-funded agriculture projects mapping exercise
- Initiation of organizational capacity assessments to identify potential grantees for advocacy and capacity building support
- Organizational capacity assessment for non-state actors to determine their strengths and weaknesses
- RFA issued for proposals to support the strengthening of the Agricultural Public Private Dialogue Forum (APPDF).

Through activities implemented in Y1 the APS has set a foundation for technical implementation moving forward, and is prepared to adequately consider the needs of local and international stakeholders during the second year of the project.

## A. PROGRESS BY COMPONENT

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

#### A1a. Progress to date, per agreed-upon deliverables

*Embed a Policy Analyst and Researcher at MOFA's PPMED.* In support of this result APS has made significant progress to embed a Policy Analyst and Researcher within PPMED MOFA. The project finalized its subcontract with the Centre for Policy Analysis (CEPA), under which the Policy Analyst and Researcher will work. APS has collaborated with CEPA to finalize the scope of work and qualifications for the Policy Analyst and Researcher and anticipates recruitment and onboarding of this position will be finalized in Y2 Q2.

*Develop Revitalization Plan for SAKSS.* APS participated in several meetings with MoFA to discuss progress on the Medium Term Agriculture Sector Investment Plan (METASIP) and the SAKSS nodes. In Q4, APS and PPMED held a two-day retreat during which they reviewed the implementation status of the SAKSS and develop a work plan for revitalizing operations.

*Agricultural data collection and analysis training.* The Statistics Research and Information Directorate (SRID) of MoFA is responsible for collection, analysis, management, and publication agriculture data. APS has begun working with SRID towards improving the credibility of agricultural data to be a trusted resource to inform agriculture policy development and implementation. In support of this objective, APS has built upon the work of other development partners, such as the International Food Policy Research Institute (IFPRI) and the Food and Agriculture Organization (FAO), to build the capacity of SRID to collect, analyze and disseminate agriculture data. In Q3 APS established a platform to coordinate and harmonize our efforts with other organizations. In Q4, the members of this platform met with SRID to analyze its strategic plan and assess the capacity building needs of the directorate, and each took responsibility for addressing different needs. APS will support SRID in training staff in data collection and analysis during Y2.

#### Key Achievements: Policy Formation and Implementation

- Coordination platforms with development partners established to harmonize support to SRID, PPRSD and DCS and expand aid effectiveness and development impact.
- Validation of Ghana's agriculture data for the first time since in approximately 30 years.
- 10 MoFA Regional Directors educated on donor-funded agriculture projects.
- 104 government officials from 3 government units (SRID, PPMED and SAKSS) received short-term training.
- RFP for baseline survey on women in agriculture commissioned and subcontract awarded to GIMPA

For the first time since its inception as a directorate, SRID implemented a data validation workshop in September 2014 with the support of ASP. This workshop brought together 63 participants coming from relevant public and private organizations. Based on the success of this initial, APS will provide SRID with additional support to develop "2013 Facts and Figures" publication.

*Mapping agriculture support.* In line with an Agriculture Sector Working Group (ASWG) policy initiative to guide future agriculture program design, APS supported PPMED in Q3 to organize a workshop to disseminate findings of a survey that mapped donor-funded agriculture projects in Ghana. Sixteen MoFA Directors attended the workshop and are expected to continue with regular updates of survey data regularly.

*Supporting the enactment and implementation of agriculture policies* The Plants and Fertilizer Act (Act 803) of 2010 addresses plant protection, seed, and fertilizer policy. Two councils oversee the implementation of this legislation, PPRSD and DCS. The Government of Ghana and local organizations involved in the implementation of Act 803 receive support from the USAID/Ghana Agricultural Technology Transfer (ATT) Project, the USAID/West Africa

Fertilizer Program (WAFP), and the Alliance for Green Revolution in Africa (AGRA). APS joined this effort by organizing an informal working group with these partners to coordinate efforts. Together, APS and the other working group partners agreed to support four national educational campaigns on Act 803, with the first event scheduled for Q1 of FY2. It has also pledged to build the capacity of the responsible council members to effectively oversee and monitor the implementation of Act 803, as well as support the National Seeds Testing Laboratory to complete its process of international accreditation. The working group captured its commitment to these efforts in a letter to the Minister of MoFA to solicit his support.

APS is also working with other partners, IFPRI and WAFP, to undertake a comprehensive study for a Soil Management Program in Ghana. In addition to supporting the Plants and Fertilizer Act, APS initiated discussions with government officials on the status of other pending agriculture legislation, such as the Bio-Safety Act and the Plant Breeders Bill, in an effort to expedite their enactment. APS worked with DCS to understand their needs to inform planning of future activities, including supporting parliamentary approval of seeds regulations. APS is working with IFPRI, WAFP, and AFAD to generate policy recommendations for the Government of Ghana on Soil Fertility Management, and is also working with MoFA to develop regulations to modernize the poultry sector with the goal of increasing the demand for maize and soybeans as animal feed.

#### **A1b. Challenges and recommendations for adjustments and corrective action**

Establishing a relationship with MoFA took more time than anticipated. This delay was caused in part by a transition at the ministerial level, and resulted in some delays in the implementation of activities that required collaboration with MoFA. The project was able to work around the impasse by targeting relevant directors from directorates like PPRSD, DCS, PPMED, WIAD, SRID. Despite these implementation delays, APS was still able to provide training to a total of 105 individuals and 3 government units, PPMED, SRID and SAKSS.

#### **A1c. Outcomes of high level meetings and field visits**

APS technical staff have been participating in monthly meetings of the “Collaborative Circle of Chiefs of Party” (CCC). The CCC is comprised of leadership of the core USAID/Ghana FtF projects, namely the Financing Ghanaian Agriculture Project (FINGAP), Agricultural Development and Value Chain Enhancement II (ADVANCE II), ATT, and the Ghana Commercial Agriculture Project (GCAP). APS’s participation in the CC during Y1 has entailed the following activities and accomplishments:

- Identifying common areas of work to avoid duplicating efforts and promote mutual collaboration among projects to increase the impacts of USAID’s development efforts.
- Development of a Knowledge Management and Learning (KM&L) strategy, including a needs assessment for all projects and template for the development of the strategy. The CCC commissioned a baseline study to inform and enhance the cost-effectiveness of this exercise. APS did not participate in the baseline because the project’s data requirements were not applicable.
- Through the CCC, the M&E, Communications, and Grants staff of all projects have started meeting to harmonize operations and share information on potential joint collaboration.

#### **A1d. Planned activities for next reporting period**

Based on the accomplishment of the first year and continuation of certain initiatives into Y2, planned policy formation and implementation activities in the next reporting period include the following:

- Embed a Policy Analyst and Researcher within MOFA’s PPMED

- Begin to facilitate the drafting of three agriculture policies/laws
- Undertake feasibility assessment of the Government of Ghana's commodity exchange initiative
- Work with MoFA to support initiatives of the New Alliance; support to planning Africa Day for Food and Nutrition Security (ADFNS) have already begun.
- Support METASIP Secretariat in undertaking needs assessment and, in collaboration with GIMPA, develop training modules to strengthen METASIP's policy, monitoring and governance skills.
- Complete WIAD's baseline study on gender and agriculture
- Organize training for WIAD staff in gender sensitive budgeting, resource management, financial planning, and M&E.
- Organize at least one sensitization exercise on the Plants and Fertilizer Act in Q1 of FY2 for MoFA field officers, farmers, border and customs personnel, agriculture input dealers, and other stakeholders, in collaboration with the PPRSD and DCS.
- Strengthen management capacity of secretariat overseeing the implementation of the Seeds and Fertilizer Act and begin a process to train its members
- Initiate capacity building of staff of SRID, PPMED and the Agriculture and Agri-business Unit of the Ministry of Finance

### **A1e. Assessment of progress against the objectives and results**

APS's relationship with several of MoFA's directors and their staff has been helpful to move implementation of Component 1 activities forward. APS anticipates this relationship will provide a foundation upon which the project will build to accelerate implementation once the minister of MoFA accepts activities. The established institutional relationships with MoFA directorates have yielded sufficient buy-in for implementation of planned Y2 activities.

## **A2. Component 2: Policy Research**

### **A2a. Progress to date per the agreed upon deliverables**

*Establish grants and subcontracts mechanisms.* An essential step to achieving activities under this component is establishing the internal systems to award grants and subcontracts. Through the recruitment of a Grants and Subcontracts Manager and grants and subcontracts management training for other project staff, the project has successfully established systems for grants and subcontract management and has completed a project grants manual for submission to USAID in Y2 Q1.

*Issue RFA for small-grants to research institutions and NSAs to conduct research.* APS and the METASIP Secretariat /SAKSS Nodes have met to discuss priority research areas, and as a result reached a mutual understanding of priority research topics for research APS will support. APS has also sought additional consultations with private sector actors and other stakeholders in the agriculture sector, including NSAs and the media, to identify more areas for research. Through a competitive bidding process, APS also issued a subcontract to GIMPA for a baseline study on gender and agriculture. GIMPA expects to complete the survey early FY15.

### **A2b. Challenges and recommendations for adjustments and corrective action**

Due to the inactivity of the METASIP Steering Committee/SAKSS nodes responsible for identifying relevant research areas, ramping up support for policy research initially presented a challenge. To address this challenge, APS held consultations with relevant stakeholders in Y1, and subsequently developed an action plan to revitalize the SAKSS nodes.

## A2c. Planned Activities for next reporting period

The following summarizes the activities planned for the next reporting period:

- Initiate grants management assignment to further build the capacity of the field team and assist in operationalizing the grants manual and project work plan.
- Hold discussions with METASIP/SAKSS to agree on mechanisms for commissioning the identified research topics
- Sign memorandums of understanding with relevant research institutions and universities to identify research areas to complement on METASIP/SAKSS priorities and next steps to award thesis dissertations grants
- Work with implementing partners to assess the policy research capacities of selected research organizations, and determine how strengthen their capacity to reach that of international standards
- Issue first RFA to receive grant applications for supporting METASIP priority research studies and/or thesis dissertations.

## A2d. Assessment of progress against objectives

APS is engaging the Government of Ghana to identify priority agriculture policy research areas which will facilitate progress against policy research objectives moving forward. APS has postponed certain policy research activities due to the delay in establishing a functioning grants mechanisms in place, however the project did on-board a Grants and Subcontracts Manager and develop a draft grants manual, which will enable APS to advance in initiating grants and ramping up activities to support evidence-based policy formation.

## A3. Component 3: Policy Advocacy

### A3a. Progress to date per agreed-upon deliverables

*Mapping of civil society and private organizations.* Through consultative meetings and visits as well as a literature review, APS supported the mapping of 55 CSOs and private sector agribusiness organizations in Y1. APS also communicated project objectives and implementation guidelines to participants of these consultative meetings and used them as opportunities to further assess their capacity to participate in the project.

*Development of guidelines for selecting public-private consultative groups, and formation of agriculture public-private dialogue forums (APPDF).* APS worked with PEF, BUSAC Fund, FOODSPAN and other Feed the Future (FtF) projects to develop organizational capacity standards for participation in APPDF. These standards provide a foundation to allow APS to move forward supporting APPDF in Y2.

#### Key Achievements: Policy Advocacy

- Six agriculture public-private dialogue forums identified
- 55 private and civil society organizations and 32 media organizations mapped and consulted for possible participation in the project
- Capacity assessment of 45 NSAs using organizational capacity assessment tool (OCAT).
- 70 individuals trained in the use of OCAT
- First un-solicited proposal for grant sent to PEF for the revival of the Agriculture Public-Private Dialogue Forum (APPDF)

**Mutual Accountability at its Best: APS and GiZ Collaborate to revive the APPDF**

APS and GiZ recently applied their common vision for improved food security and economic growth in Ghana and came together in a collaborative effort to provide both human and financial backing to revitalize the APPDF.

The APPDF, an initiative of PEF, was established in 2010 to bridge the communication gap between the public and the private sector stakeholders, identify and address problems, propose solutions, and build consensus on how to implement policies aimed at improving the sector.

APPDF has great potential to uplift the agriculture policy process, however the dialogue has been dormant since 2011, due to funding difficulties and lack of technical expertise to sustain it. The public and private sectors' ability to present evidence-based issues and advocate for policy alternatives has been limited.

The USAID/APS-GiZ/MOAP partnership for change is expected to provide the necessary resources to revive this dialogue, which will bring the interests of farmers and agriculture stakeholders to the front line of national discussions. This mutually beneficial coordination will assist both projects to achieve their goals, given that the development of evidence-based policies and meaningful dialogues in the agricultural sector is at the heart of APS's objectives.

*Facilitation of agricultural policy dialogues and advocacy activities.* APS coordinated efforts with GIZ's Market Oriented Agriculture Program (GIZ-MOAP) to revitalize the APPDF. In September 2014, APS initiated the grants award process with PEF through an RFA, and expects to finalize the grant in Y2 Q1.

*Organization of consultative workshops.* In FY1, APS hosted a number of consultative workshops for USAID/Ghana FtF projects, as well as non-state actors (NSAs) from southern and northern Ghana, and media organizations. The goal of these events was to present project objectives, implementation strategies and to identify overlapping interventions for coordination purposes. APS held consultative workshops with the following groups in Y1:

- USAID/Ghana FtF projects (August, 2014): APS educated 18 participants about the objectives of APS. Participants represented the ADVANCE II, ATT, FinGAP projects, as well as the Ghana

Strategy Support Program (GSSP) of IFPRI, the West Africa Fertilizer Program (WAFP), and West Africa Seed Program (WASP).

- Civil society organizations (CSOs) (June 2014). APS introduced 40 participants to the organizational capacity assessment tool (OCAT). Participants included nine from CSOs, nine from agribusiness operators, five from producer associations, one from a media organization, and public sector and development partner representatives.
- Northern region organizations (July 2014). Twenty-four NSAs and 3 public sector institutions in the Savannah Accelerated Development Authority (SADA) zone of the north attended this workshop, which APS held in collaboration with the Northern Sector Agriculture Investment Coordinating Unit (NSAICU) of MoFA
- Media organizations (August 2014). Forty-four participants from the print media, radio, television, online/website organizations and the news agency attended this workshop focused on the role of the media in APS's agriculture policy advocacy and education goals.

APS implemented these workshops to identify the project stakeholders and establish the institutional rapport important to initiate project interventions. During these workshops, participants presented their own views on the agriculture policy process and engaged with APS about their institutional needs.

*Assessment of organizational capacity of NSAs (selected private sector organizations, APPDF, CSOs & media houses).* Following the OCAT consultative workshop in June 2014, APS organized an OCAT training for the 24 participating NSAs. Through this training, APS strengthened these NSAs capacity to identify organizational strengths and weaknesses and determine appropriate interventions to improve their overall performance in service delivery. Overall, 45 NSAs, comprising 25 organizations at the national level and 20 in the SADA zone, have applied the OCAT. In order to assess their progress in responding to the OCAT, the APS policy advocacy team visited 15 of the organizations in September as part of a baseline study to inform training module design for NSAs in Y2.

### **A3b. Challenges and recommendations for adjustments and corrective action**

Particularly in the northern region, APS has experienced difficulty obtaining sufficient numbers of voluntary participants in project meetings. To address this challenge, the project is looking into effective ways to provide incentive for potential participants to join meetings. APS has also encountered challenges gaining buy-in of non-state stakeholders, as the agriculture policy process had largely been a public activity. To increase engagement of private sector actors, APS plans to intensify communication with project partners to encourage them to take advantage of the opportunity for capacity building through the project. The delay in establishing a fully functioning grants and subcontracts management system has also affected policy advocacy activities, as most planned activities are dependent upon grants. Fortunately, the challenge has been resolved APS anticipates being able to ramp up policy advocacy activities in the next quarter. As a result of these challenges, APS was unable to fully achieve the target results under Component 3 in Y1, however, the project has made meaningful progress to create a foundation and build relationships which will facilitate ramp-up of implementation in Y2.

### **A3c. Outcomes of high-level meetings and field visits**

- *Attendance at PEF/APPDF meeting.* The project's technical team participated in a stakeholders' meeting PEF organized in May 2014 geared towards the revival of the APPDF. Participation in the meeting exposed the APS team to the functioning of APPDF and informed the project's design of next steps in supporting the APPDF.
- *Meeting with BUSAC Fund.* APS held meetings with BUSAC in April and September of 2014. Through these meetings BUSAC and APS became familiar with each other's mandate and area of focus, and identified common goals for collaboration.
- *Meeting with CSOs in the northern region.* APS held consultative meetings with a number of CSOs operating in the northern region, and participated in the 2014 annual Northern Ghana pre-season networking forum for agricultural value chain actors and stakeholders. As a result of this visit, the project identified potential grantees and established the institutional relationships to jointly develop training activities and support policy discussions and advocacy initiatives.

### **A3d. Planned activities for next reporting period**

APS plans to implement the following policy advocacy activities in Y2:

- Initiate capacity building activities of selected CSOs and producer organizations
- Select CSOs/producer organizations to participate in public-private fora at national and bi-national levels
- Develop a training plan for NSAs based on their OCAT reports
- Develop instruments to assess advocacy capacity of NSAs and media houses and organize training on the Advocacy Capacity Assessment Tool (ACAT) for NSAs and media houses.
- Receive and assess PEF's RFA and accordingly make a grant award for the revival of APPDF.
- Continue collaboration with other FTF Projects, particularly for organization of stakeholder meetings on policy discussions.
- Issue grants to selected NSAs for policy advocacy and build their capacity on public and private sector agriculture policy engagements and policy reforms.

### **A3e. Assessment of validity and efficacy of progress against the objectives and results.**

Project implementation under Component 3 has progressed steadily, while at a slower pace than anticipated. As a result of the challenges described in section A3b, APS has made meaningful progress towards but not fully achieved expected results. The project as

successfully established systems and relationships and set the groundwork to ramp up activities, and plans to compensate for Y1 implementation delays in Y2. Despite implementation challenges, APS has held valuable trainings and workshops with NSAs, CSOs, and other stakeholders, and has conducted important assessments and mapping exercises for NSAs

## B. Progress on Gender and Environmental Compliance

### B1. Gender

APS has made it a priority to incorporate gender concerns from the beginning of the project, beginning with the development and submission of the project’s gender strategy in Q4. In collaboration with MoFA’s Women in Agriculture Development Directorate (WIAD), APS is planning to commission a survey focused on gender in agriculture, and has already worked with WIAD to develop the terms of reference for the survey. In order to ensure comprehensive incorporation of gender concerns in APS activities over the course of project, APS has begun recruiting a long-term Gender Specialist, and expects to have him or her fully on-board by Y2 Q1. The Gender Specialist will equip other project staff to gender integration requirements of the project, and to understand the importance of gender in project activities. In addition to these discrete gender integration efforts, APS has continuously ensured discussion of gender concerns in consultative meetings with NSAs and public officials, to communicate to stakeholders the importance of gender in APS interventions. An example of this is that APS will pay close attention to gender mainstreamed activities when considering grant applications.

### B2. Environmental Compliance

Mitigation of environmental impacts warrants significant consideration in the implementation of agriculture and food security projects. As a policy and research-focused project, most project activities, such as trainings and surveys, are not expected to yield environmental impacts. APS activities during year one have consisted of trainings, consultative workshops and meetings, and strategic planning sessions with stakeholders, as well as surveys. As illustrated in the table below, these activities are categorically excluded from the project’s Initial Environmental Examination (IEE).

While Y1 activities have not had a positive or negative environmental impact, planned activities will aim to strengthen the agriculture policy process in Ghana, including working closely with MoFA to implement the sector investment policy and plans, FASDEP and METASIP/GASIP. These policy documents outline Food Security, Environment and Land Management as thematic areas. In its support to policy implementation, APS will work with MoFA to ensure consideration of environmental impacts and that project activities complement these national policies. The APSP M&E Plan has integrated environmental issues into the project M&E system to monitor activities for any actions that might have an indirect adverse effect on the environment.

Activities under 22 CFR 216 Categorically Excluded	APSP Activities in FY 1 (illustrative)
Activities involving education, training, technical assistance or training programs, except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.)	<ul style="list-style-type: none"> <li>• Training of MoFA staff in management of development project mapping</li> <li>• Training of CSO/FBO in OCAT</li> <li>• Training of Media organization in OCAT</li> </ul>
Activities involving analyses, studies, academic research or workshops and meetings	<ul style="list-style-type: none"> <li>• Consultative workshops with NSA to present project objectives and receive feedback for future interventions</li> <li>• SAKSS retreat to assess operational status and research priorities</li> <li>• Roundtable discussion on Strengthening SRID’s data collection capabilities</li> </ul>

	<ul style="list-style-type: none"> <li>•Survey on Gender data in Agriculture</li> </ul>
Activities involving document and information transfers	<ul style="list-style-type: none"> <li>•Data validation workshop with MoFA's SRID and others</li> </ul>
Studies, projects or programs intended to develop the capability of recipient countries and organizations to engage in development planning	<ul style="list-style-type: none"> <li>•Support for assessing SAKSS Nodes and plan for implementation of research priorities</li> <li>•Work Planning with MoFA's PPMED to devise support for implementation to METASIP SC</li> <li>•Design of Mission to recommend actions on a Soil Fertility Program for Ghana</li> <li>•Platform for Supporting Implementation of the Plants and Fertilizer Act 803</li> </ul>

## C. OPERATIONS AND FINANCE

### C1. Human Resources and Recruitment

[REDACTED]

[REDACTED]

[REDACTED]

### C2. Finance and Administration

[REDACTED]

## Annex 1: Data Performance Table

APS Data Performance Table: Project Year 1						
	INDICATOR	BASELINE	CONTRACT TARGET	FY2014 TARGET	FY2014 RESULT	Comments
1	Score of combined key areas of organizational capacity among direct and indirect local implementing partners (Impact)	TBD	TBD	N/A	N/A	
2	Number of individuals who have received U.S. government-supported short-term agriculture sector productivity or food security training (Output)	0	650	100	105	
3	Percent change of key decision-makers reporting that activity-supported data to inform their decisions related to food security and agriculture policy issues contain gender sensitive data (Outcome)	0	60	N/A	N/A	
<b>Component 1: POLICY FORMATION &amp; IMPLEMENTATION</b>						
Policy process for evidence-based decision-making related to food security improved						
4	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) Stage 1: Analyzed (40) Stage 2: Drafted and presented for public consultation (35) Stage 3: Presented for legislation/decreed Stage (20) Stage 4: Passed/approved Stage (10) Stage 5: Passed for which implementation has begun(5)	0 0 0 0 0	40 35 20 10 5	0 0 0 0 0	0 0 0 0 0	
5	Number of government units or divisions that have received short-term training (Output)	0	10	3	3	
6	Number of agriculture policy communications, developed and/or written for stakeholder consumption (Output)	0	200	20	0	Relevant communications activities have been postponed to Y2; APS has recruited a Communication Specialist who will support the project to develop a communications plan as well as a Policy Reform Chart for MoFA.

7	Number of policy advocacy efforts that focus on the separate needs of men and women small holder farmers (Output).	0	20	1	0	Progress towards this target includes the project's submission of the Gender Strategy and participation of 24 apex organizations in private sector agribusiness and CSOs in agriculture sector participated in OCAT training and assessments, which incorporated gender considerations.
<b>Component 2: POLICY RESEARCH</b> <b>Availability of rigorous policy analysis capacity for evidence-based policymaking increased</b>						
8	Number of high quality research reports published (high quality will be defined by the implementing unit using international standards) (Output)	0	6	0	0	
9	Score of improved areas of policy research capacity in assisted research organizations and units (Outcome)	TBD		N/A	N/A	
<b>Component 3: POLICY ADVOCACY</b> <b>The voice of the private sector (including civil society, private associations, and media) in the public policy process clarified and amplified</b>						
10	Score of the capacity of the private sector to advocate for pro-business agriculture sector reform in Ghana (Outcome)	TBD		N/A	N/A	Progress towards target includes training and sensitization of NSAs for engagement in the agriculture policy process, as well as assessment of 55 NSAs and 32 media organizations using the OCAT/ACAT
11	Number of public private advocacy dialogues focused on policy that supports private sector investment (Output)	0	90	90		
12	Percent of recommendations agreed upon during public private dialogues that are implemented (Outcome)	0	30	0	0	
13	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and agribusiness associations (such as farmer based organizations), and community-based organizations (CBOs) receiving USG assistance (Output)	0	45	10	0	APS has identified 6 agriculture public-private dialogue forums and has initiated discussions on collaboration. The project has also initiated the process to award its first grant relevant to this result.