



**USAID** | **GHANA**  
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# FEED THE FUTURE AGRICULTURE POLICY SUPPORT PROJECT

## YEAR 3 DRAFT WORK PLAN

September 1<sup>st</sup> 2015



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## ACRONYMS

ACAT	Advocacy Capacity Assessment Tool
ADVANCE II	Agricultural Development and Value Chain Enhancement Project II (USAID/Ghana Feed the Future)
Africa LEAD	Africa Leadership Training & Capacity Building Program (USAID/Ghana Feed the Future)
AAU	Agriculture and Agribusiness Unit (MoF)
AGRA	Alliance for a Green Revolution in Africa
APPDF	Agriculture Public-Private Development Forum
APSP	Agriculture Policy Support Project
ASWG	Agricultural Sector Working Group
ATT	Agriculture Technology Transfer Project (USAID/Ghana Feed the Future)
CAADP	Comprehensive Africa Agriculture Development Program
CCU	Cape Coast University
CAPI	Computer-Assisted Personal Interviewing
CEO	Chief Executive Office
CEPA	Center for Policy Analysis
CIDA	Canadian International Development Agency
COCOBOD	Cocoa Marketing Board
COP	Chief of Party
COR	Contract Officer's Representative
CSIR	Council for Scientific & Industrial Research
CRI	Crop Research Institute
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
DP	Development Partner
DQA	Data Quality Assessment
DQR	Data Quality Review
DUS	Distinctiveness Uniformity & Stability
EG	Economic Growth Office
FAGE	Federation of Associations of Ghanaian Exporters
FAO	Food and Agriculture Organization
FASDEP II	Food and Agriculture Sector Development Policy II
FBO	Farmer Based Organization
FinGAP	Financing Ghanaian Agriculture Project (USAID/Ghana Feed the Future)
FOODSPAN	Food Security Policy Advocacy Network
FtF	Feed the Future
FTFMS	Feed the Future Monitoring System
FY	Fiscal Year
GASIP	Ghana Agriculture Sector Investment Plan
GCAP	Ghana Commercial Agriculture Project

GGC	Ghana Grains Council
GIMPA	Ghana Institute for Management and Public Administration
GIPC	Ghana Investment Promotion Centre
GIZ	German Society for International Cooperation
GOG	Government of Ghana
GSSP	Ghana Strategic Support Program
ICFG	Integrated Coastal and Fisheries Governance (USAID/Ghana Feed the Future)
IFAD	International Fund for Agriculture Development
IFPRI	International Food Policy Institute
IMCL	Integrated Management Consultancy Limited
IP	Implementing Partner
IR	Intermediate Result
ISSER	Institute of Statistical, Social and Economic Research
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 (USAID/Ghana Feed the Future)
MIRA	Micro Reforms for African Agribusiness
MoFA	Ministry of Food and Agriculture
MoFAD	Ministry of Fisheries and Aquaculture Development
MLNR	Ministry of Lands and Natural Resources
MOTI	Ministry of Trade and Industries
MoF	Ministry of Finance
MEST	Ministry of Environment Science and Technology
MOU	Memorandum of Understanding
NAFCO	National Food Buffer Stock Company
NSA	Non-State Actor
OCAT	Organizational Capacity Assessment Tool
PEF	Private Enterprise Federation
PFAG	Peasant Farmers Association of Ghana
PIR	Project Intermediate Result
PIRS	Performance Indicator Reference Sheets
PITT	Performance Indicator Tracking Table
PMP	Performance Management Plan
PPB	Policy, Planning and Budget Directorate
ReSAKSS	Regional-SAKSS
RFA	Request for Application
RFP	Request for Proposal
SAKSS	Strategic Analysis and Knowledge Support System
SPRING	Strengthening Partnerships, Results & Innovations in Nutrition

STTA	Short-Term Technical Assignment
SARI	Savanah Agriculture Research Institute
TA	Technical Assistance
USAID	United States Agency for International Development
UGH	University of Ghana
USG	United States Government
VCU	Value for Cultivation & Use
WACSI	West Africa Civil Society Institute
WIAD	Women in Agriculture Development Directorate (MOFA)
ZOI	Zone of Influence

## EXECUTIVE SUMMARY

Chemonics International Inc. is pleased to submit this work plan for the USAID/Ghana Feed the Future Agriculture Policy Support Project (APSP). This plan covers the 12-month period from October 2015 through September 2016, i.e. the 2016 fiscal year (FY3). The content of the present annual work plan is based on the continuous and direct contact with partners and stakeholders over the past year, as well as a two and a half day work planning session held in August 2015 with selected partners and project subcontractors, and ongoing discussions with USAID.

During FY2, the project fully initiated activities across its three components. A concise summary of APSP's main accomplishments follows:

Component 1: Policy Formation and Implementation	Component 2: Policy Research	Component 3: Policy Advocacy
<ul style="list-style-type: none"> <li>• Provide support to MoFA in the revision and/or drafting of the seeds regulations and livestock sector bills.</li> <li>• Provide support to MoFA with the implementation of the Plant and Fertilizer Act 2010 (Act 830) through public campaigns and technical support for improving regulations and technical procedures.</li> <li>• Implementation of a needs assessment of MoFA and METASIP implementing institutions.</li> <li>• Development of actions plans for the METASIP Steering Committee and SAKSS Nodes.</li> <li>• On-boarding of the policy adviser at the Policy Planning and Budget Directorate at MoFA.</li> <li>• Collaboration with MoFA to enhance the collection, analysis and dissemination of agriculture data.</li> <li>• Implementation of several partnership agreements with other USAID FtF Projects and Development Partners to create synergies and enhance development impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of four major policy analysis reports, including soil fertility management, agriculture commodity trading, agriculture crop insurance and agriculture extension policy and a survey on gender in agriculture.</li> <li>• Issuing a request for applications for grants to implement high-quality research, thesis dissertations and policy studies.</li> <li>• Engagement with public and private sector stakeholders (universities, research institutions, civil society organizations and graduate students) to gauge interest in the research grants.</li> <li>• Implementation of an assessment on the research capacity of these institutions to identify capacity-building interventions.</li> <li>• Active engagement with MoFA (SAKSS and METASIP Steering Committee) to develop terms of reference on priority research topics for FY3.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of an assessment of organizational and advocacy capacity for 45 NSAs.</li> <li>• Designed and launched a capacity-building program for NSAs based on the assessment results</li> <li>• Implementation of more than 45 policy training, policy dialogues and policy advocacy workshops throughout Ghana.</li> <li>• Implementation of district policy dialogues which are contributing to district-level policymaking.</li> <li>• Launch of the small grants program to support NSAs in the implementation of policy advocacy activities such as gender equality in agriculture, policy awareness, extension service promotion, value-chain development, and aquaculture promotion.</li> <li>• Launch of a grants program to support the capacity building of NSAs to strengthen their policy advocacy and policy analysis skills.</li> </ul>

The annual work plan intends to draw on these experiences and the lessons learned to scale up activities in FY3 and make steady progress towards achieving targets on all contractual indicators. As the project nears its mid-point, FY3 is a critical period for the project to make long lasting impacts on the agriculture policy process in Ghana.

**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 APS 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 Government of Ghana (GOG), the private sector, and Civil Society Organizations (CSOs) to implement evidence-based policy formation, implementation, research, and advocacy; and perform rigorous monitoring and evaluation of agricultural programs implemented under the METASIP or any other development framework devised by the GOG.*

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.
2. The capacities of local Ghanaian institutions to engage in research will have increased to assist Medium Term Agriculture Sector Investment Plan (METASIP)/GASIP in the analysis, evaluation, and implementation of its programs.
3. The private sector and the media, especially Farmer Based Organizations (FBOs) and other CSOs relevant to METASIP/GASIP 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 said process.

**Technical Approach:** APSP takes a highly integrated and coordinated approach to enhance the capacity of the GOG 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 is intended to enable and empower key staff at core government METASIP/GASIP 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/SAKSS institutions, providing decision-makers with relevant information for policy decisions. Component 3 will integrate stakeholders into the policy process by empowering CSOs and the private sector to adequately engage the government in policy discussions and fortify their capacity to advocate for their constituencies.

Chemonics’ main partners for implementing APSP are Iowa State University (ISU), the Centre for Policy Analysis (CEPA), and the Ghana Institute for Management and Public Administration (GIMPA).

# SECTION I

## Background

### A. Contract Background

USAID supports the GOG's commitment to promote investment in agriculture through its FTF 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 the APSP project areas are expected to encounter and address existing policy constraints in the agriculture business climate. As an integral element of USAID's FTF portfolio in Ghana, APSP has the potential to transform the agriculture enabling environment with evidence-based policies, providing the catalyst needed to unleash Ghana's agriculture potential, and put Ghana's most vulnerable population on a path to food security and resiliency.

### B. Program Description

APSP works in three performance outcome areas described below. In addition, the project addresses gender as a crosscutting priority.

*Policy Formation and Implementation.* Under this performance outcome indicator, in FY3, project activities will continue to provide support to the GOG, and the Ministry of Food and Agriculture (MoFA) in particular, to improve their institutional capacity for policy making, monitoring, and implementation.

*Policy Research.* In FY3, the project will continue supporting local Ghanaian institutions to engage in agriculture policy research to provide the GOG with empirical and scientific evidence for policymaking.

*Policy Advocacy.* APSP will continue supporting the private sector in FY3 by strengthening their institutional and technical capacity to voice their concerns and demands related to agriculture policy.

*Gender.* Recognizing that the participation of women in the policy process remains low and that the ability of CSOs to integrate gender considerations into their processes and policy advocacy are weak, the project will assist the GOG and CSOs in strengthening gender inclusion throughout the policy cycle.

*Communications Plan.* During FY3, the project will continue implementing its Communication Plan with the Communication and Media Specialist ensuring compliance with USAID branding and marking regulations. The project will address the communications needs of project grantees by collaborating with them in their outreach initiatives and ensuring compliance with USAID regulations on messaging, content, images, and graphics.

*Exit Strategy.* The project's Exit Strategy addresses three basic questions regarding the support to the GOG and private organizations in the strengthening their capacity

to identify, analyze, establish, implement, and monitor agriculture policies evidence-based:

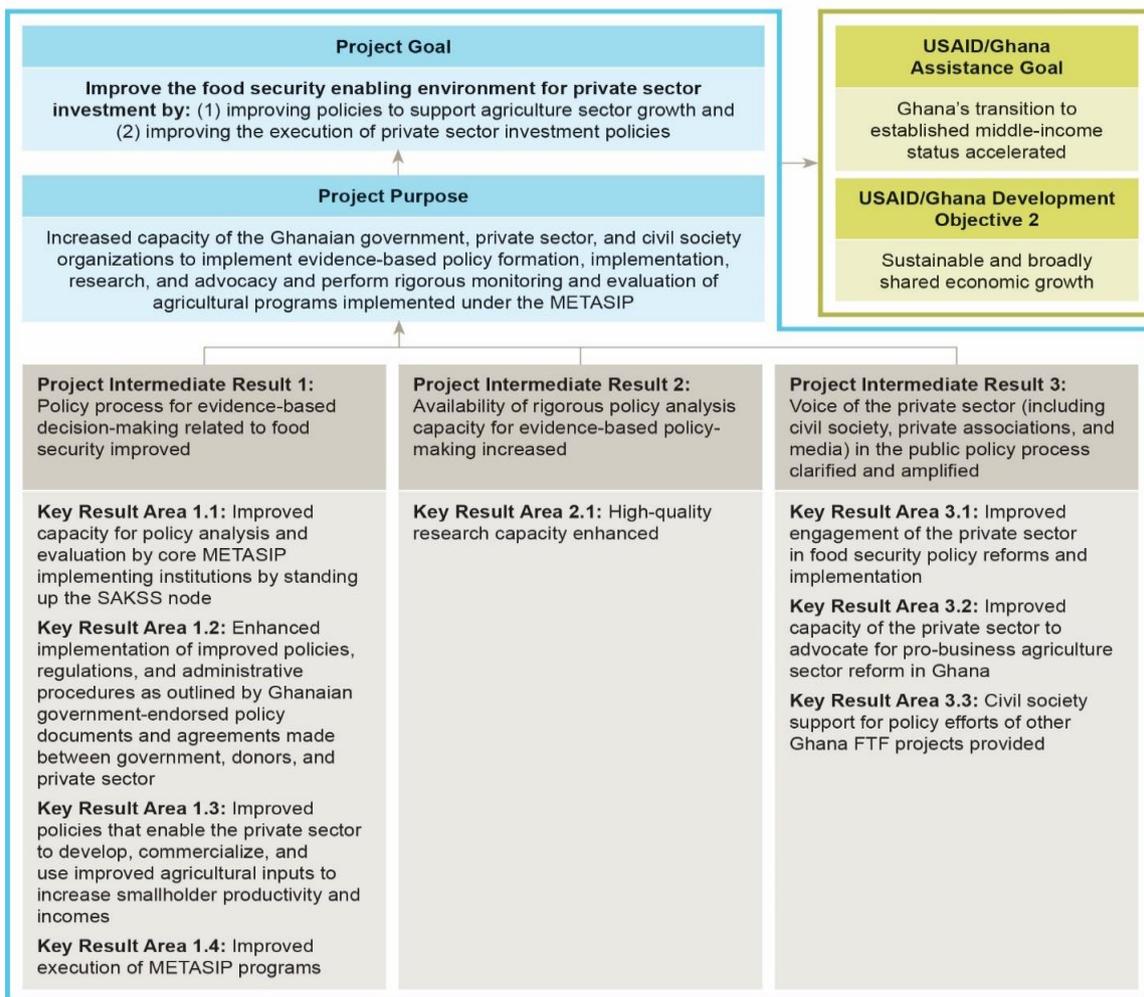
- What do we want to accomplish?
- How will we accomplish our objectives?
- What resources are needed to meet our goals?

An initial assessment of the project’s progress attests to the soundness of the Exit Strategy. It has also been adjusted to take into account the lessons learned over the last year and a half of project implementation as a “reality check. Provide support to

### C. Results Framework

FTF IR 1.3 – “Improve enabling environment for private sector investment.”

**Exhibit 1. Results Framework**



### D. Project Performance Measurement

There are 14 impact, outcome, and output indicators, approved by the USAID that are being used to measure results in the implementation of the three components of the

project. The table below lists the 14 indicators from the project Performance Monitoring Plan (PMP).

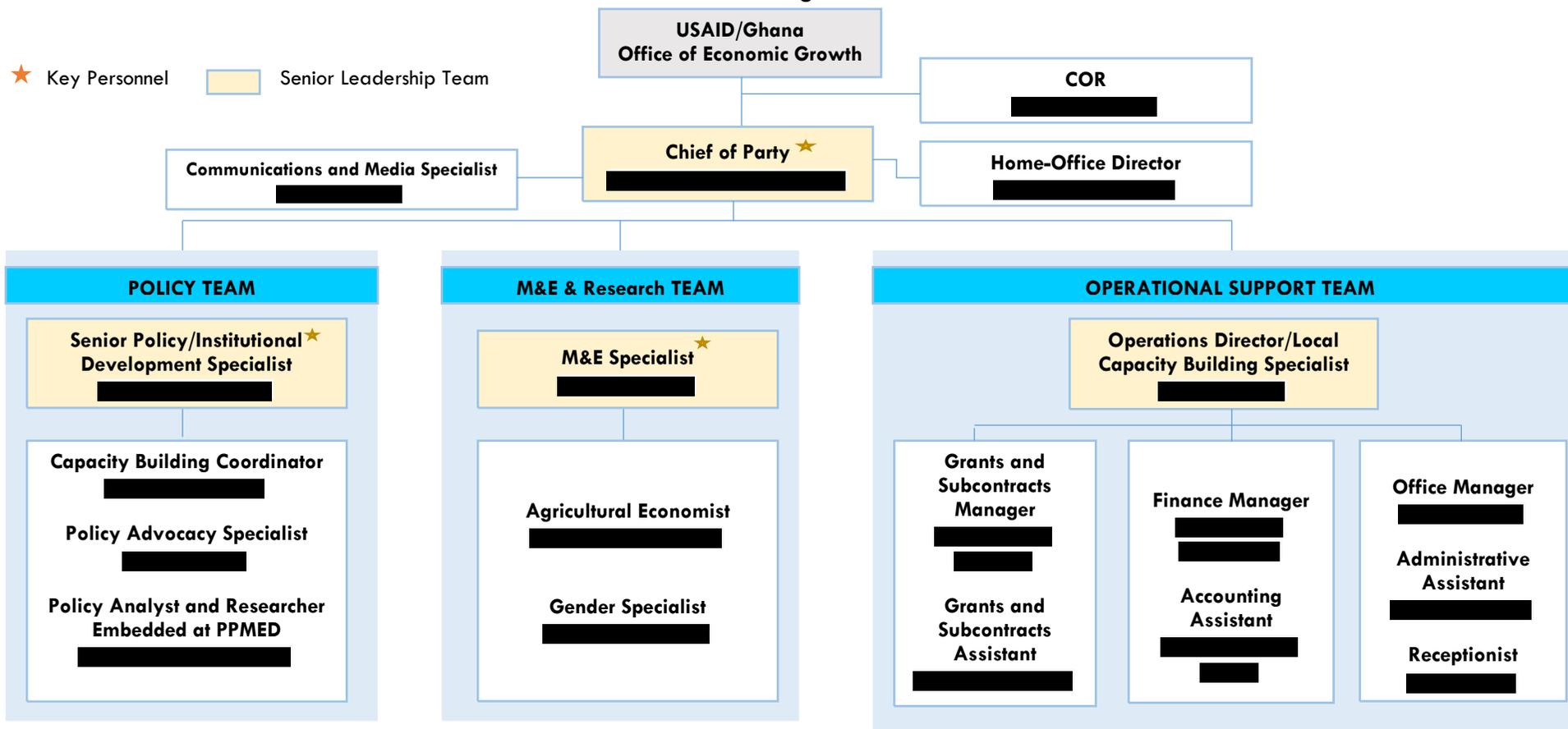
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**E. Organizational Structure**

The project is fully staffed, although additional administrative/operations staff may be necessary to support the surge in activities in FY3. Exhibit 2, below, shows the APSP organizational structure as of August 2015.

## Exhibit 2: Organizational Chart



**INTERNATIONAL PARTNER**

**Iowa State University:** Policy research and analysis, including seed, fertilizer and subsidy program design and evaluation; data analysis with local partners to identify policy bottlenecks and measure impact and other technical support to enhance policy formation, policy analysis and implementation

**GHANAIAN PARTNERS**

**Center for Policy Analysis:** Policy research and analysis through embedded advisor to the policy analysis unit of Policy, Planning, Monitoring and Evaluation Division at Ministry of Food and Agriculture and other technical support to enhance policy formation, policy analysis and implementation

**Ghana Institute of Management and Public Administration:** Training and consulting for public, private and professional organizations on professional and organizational development

**ILLUSTRATIVE GRANTEES AND SUBCONTRACTORS**

**Illustrative Grantees and Partners:** Non-state actors, civil society organizations, farmers and agribusiness associations, media house organizations, local and international consultancy firms, information technology firms, household survey firms, public and private universities and research organizations.

## F. Work Planning Process

The APSP FY3 work plan is the result of four processes of consultation. First, the project has continuously engaged with its public and private stakeholders to identify and discuss areas for potential assistance. Second, the project has collaborated with other Feed the Future projects and other Development Partners (DPs) during FY2 to identify needs and assess possible venues for collaboration. Third, the project works with USAID and the COR to monitor the policy dynamics in the country. The COR identifies what is relevant for the agency and informs the team on the implications for agriculture policy reform emerging from the discussions with other development partners.

Third, the project organized a two and a half-day residential consultation workshop in August 2015 at the Volta Hotel in Akosombo (Eastern Region of Ghana), to engage with selected public and private stakeholders and project subcontractors to discuss activities for FY3. More than 20 participants attended the planning consultative sessions, representing:

Participants	Units
Ministry of Food and Agriculture	<ul style="list-style-type: none"> <li>- Policy Planning Directorate</li> <li>- Statistical Research and Information Directorate</li> <li>- Women in Agriculture Directorate</li> <li>- Directorate of Crop Services</li> <li>- Monitory and Evaluation Directorate</li> <li>- Donor Coordination Director</li> <li>- Plant Protection &amp; Regulatory Services Directorate</li> </ul>
Other Public-sector Organizations	<ul style="list-style-type: none"> <li>- Parliamentary Select on Food, Agriculture and Cocoa Affairs</li> <li>- Ghana Investment Promotion Council</li> </ul>
Research and Academic Organizations	<ul style="list-style-type: none"> <li>- Council for Scientific and Industrial Research</li> <li>- University of Ghana's Department of Agricultural Economic</li> </ul>
Civil Society & Private Organizations	<ul style="list-style-type: none"> <li>- Action Aid</li> <li>- Peasant Farmers Association of Ghana</li> <li>- Federation of Association of Ghana Exporters</li> <li>- Northern Rural Growth Project</li> <li>- Ghana Grains Council</li> </ul>
Subcontractors	<ul style="list-style-type: none"> <li>- Iowa State University</li> <li>- GIMPA</li> <li>- CEPA</li> </ul>
USAID	<ul style="list-style-type: none"> <li>- Office of Economic Growth</li> </ul>

The consultative sessions were organized as a platform to exchange views on the conditions under which agricultural production is taking place in the country and to update the project team and its subcontractors on the most pressing issues for improving the food security-enabling environment for private sector investment in agriculture.

The exchange at the consultative sessions complemented and reinforced the team's understanding of the agriculture policy dynamics in Ghana and enabled APSP to identify relevant activities that now are incorporated into FY3 work plan.

## SECTION II

### Third Year Work Plan

#### A. General Approach

To address challenges, capitalize on opportunities, and achieve FTF objectives, the team follows 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 PMP and it is integrated with USAID/Ghana's FTF results framework, supporting Intermediate Result 1: "Increased Competitiveness of Major Food Value Chains".

The project will continue operating under the following considerations:

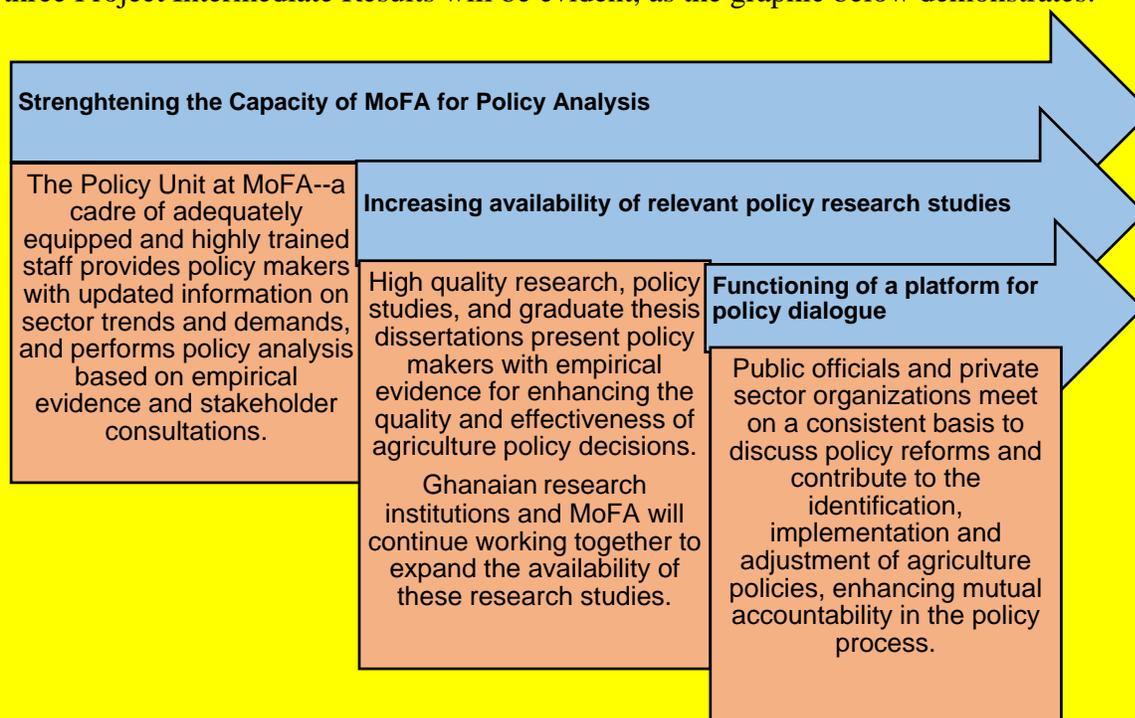
- *Receptiveness to Stakeholders' Requests.* The project recognizes that flexibility and adaptability are crucial for successful implementation of any international development project, especially one that involves such a diverse group of stakeholders and a dynamic policy environment. The project activities in this work plan are designed to be responsive to both the project goals and the needs of stakeholders. However, as progress is made, the needs of project stakeholders may evolve. The project's demand-driven approach allows the team to capture the shift in stakeholder needs, provide technical guidance on the possible courses of action, and facilitate the implementation of local initiatives through the contractual support mechanisms.
- *Mutual Collaboration and Establishment of Synergies.* Understanding that agricultural policy support work is a collaborative process that involves shared goals and overlapping priorities with other projects and partners, APSP will work closely with other USAID/Ghana FTF projects and other DPs to maximize the effectiveness of project's efforts and avoid duplication. USAID has publicly commended APSP for promoting and implementing collaborative efforts with other FtF projects and partners within the development community in Ghana
- *Building Local Capacity.* A significant portion of planned project activities, particularly in policy advocacy, institutional strengthening, and research studies, are already being implemented by local organizations. This responds to APSP's mandate to build institutional capacity of local stakeholders and promotes the sustainability of these initiatives beyond the life of the project. The result is an agricultural policy landscape in Ghana where both public and private institutions work together to improve agricultural policies which will enhance the agriculture's sector's ability to be more productive and fight food insecurity.

In FY2, APSP used several operational mechanisms to achieve project goals, including grants, subcontracts, and local and international short-term consultancies. In FY3, the project expects to expand the number of grants and subcontracts awards and increase the Level of Effort (LOE) for both local and international short-term technical consultants.

## B. Major Outcomes Expected for Fiscal Year 3

APSP is a demand-driven project, therefore its implementation is challenged by competing priorities. Although all planned activities for FY3 are important for accomplishing key results, some are more critical to building a stronger agriculture policy process in Ghana.

Activities such as the establishment of a Policy Unit at MoFA, supporting the Agriculture Public-Private Dialogue Forum (APPDF), and the implementation of policy research studies must be prioritized to meet the overall objectives of APSP. These activities will assist the GoG in laying the foundation for a sustainable and predictable agriculture policy reform process. FY3 is a critical year for the APSP project, and as these types of activities ramp up the links between the three Project Intermediate Results will be evident, as the graphic below demonstrates:



APSP has also planned additional activities to ensure sustainable growth in Ghana's agriculture sector and continued policy reform, including providing support to MoFA to develop a new planning framework for guiding investment plans and enhancing cooperation between stakeholders to improve the seed industry in Ghana.

## C. Technical Activities

Below is a detailed description of the planned FY3 activities. This section is organized by intermediate results (IR) as per APSP's Results Framework, followed by each of the key results areas (KRA) and their specific activities.

In turn, activities are explained with an introduction on the rationale behind the intervention, a description on the approach for implementation, their relationship to contractual indicators, and

the expected results. A table at the end of each of the IR narratives summarizes this information. Milestones for each of the IRs shown in the boxes correspond to some of the main targets that the project will meet during the implementation of FY3 planned activities.

**C1. Intermediate Result 1: Improved Policy Process for Evidence-Based Decision Making Related to Food Security.**

Understanding that policy development is a process, the annual work plan incorporates new initiatives to accomplish the overall objectives of Intermediate Results 1, 2, and 3 as per the project’s Results Framework, as well as ongoing activities initiated in FY2.

Detailed activities to achieve the objectives of Intermediate Result 1 are organized based on the four Key Result Areas (KRAs), as indicated below.

**C1a. (Key Result Area 1.1): Improved Capacity for Policy Analysis and Evaluation by Core METASIP Implementing Institutions by Standing-up the SAKSS Node to Enhance Capacity in Policy Analysis and Evaluation.**

The METASIP and SAKSS are part of the African Union’s Comprehensive African Agriculture Development Plan (CAADP). In this context, METASIP and SAKSS are planning instruments/systems for the implementation of Ghana’s National Agriculture Investment Plan (NAIP). Both are dynamic instruments for bringing both public and private agriculture sector stakeholders together on a common platform for policy formulation and implementation. They act as the national focal points for policy review and dialogue to facilitate the design and implementation of better strategies for national agricultural development.

In FY2, the project supported MoFA in developing actions plans to build the capacity of METASIP/SAKSS implementing institutions. In order to implement their recommended activities and contribute to achieving the objectives of this KRA, the project is planning two activities, which will respond to Indicators 1, 2, and 5.

<u>Intermediate Result 1</u> <u>Year 3 Milestones</u>
<ul style="list-style-type: none"> <li>• At least 100 staff from METASIP/SAKSS implementing institutions, trained to improve their policy analysis capacity</li> <li>• METASIP SC and SAKSS nodes meet quarterly to monitor program implementation.</li> <li>• At least 14 policy-related documents analyzed (stage 1)</li> <li>• At least 11 of these policy-related documents drafted and presented for public debate (stage 2)</li> <li>• At least 10 of these documents are presented for approval (stage 3)</li> <li>• At least 6 of these documents are approved (Stage 4)</li> <li>• “Policy Unit” established at MoFA and 15 members of its staff trained</li> <li>• 25 members of Select Committee of Parliament and staffers trained</li> <li>• <b>At least 30</b> members of the National Seeds Council, Technical Variety Release Committee, National Research Organizations and Ghana Seeds Inspection Division trained</li> <li>• About 290 MoFA national- and district-level staff trained in CAPI system for data collection and analysis</li> <li>• 10 GoG institutions receive training</li> <li>• <b>At least 18 agriculture policy stakeholder consultations and policy planning workshops are conducted</b></li> </ul>

*Build Capacity of METASIP/SAKSS Members.* Based on the training needs assessment completed by GIMPA in FY2 for all METASIP/SAKSS implementing institutions, GIMPA is currently developing the corresponding training modules. Between October 2015 and March 2016, GIMPA will train around 100 members from the following METASIP/SAKSS implementing institutions:

- Ministries of Food and Agriculture (MoFA), Trade and Industries (MOTI), Finance (MoF), Land and Natural Resources (MLNR), Local Government and Rural Development (MLGRD), Roads and Highways (MRH), Health (MoH), Environment Science Technology and Innovations (MESTI)
- Academia
- Research organizations
- Representatives of the private sector

- Main areas of training for staff of METASIP/SAKSS implementing institutions**
- Policy identification and analysis
  - Policy brief writing
  - Data collection and analysis
  - Knowledge management,
  - Design of performance framework
  - Investment priority setting
  - Financial management
  - Program budgeting
  - Communication
  - Survey/research methodology
  - Gender sensitive cost/benefit analysis
  - Gender aggregated data
  - Gender sensitive policy formulation and implementation
  - M&E systems

These trainings will provide sector policy makers with the capacity, tools, and mechanisms required to design, analyze, implement, evaluate and communicate evidence-based agriculture policies.

The APSP technical team will meet with the relevant area directors of MoFA in October 2015, to agree on the framework to kick-start the training. Under this activity the project expects to train at least 100 METASIP/SAKSS personnel. ISU could be engaged to support and complement training curricula for METASIP/SAKSS members.

*Implement Action Plans for METASIP/SAKSS.* Implementation of the actions plans developed in FY2 will help address the operational shortcomings of METASIP/SAKSS, among them, their inability to meet quarterly to carry out their institutional mandate and the absence of institutional coordination. For example, the role of the METASIP/SAKSS is similar to that of the Research-Extension Liaison Committees (RELC), whose mandate is to promote and actualize demand-driven agriculture research. The action plans have clearly defined activities to be undertaken by members, including identifying prioritized research areas. As part of implementing the action plans, the METASIP/SAKSS Secretariat was established in FY2 through a collaboration with the RE-SAKSS and staffed with two qualified technical experts. This Secretariat will improve coordination of METASIP/SAKSS operational activities, and enhance the execution of METASIP, per objective KRA 1.3. In October 2015, APSP will meet with Secretariat staff to operationalize the action plans for implementation in FY3.

*Collaboration with Other Partners.* The chart below identifies the partnerships that APSP will build with other FtF projects and DPs to complete the above activities.

Mechanism	Members	Objective/Activity
Coordination Agreement	RE-SAKSS and APSP	Coordinate support to METASIP/SAKSS to enhance policy implementation and research activities.

Agriculture Sector Working Group	GOG & Development Partners	Coordinate activities aimed at improving and harmonizing the implementation of sector policies and programs and implement mutually agreed-upon priorities.
Joint Sector Review	GOG, Development Partners and private stakeholders	
Coordination Agreement	AGRA's Micro Reforms for African Agribusiness (MIRA) Program and APSP	Coordinate support activities for enhancing implementation of agriculture policy-related initiatives.

**C1b. (Key Result Area 1.2): Enhanced Implementation of Improved Policies, Regulations and Administrative Procedures as Outlined by Government of Ghana-Endorsed Policy Documents and Agreements Made Between the Government of Ghana, Donors and Private Sector.**

Ghana’s current institutional environment, particularly at MoFA, promotes healthy partnerships and/or platforms between public and private stakeholders in the agriculture policy process to allow for consensus and coordination in the implementation of sector policies and programs. Examples of these are the Agriculture Sector Working Group (ASWG) and the Joint Sector Review (JSR). APSP will pursue a number of activities to enhance implementation of decisions made through these platforms and achieve results under this specific KRAs.

*Support Implementation of Relevant JSR Activities.* The JSR is an African Union-driven continental policy initiative; in Ghana, it provides a platform for an annual agricultural sector performance review. Policy decisions taken at such reviews, when implemented, help address sector challenges and improve the policy process. Although Ghana’s JSR is hailed as model for Africa, the country faces difficulties in living up to its obligations. Policy and technical decisions taken at past JSRs remain unimplemented largely due to resource constraints. APSP attended the 2014 JSR and provided technical backstopping for the 2015 JSR. At the onset of FY3, APSP will engage in discussions with MoFA on strategies for implementing JSR recommendations and identifying other activities for support within the purview of the project’s mandate. APSP will channel its technical cooperation through the METASIP/SAKSS Secretariat to unify and coordinate activities. The project will provide support to activities identified in the action plans and short-term technical assistance, as needed. Interventions will contribute to Indicators 4 and 12.

*Support Drafting and Passage of Land Act to Improve Access to Agriculture Land.* In 1999, the GOG developed a land policy which identified about 166 pieces of legislation that established a framework for land administration in the country. Current authorities regard this “Land Policy” as confusing, inadequate, and outdated. In order to consolidate and update the legal framework for land administration, the GOG has commenced action to prepare a new Land Bill. This activity will have a significant impact. First, a new land law will regulate the types of land use to secure agricultural lands against other unhealthy competing activities such as urban development and mining. Second, security in land use will improve private sector access to agriculture land. Third, enhancing land administration will improve the enabling environment leading to the expansion of investments and modernization of the agriculture sector in Ghana, including the development, commercialization, and use of improved agriculture inputs to increase smallholder productivity and incomes. The overall long-term impact of this activity therefore is to improve access to and enhance security of agricultural lands. The Land Governance Assessment Framework, financed by the World Bank, also identified a need to update the legal framework

for land administration. Based on this, the project has initially agreed with the Ministry of Lands and Natural Resources (MLNR) to provide technical assistance in drafting a Land Bill. In October 2015, the project will complete discussions with the MLNR to develop a technical assistance program will eventually lead to the submission of a new Land Bill to Parliament. The MLNR expects that based on APSP's collaboration, Parliament could enact the Land Bill by the end of calendar year 2016, although issues emerging from the election period may affect this timing. This intervention will contribute to Indicators 4 and 5.

*Review MoFA's FBO Strategy.* FASDEP and METASIP promote agriculture extension as a driver of sector growth. However, MoFA developed the last agriculture extension policy in 2001, which is now inadequate given that the ministry's extension services are decentralized. In May, 2015, APSP collaborated with the USAID-funded Modernizing Extension and Advisory Services (MEAS) project implemented by the University of Illinois Urbana-Champaign and MoFA to organize a forum on agriculture extension delivery. The objective of the forum was to subject Ghana's Agriculture Extension Service Delivery (AESD) to stakeholder analysis and explore ways to improve delivery. The overall finding from the forum was that agriculture extension delivery was weak and ineffective. One recommendation stemming from the forum was to review the FBO strategy, which is a sub-set of the agriculture extension policy and seeks to take advantage of FBOs as entry points for extension delivery. Given the importance of farmer organizations in agriculture extension delivery, the review of the strategy will strengthen these organizations and make them responsive to new policy shifts like decentralization. The long-term effects of this intervention would be an improvement in overall operational efficiency of farmer organizations and making extension delivery more efficient and effective in driving agricultural growth. In FY3, APSP plans to provide technical assistance to MoFA's Directorate of Agriculture Extension Services (DAES) to undertake the review of the FBO strategy. In Q1 FY3, APSP will support DAES to implement a workshop with CSOs to discuss and adjust the contents of the FBO strategy, same that project expects to complete by the end of December 2015. This activity will contribute to Indicator 4.

*Passage of Animal Health and Livestock Production Bills into Law.* In early 2014, the Food and Agriculture Organization (FAO) provided short-term technical assistance (STTA) to MOFA's Veterinary Services Directorate (VSD) and Animal Production Directorate (APD) to draft two Animal Health and Livestock Production Bills. A validation workshop on the draft bills was held in October 2014 but they were rejected as inadequate. These Directorates then decided to seek APSP support to develop and complete the bills as FAO funding had expired. A joint request from VSD and APD to APSP in FY2 was approved based on the hypothesis that a thriving livestock sector will result in increased demand for crops like maize, rice and soya for animal feed, which are Feed the Future (FtF) prioritized crops. During FY2, APSP provided technical and financial support to the two MoFA Directorates to redraft the Animal Health and Livestock Production Bills and submitted them to the Attorney General's Department for the legal drafting of the Bills. In Q1 FY3, the project will hold meetings with MoFA's management and the Attorney's General Department, seeking their commitment for finalizing the bills and submitting them to Parliament. Once the bills are submitted to Parliament, APSP will then seek audience with the Parliamentary Select Committee on Food, Agriculture and Cocoa Affairs and if needed, assist its members with consultations to stakeholders and in the analysis of the bills before they are submitted to the floor for Parliamentary discussion and enactment. MoFA expects that

Parliament will enact the bills into laws by December 2015. **Once the bills are passed, APSP support will end.** This activity will contribute to Indicator 4.

*Assessment of the National Food Buffer Stock Company (NAFCO).* This assessment is a sector-wide demand in response to private sector concerns that NAFCO operations are distorting commodity market prices. The assessment will provide evidence-based policy review and the opportunity for the GOG to re-direct NAFCO's operations. In FY2, with input from the Food and Agriculture Organization (FAO) and USAID, APSP finalized the TOR for the assessment. In October 2015, APSP will engage CEPA to discuss the implementation of this assessment, expected to be completed in January 2016. This activity will contribute to Indicator 4.

*Build Capacity of Parliament Select Committee.* The Parliamentary Select Committee on Food Agriculture and Cocoa Affairs is mandated to oversee the implementation of policies, programs, and projects implemented by MoFA and the Ministry of Fisheries and Aquaculture Development (MoFAD), as well as by the Cocoa Marketing Board (COCOBOD) and to vet sector legislative instruments prior to final enactment. Its role is crucial to Ghana's agriculture policy process **and the Committee can make a significant impact in influencing the passage of legislative instruments and related regulations for sector development, if it is adequately supported to play that role.** In FY2, the Select Committee sent a request to APSP for technical and financial assistance to build its capacity. **In June 2015, the project had its initial consultation with the Select Committee.** APSP has since. In FY2 the project discussed and agreed on a joint program with staffers of the Select Committee to support capacity development of the committee members through training in budget analysis, expenditures tracking, policy analysis, as well as implementing events to engage with stakeholders on policy issues, and to work with staffers to discuss and develop budgets. ISU may collaborate in designing the training curricula and implementing some of the trainings. Training activities will begin in Q2 FY3 and will build the skills of the 20 members of the Select Committee and five staffers. This activity will contribute to the Indicators 1, 2, 5, and 6.

*Enhance Momentum of New Alliance.* The New Alliance (NA) is a G7 initiative to promote private sector investment in agriculture. Ghana, Ethiopia, and Tanzania are said to be lead countries in Africa. MoFA has requested that USAID coordinate donor support for NA activities and help Ghana to meet its international obligations. In October 2015, project staff will meet with MoFA and the METASIP/SAKSS Secretariat to discuss support for the initiative with emphasis on mutual accountability and adherence to annual international reporting requirements. APSP will propose that the METASIP/SAKSS Secretariat coordinates NA activities and develop a plan for its implementation, with APSP providing technical assistance, as required. NA activities will contribute to Indicators 2, 4, 5, 6 and potentially to Indicator 8.

*Support Education and Sensitization of Bio-Safety Act.* The Bio-Safety Act 831 was passed in 2011 and its related regulations are being finalized for submission to Parliament. Since the passage of the act, public outcry over genetically modified organisms (GMOs) has intensified and now the GOG is facing a judicial challenge on this issue. **The outcry over GMOs has created confusion, delaying passage of another important bill, the Plant Breeders Bill, which aims to reward intellectual property and promote an enabling environment for effective agriculture research in Ghana. Some civil society organizations (CSOs) have misinterpreted the Plant**

**Breeders Bill as another ploy by the GOG to promote GMOs.** In the meantime, the Ministry of Environment Science Technology and Innovations (MESTI) has developed a communications plan to help address the negative publicity surrounding GMOs and other related issues based on the use of biotechnology for agriculture productivity and income-enhancement purposes. **MESTI requested support from APSP to implement their communication plan.** In Q1 FY3, the APSP technical team will meet with the USAID/Agriculture and Technology Transfer Project (ATT), the Program on Bio-Safety (PBS) and MESTI to assist the Ministry in implementing such communications plan as part of the objectives of Act 831 related to public awareness on the benefits of biotechnology. **The project will provide short-term technical assistance to develop educational materials for widespread public education.** This activity will contribute to Indicators 4, 6 and eventually to Indicator 11, particularly if APSP provides support for public-private dialogues on bio-safety.

*Sensitization of the Gender and Agriculture Development Strategy.* The USAID/West Africa Agriculture Productivity Program (WAAPP) supported the WIAD Directorate of MoFA to develop the Gender and Agriculture Development Strategy (GADS). The strategy provides a blueprint for mainstreaming gender considerations into agriculture development, which is also a primary concern for APSP. In FY3, APSP will assist WIAD in disseminating the contents and objectives of the GADS, through sensitization events nation-wide. At least 160 public and private stakeholders are expected to participate at these exercises on GADS. APSP will consider providing additional support to WIAD to adjust the GADS as per the National Gender Policy recently approved by the GOG. This activity will contribute to Indicators 2, 3, 6, 7, and 12.

*Other Emerging Policy Issues.* The Trade Africa Partnership and Climate Smart Agriculture are important subject matters that merit the project’s attention. In FY3, the project will collaborate with other USAID-funded projects and partners to explore potential interventions.

*Collaboration with Other Partners.* The chart below identifies the partnerships that APSP will build with other FtF projects and DPs to complete the above activities.

Mechanism	Members	Objective/Activity
Collaborative Circle of Feed the Future Chiefs of Party	ADVANCE II, ATT, Africa Lead, APSP, FINGAP, METSS, RING & SPRING	Enhance implementation of agriculture policy-related interventions, including co-implementation of training and grants to public and private stakeholders.
Agriculture Sector Working Group	GOG & Development Partners	Coordinate activities aimed at improving and harmonizing the implementation of sector policies and programs and implement mutually agreed-upon priorities.
Joint Sector Review	GOG, Development Partners and private stakeholders	
Coordination Agreement	ATT, PBS and APSP	Coordinate activities to increase awareness on the benefits of biotechnology for improving productivity and incomes of smallholder farmers (Bio-Safety Act)
Coordination Agreement	GiZ’s MoAP and APSP	Train district-level agriculture officers in development planning and budgeting.
Coordination Agreement	AGRA’s Micro Reforms for African Agribusiness (MIRA) Program and APSP	Coordinate support activities for enhancing implementation of agriculture policy-related interventions.

**C1c: (Key Result Area 1.3): Improve Policies that Enable the Private Sector to Develop, Commercialize and Use Improved Agriculture Inputs to Increase Smallholder Productivity and Incomes.**

Ghana's METASIP seeks to promote increased private sector investment in agriculture, in line with the overall government policy to make the private sector the engine of growth in the nation's economic development. To this end, there is a need to improve the implementation of laws, policies, and/or draft legislation that will contribute to improving the food security-enabling environment to increase private sector investments in agriculture.

*Support for GoG Investment Plan.* Implementation of METASIP is due to end in calendar year 2015; accordingly, MoFA has begun to develop METASIP II, with support from FAO. As indicated elsewhere in this document, METASIP/SAKSS are planning instruments/systems to implement Ghana's national agriculture investment plan in accordance with CAADP demands. It is important that APSP supports MoFA by providing guidance for increased investment in this sector and assisting Ghana to meet its international obligations. MoFA has informed APSP that it may need the project's assistance to complete the investment plan. Should MoFA formally request assistance, implementation of this activity will contribute to Indicator 4.

*Support to Agriculture Commodity Trading Systems in Ghana.* Following the two APSP reports that provided an initial assessment of the Ghana Commodity Exchange (GCX) conducted in FY2, in FY3 APSP will work with relevant stakeholders to provide support to modernize the commodity trading mechanisms in the country, including the GCX and/or the Warehouse Receipt system. This activity is dependent on USAID's decision on if this assistance is needed, in which case, APSP will engage ISU to provide technical assistance. If implemented, this activity will contribute to Indicators 4 and 6.

*Development of an Agriculture Marketing Policy.* Ghana's agriculture sector continues to experience high post-harvest losses, estimated to range between 20 percent and 35 percent. This is a major challenge to Ghana's efforts at sustaining agriculture growth. Experts indicate that the absence of an agricultural marketing policy is a contributing factor to this problem. The development of a policy will help define specific actions and resources needed to address this challenge and promote increased productivity and production. MoFA's 2016 work plan proposes the development of a marketing policy in collaboration with the Ministry of Trade and Industry (MOTI), the Ministry of Finance (MoF), and the Ministry of Local Government and Rural Development (MLGRD). In November 2015, APSP will meet jointly with representatives of all four Ministries to agree on next steps to initiate the development of this policy and to plan for its completion by the end of Q2 FY3. Initially, APSP will ask CEPA to assess/revisit the status of agriculture marketing in Ghana and, based on the findings, will support the establishment of a team of experts tasked with drafting the policy for cabinet approval. This activity will contribute to Indicator 4, 11 and 14.

*Support for the Implementation of the Seeds and Fertilizer Act, 2010 (Act 803).* APSP is committed to continue supporting implementation of Act 803. Activities planned for FY3 include the following:

- Expand Community Sensitization of Act 803. Based on the successful implementation of three sensitization events in in FY2, APSP will award new grants to CSOs to undertake community-

level sensitization activities on Act 803 in FY3. Activities are expected to commence in October 2015. This activity will contribute to Indicators 2 and 5.

- *Support to the National Seed Development Plan.* The overall objective of the development plan—endorsed by MoFA and developed by Wageningen University with support from USAID through ATT and AGRA—is to pave the way to implement MoFA’s National Seed Policy. In FY3, APSP, through its subcontractor ISU, is planning to support the GOG with the following activities:

Beneficiary	Planned Support Activity	Objective
National Seeds Council (NSC)	- Establishment of a Secretariat for the three national councils	To assist both entities to become fully operational for enhancing the implementation of Act 803 and concomitant regulations and policies.
Technical Variety Release Committee (TVRC)	- Establishment of a Secretariat for the TVRC - Provision of basic ICT and office equipment for both secretariats - Support to Council and Technical Committee regular meetings, including meetings of their sub-committees - Development of policy proposals - Development of procedure manuals for variety evaluation and release - Study tour for selected members to Zambia	
SEEDPAG & STAG	- Grant support for the establishment of a Seed Value chain “national umbrella organization”	To strengthen private sector participation in the identification, implementation, and promotion of policies and programs to increase access to improved seeds.
Ghana Seeds Inspection Division	- Technical assistance for the development of accreditation manual for field inspection and seed testing, for review of seed certification manuals - Training in accreditation of seed certification and testing - Participation at the annual ISTA meeting - Selected activities to receive seed laboratory international accreditation	To update the capacity of the division to modernize its operations and improve services to seed industry stakeholders.
National Research organizations (NAROs)	- Technical assistance for the development of DUS and VCU testing criteria - Training in variety evaluation of DUS and VCU - Study tour for representatives of CRI, SARI, UGH and CCU to assess variety evaluation notable experiences	To build up their technical capacity to enhance the process of releasing materials for expanding availability of improved seeds, including implementation of crop variety licensing.

- *Passage of Harmonized Seed Regulations.* In Q1 and Q2 of FY3, APSP will continue supporting MoFA in the passage of the Seed Regulations that were drafted and finalized in FY2. APSP will follow-up with MoFA and the General Attorney’s Department and eventually technical assistance to the Parliament Select Committee on Agriculture, Food, and Cocoa Affairs.

Through these activities, APSP will train at least 30 members of the National Seeds Council, the Technical Variety Release Committee, the Ghana Seeds Inspection Division and the NAROs. This will contribute to Indicators 2, 4, 5, 6, 10, 11, 12, 13, and 14.

*Develop New Irrigation Policy.* The seasonal nature of Ghana’s agriculture continues to be a challenge, especially in view of ongoing climate changes. In response to this challenge, the government is exploring ways to improve irrigation infrastructure in support of year-round agriculture. The Ghana Irrigation Development Authority (GIDA) is a department under MoFA with the mandate to develop irrigation schemes across the country. GIDA has recently revised its mandate to become a regulator and to cede its implementing role to the private sector, thus contributing to expanding investments. In line with this new policy direction, GIDA plans to develop a new irrigation policy and has requested technical assistance from APSP. USAID is already supporting the Government of Ghana (GoG) in its initiative to expand irrigation agriculture and strengthen water users associations (WUAs) through the Ghana Commercial Agriculture Project (GCAP). GCAP is a joint World Bank and USAID project promoting year-round commercial farming through the development and use of irrigation facilities by out-growers. In FY3 Q1, APSP will collaborate with GCAP to complement and support GIDA for the policy review to enhance private sector participation in irrigation schemes. Planned activities will include the re-drafting of the policy and stakeholder validation exercises, which APSP expects to complete by Q2 FY3. APSP, GCAP, and GIDA will agree on the roadmap leading to the policy’s approval by the Ministerial Cabinet. The activity will contribute to Indicators 2, 4, 5, 11, 12, and 14.

*Develop Business Plans for Aquaculture Investments.* Ghana has been promoting the development of aquaculture in response to declining marine and inland water fish stocks, and plans to expand production from the current 25,000 mt. to more than 100,000 mt. in the next five years. To accomplish this, FAO provided technical assistance to the GOG to develop the Ghana National Aquaculture Development Plan (GNADP) to serve as a blue-print for implementing the strategy. The Ministry of Fisheries and Aquaculture Development (MoFAD) has requested technical assistance from APSP to develop investment plans from the GNADP to guide private sector investment in the fisheries sub-sector. APSP’s support to this initiative is based on its current mandate that includes technical cooperation to MoFAD. Improving the supply of fish protein will also enhance nutrition, which is also a major objective of the FtF program. Providing support to MoFAD in implementing the GNADP will improve the nutrition among the poor and vulnerable. Project activities will continue into FY3, with the development of investments plans for aquaculture production. The development of these business plans are paramount to guide private sector investments in the fish industry. APSP will support this intervention through its subcontractor ISU and a local STTA to backstop the ISU expert. This activity will respond to Indicators 2, 4, 5 and 14.

*Establish Policy Unit in MoFA.* Based on ISU’s initial report submitted in June 2015 on the establishment of a “Policy Unit” at MoFA, in FY3 APSP will follow-up with the Ministry on the next steps to operationalization the unit. In Q1, APSP will jointly organize a two-day stakeholder brainstorming session with MoFA to discuss and agree on the issues raised by ISU in the assessment report. In January 2016, APSP will liaise with ISU to engage the leadership of two African institutions, the Zambian Indaba Agriculture Policy Research Institute (IAPRI) and the Ethiopian Development Research Institute (EDRI) to arrange for experts from the two institutes to visit Ghana in March 2016, to share their experiences with MoFA management and other stakeholders. These two institutions are implementing successful policy development activities, so the visiting experts will provide advice and guidance on implementation, governance, and

financial sustainability for the Policy Unit. Work will continue throughout FY3 with ISU and MoFA to determine the conceptual and operational aspects of the unit and steps will be taken to have the “Unit” established by the end of FY3. Establishment of the Unit will respond to Indicators 1, 2, 4, 5, and 14.

*Coordination with Other Partners.* The chart below identifies the partnerships that APSP will build with other FtF projects and DPs to complete the above activities.

Mechanism	Members	Objective/Activity
Collaborative Circle of Feed the Future Chiefs of Party	ATT and APSP	Coordination of activities to enhance implementation of the Seeds section of Act 803.
Cooperation Agreement	WAFP & APSP	Co-funding of sensitization activities on Act 803
Coordination Agreement	AGRA’s Micro Reforms for African Agribusiness (MIRA) Program and APSP	Coordinate support activities for enhancing implementation of Act 803.
Coordination/Cooperation Agreement	FAO & APSP	Complementing the development of the METASIP II framework.
Agriculture Sector Working Group	GoG & Development Partners	Coordinate activities aimed at improving and harmonizing the implementation of sector policies and programs and implement mutually agreed-upon priorities.
Joint Sector Review	GoG, Development Partners and private stakeholders	
Cooperation Agreement	APSP & GCAP	Complement and support drafting of policies to enhance private sector participation in irrigation schemes (Water User’s Associations)
Cooperation Agreement	APSP & FAO’s Monitoring and Analyzing Food and Agricultural Policies (MAFAP)	Coordination to support MoFA with establishment of the “Policy Unit”

**C1d: (Key Result Area 1.4): Improve Execution of METASIP Programs.**

The basic mandate of METASIP is to prioritize and commission agriculture research to provide evidence-based policy formulation. METASIP has failed to perform this function effectively due to numerous challenges, including poor institutional coordination among its implementing institutions. As part of KRA 1.1, APSP and Re-SAKSS established a METASIP Secretariat in FY2, which will improve coordination and better execution of METASIP programs. In FY3, the project will conduct other activities, some through Component 2 and others through Component 1 to achieve the objectives of KRA 1.4.

*Support METASIP Activities.* METASIP representatives have submitted proposals for support to APSP. The project will meet the leadership of METASIP in November 2015 to discuss a broader framework to support their programs. Such support will further help to improve the policy process for evidence-based decision making related to food security, which is also one of the project’s key result areas. Based on these discussions, APSP and the METASIP/SAKSS Secretariat will identify specific activities for project support throughout FY3. The Indicators related to this activity are 2, 5, and 14.

*Commission SAKSS Research.* MoFA is currently developing TORs to commission a number of priority research studies. KRA 2.1 under Component 2 provides details of APSP’s interventions to commission relevant SAKSS research.

*Improve Agriculture Sector Data Collection, Analysis, Management, and Reporting.* APSP will continue to work with MoFA, through MoFA’s Statistics Research & Information Directorate (SRID), to improve sector data credibility for evidence-based policy formulation and implementation and to assist MoFA with the scaling-up of GAPS, as follows:

- Implementation of an Electronic Data Collection System. In FY2, APSP contracted a local IT firm to design, develop, and implement a Computer-Assisted Personal Interviewing (CAPI) data collection system in support of the Ghana Agriculture Production Surveys (GAPS). CAPI provides a holistic approach for quality agriculture data collection including GIS plotting, analysis, and management by minimizing human errors. Since signing the contract, the subcontractor has worked with SRID to complete the Planning System Requirement Analysis proposes a three-pronged implementation program. Implementation of this activity will result in a fully developed and reliable data collection system, which will generate accurate data for effective evidence-based policy analysis, decision-making and implementation. Indicators related to this specific activity are 1, 2, 5, and 14. This program, which will be fully supported by the project in FY3, entails the following:

- *Completion of System Development:* Implementation of a pilot program to test the CAPI system in 10 districts already covered under GAPS. The pilot program will be organized based on the following sequential phases/milestones:
  - i. Completion of the CAPI proto-type, installation on SRID system and submission of web-based (android links) to the prototype.
  - ii. Completion of the application design and development and the testing of all sub-systems, performing of the integration-test and user acceptance test and have it ready for delivery.
  - iii. Completion of the application deployment, system implementation and monitoring and gradual transfer of responsibility and ownership of the CAPI system to SRID.
- *Capacity building for MOFA SRID and M&E Unit at Regional and District Level:* Completion of the application design and testing of the CAPI system, involves the design of customized training modules and implementation of the corresponding trainings for about 290 MoFA national, regional and district staff (including District Agriculture Statistics Officers and Agents) in 10 GAPS districts.
- *Procurement of Hardware and Software Installation:* APSP will complete the development of CAPI by procuring hardware in the form of tablets and servers and installing the corresponding customized software.

**Training Areas for SRID and District Level staff for Managing the CAPI System**

- Collection of personal/socio-economic/ agricultural baseline data using the PDA/ tablet-based CAPI system
- Conducting surveys
- Field mapping using the GPS functions and operation of the CAPI system, including joining and visualizing spatial and non-spatial data
- Generation of reports and working with CAPI-database
- Identification of errors and inconsistencies in data for feedback and correction
- Mobile voice communication and integration.

- **Agriculture Data Validation and Printing.** As part of APSP’s strategy to improve agriculture sector data credibility to enhance evidence-based research commissioned by METASIP, APSP will support the SRID to validate and publish limited quantities of the “2014 Facts and Figures” document. In October 2015, the project will meet with management of SRID to plan and execute a validation workshop of the statistics document before the end of calendar year 2015, and based on the adjustments and improvements, print limited copies in December, 2015. This activity will contribute to project Indicators 2, 5 and 14.
- **Consolidation of MoFA Reporting Commitments.** Some MoFA publications are duplicative and cover similar topics. Some of these publications include the Agriculture Progress Report (APR), New Alliance Report, Joint Sector Review Report, Agriculture Expenditure Tracking Report and the Facts & Figures. In FY3, APSP will consult with MoFA and other stakeholders and agree on how to consolidate some of these publications. APSP will recommend that the METASIP/SAKSS Secretariat take on this task with project support. This activity will contribute to project Indicators 4, 6 and 14.

*Collaboration with Other Partners.* . The chart below identifies the partnerships that APSP will build with other FtF projects and DPs to complete the above activities.

Mechanism	Members	Objective/Activity
Collaborative Circle of Feed the Future Chiefs of Party	ADVANCE II, ATT, Africa Lead, APSP, FINGAP, METSS, RING & SPRING	Enhance implementation of agriculture policy-related interventions, including training and grants to public and private stakeholders.
Coordination/cooperation agreement	Re-SAKSS & APSP	Establishment of METASIP Secretariat and improve METASIP execution.
Cooperation Agreement Working Group	GOG & Development Partners	Coordinate activities aimed at improving and harmonizing the implementation of sector policies and programs and implement mutually agreed-upon priorities.
Joint Sector Review	GOG, Development Partners and private stakeholders	
Cooperation Agreement	IFPRI/GSSP & APSP	Scaling up GAPS.

### Summary of Expected Results under PIR 1: Policy Formation and Implementation.

See Section I. D. Project Performance Measurement above for detailed descriptions of the indicators.

ACTIVITY	INDICATOR	EXPECTED RESULTS
<b>KRA 1.1: Improved Capacity for Policy Analysis and Evaluation by Core METASIP Implementing Institutions by Standing-up SAKSS Node</b>		
Build capacity of METASIP/SAKSS members	1, 2, 5	About 100 METASIP/SAKSS members trained in policy analysis and other technical areas as identified in the assessments implemented by GIMPA.
Implement Action Plans for METASIP/SAKSS	1, 2, 5	Expected activities as part of actions plans, which might include training, technical assistance, and research, will improve the agriculture process for evidence-based policymaking.
<b>C1b: Enhanced Implementation of Improved Policies, Regulations and Administrative Procedures as Outlined by GOG-Endorsed Policy Documents and Agreements Made Between GOG, Donors and Private Sector.</b>		

ACTIVITY	INDICATOR	EXPECTED RESULTS
Support Joint Sector Review (JSR) Implementation	4, 12	Agriculture sector policy process and implementation enhanced through the implementation of actions as recommended at the JSR.
Support Drafting of Land Bill	4, 5	Land Bill analyzed, drafted, and presented for legislation; access to agriculture land enhanced. Staff at the MLNR trained in the specific content of the bill.
Passage of Animal Health and Livestock Production Bills	4	Two livestock sector Bills passed into law.
Assessment of NAFCO	4	GOG receives recommendations to redirect and improve NAFCO operations and eliminate distortions in commodity markets currently caused by its operations.
Build capacity of Parliament Select Committee	1, 2, 5, 6	Legislative skills of 20 MPs and 5 staffers improved, based on customized training activities.
Enhance Momentum of New Alliance	2, 4, 5, 6, 8	Food and nutrition security promoted at national level through trainings, policy discussions, capacity building and research.
Support Education and Sensitization of Bio-Safety Act	4, 6, 11	GOG's communication plan to address concerns on biotechnology and GMOs is discussed, communicational material published, and general public enhances its knowledge about biotechnology and GMOs as drivers of agriculture growth.
Sensitization on Gender and Agriculture Development Strategy (GADS)	2, 3, 6, 7, 12	160 stakeholders trained in GADS for community sensitization; gender considerations mainstreamed into overall agriculture development plans.
Support for Emerging Issues		TBD
<b>C1c: Improve Policies that Enable the Private Sector to Develop, Commercialize and Use Improved Agriculture Inputs to Increase Smallholder Productivity and Incomes</b>		
Support Development of GOG Investment Plan	4	METASIP II developed, validated and ready for implementation.
Support to Agriculture Commodity Trading Systems in Ghana	4, 6	Based on recommendations from studies implemented by APSP, USAID would decide on relevant support for a sustainable and effective system for commodity trading in the country.
Development of Agriculture Marketing Policy	2, 4, 11, 14	An agriculture marketing policy passed by cabinet for implementation. Staff at MoFA, MoTI, MoF and MLGRD trained in the specific content of the policy.
Support for Implementation of Seeds and Fertilizer Act 2010 (Act 803) a. Expand community sensitization on Act 803 b. Support to National Seed Development Plan c. Grant support for establishing national umbrella organization of seed value chain (Provided for under Component 3 below)	4, 6, 11, 14 2, 4, 5, 6, 14 10, 11, 14	a. Improved understanding and implementation of the law. b. About 30 seed sector experts trained and Seed Plan implemented successfully. c. See IR 3, Policy Advocacy Component.
Support final passage of Harmonized Seed Regulations	4	Seed Regulation harmonized to ECOWAS protocols are passed by the end of calendar year 2015
Develop Irrigation Policy	2, 4, 5, 11, 12, 14	New irrigation policy passed by cabinet for implementation. Staff at the GIDA trained in the specific content of the policy.
Develop Business Plans for Aquaculture Investments	2, 4, 5, 14	Aquaculture business plans are developed and MoFAD's aquaculture policy is implemented and staff at MoFAD trained in implementation of aquaculture plans.
Establish Policy Unit at MoFA PPB	1, 2, 5, 14	15 staff trained in policy analysis; MoFA management receives support from "unit".
<b>C1d: Improved Execution of METASIP Programs</b>		
Support METASIP Activities	2, 5, 14	Improved METASIP execution.

ACTIVITY	INDICATOR	EXPECTED RESULTS
Improve Agriculture Sector Data Collection, Analysis and Management <b>and Reporting</b>	1, 2, 5, 14	a. About 290 agriculture officers trained in CAPI and the National and district-level, including SRID. Training will improve data collection, analysis and management.
a. Implementation of an Up-to-date System for Data Collection. [Computer-Assisted Paperless Interviewing (CAPI) system]	2, 5, 14	b. Credibility of agriculture data enhanced and accepted.
b. Validate and print limited copies of agriculture data	4,6 & 14	c. <b>Consolidation of MoFA's reporting for improving cohesiveness, avoiding duplication, and enhancing linkages in policy implementation and reporting</b>
c. <b>Consolidation of MoFA Reporting Commitments</b>		

**C2. Intermediate Result 2: Increased availability of rigorous policy analysis capacity for evidence-based policy making**

Detailed activities to achieve the objectives of Intermediate Result 2 are organized based on the Key Result Areas (KRAs), as indicated below.

**C2. Key Results Area 2.1: Enhance High Quality Policy Research Capacity**

Activities planned for FY3 under this component are designed to support three fundamental tasks:

- i. To continue to enhance the capacity of Ghanaian universities, think tanks, and other research institutions to carry out high-quality research to provide policy-makers with evidence-based, actionable findings for policy formation and implementation.
- ii. To implement and monitor the first set of research grants awarded through the tender issued in June 2015.
- iii. To expand the project’s research portfolio by issuing new tenders to respond to policy dynamics and stakeholder demands, especially from GOG and MoFA.

**Intermediate Result 2  
Year 3 Milestones**

- Award at least 10 Grants for **policy research development**
- Assess policy research capacity in universities, research institutions and GOG units
- Identify at least 3 new research topics with METASIP/SAKSS and issue RFPs
- Implement at least three dialogues forums to discuss findings of research completed in FY2

To facilitate research, the project issued an RFA (RFA-003) in June 2015, “to Develop Rigorous Policy Analysis, Research and Graduate Thesis / Dissertations for Evidence-based Agriculture Policy-Development under METASIP and other GOG Priorities.” **APSP received applications from thirteen public and private organizations (universities, research organizations, private “think tanks” and civil society organizations) applying for the development of 64 research, policy studies, and thesis dissertations by the time the tender closed on September 7<sup>th</sup> 2015. The implementation of the selected proposals will provide policy makers with current, relevant empirical evidence to advance the policy reform process.** Based on the GUC mechanism, the project will select and make awards to selected research proposals in FY3. The project also expects to issue an additional tender for research in FY3. Grants are to be competitively awarded to Ghanaian public and private universities and research organizations, “think-tanks”, and civil society organizations.

*Operationalize Small-Grants Fund.* Under RFA-003, APSP issued a tender for: (i) High Quality Research studies, (ii) Masters dissertations/PhD thesis from graduate students, and (iii) Special Studies, all responding to METASIP priorities. The Grant Selection Committee to assess the research proposals will be comprised of project staff, two representatives from MoFA, and a Ghanaian scholar to ensure that project investments align with GOG priorities. In addition, the project has asked applicants to consult closely with MoFA in the development process to ensure that the research topics respond to METASIP/SAKSS priorities. Grants under RFA-003 are expected to begin being awarded in October 2015. The close collaboration and involvement of MOFA in the selection of research studies will bridge the gap between researchers and policy-decision makers. The project expects that this relationship between MoFA and the research community will continue, especially through the Research-Extension Liaison Committees (RELC). In FY3, the project will meet with some of these committees to identify potential support activities, especially promoting their engagement with MoFA and other outreach activities. Awarding of Grants under RFA-003 are expected to begin in October 2015. The activity will result in the award of at least 10 research proposals, including selected high quality research studies, thesis dissertations, and special policy documents, contributing to Indicator 8.

*Engage with MoFA to Issue Tenders for Specific METASIP Research Studies.* Commissioning Research Studies on METASIP priority research needs is a core project objective. The APSP technical team is in consultation with MOFA directorates to develop TORs for specific research topics from the METASIP/SAKSS Secretariat. This activity of IR2 (Policy Research) links up with IR1 (Policy Formation and Implementation) as it relates directly to standing up the SAKSS Node and improving the execution of METASIP/SAKSS Programs. A tender and award process to commission these priority studies is expected to commence in Q2 FY3. This activity will result in the commissioning of priority METASIP research studies, contributing to Indicator 8.

*Engage with METASIP/SAKSS Secretariat to Strengthen Research Identification.* In FY2, the inability of METASIP/SAKSS to identify specific research needs and priorities impaired the project's ability to release tenders for research grants. To mitigate this problem, in FY3 the project will build the capacity of the METASIP/SAKSS Secretariat to identify potential research gaps and validate research priorities with the METASIP Steering Committee. Throughout FY3, APSP will provide technical assistance to the Secretariat to identify research priorities, and facilitate stakeholder consultations and for the development of TORs for the prioritized topics. The project expects that through this assistance, in FY3 METASIP/SAKSS representatives will be able to identify and prepare at least three new topics for research to tender. The research projects will be tendered on a rolling basis on the completion of the identification, validation, and development of the terms of reference. APSP, with potential support from ISU, will work with MoFA to have this completed by the end of Q3 FY3. Technical support to MoFA under this activity will impact on Indicators 1, 5, 8, and 14.

*Building Capacity for Research among Research Institutions.* As part of APSP Research Grant Activities under RFA 003, an assessment tool to assess the research capacity of applicant universities, research institutions and GOG units is currently being administered by APSP. An analysis of research capacities will be completed in Q1 FY3 and will be used to scope possible technical assistance activities to enhance the capacities of these research institutions. Indicators under this activity include 8, 9 and 14.

*Follow-up on Research Recommendations.* Following the completion of project-sponsored high quality research studies, policy studies, and graduate thesis dissertations, APSP will engage MoFA and other relevant stakeholders to review and agree on recommendations from the research and assess the implementation needs in FY3. Recommendations will be captured in lessons learned and serve as useful evidence to engage in policy discussions with the duty-bearers for policy refinements. The recommendations from a number of special studies completed in FY2 (Soil Fertility Management, Ghana Commodity Exchange, Agriculture Crop Insurance, etc.) as well as the upcoming grant research could be used by CSOs, advocacy groups, and the private sector, as inputs for policy dialogue with government. They may also inform governmental decisions on the continuation or modification of programs or policies to enhance the development of the agricultural sector. APSP will implement at least three dialogue events to discuss the findings of these research in FY3. This monitoring activity on research recommendations will contribute to Indicators 4, 11, 12, and 14.

*Expansion of Research Activities.* Based on the results of RFA-003, the project will issue an additional tender in Q2 FY3 to receive grant applications on new and emerging priorities. This new tender will respond to a myriad of issues emerging from discussions with stakeholders, FtF projects, and DPs. Awards for research will contribute to Indicator 8. ISU might be engaged in the development of the new tender, given its experience with graduate students mentoring, research funding, and RFP design and guidance principles for proposal selection. This subcontractor could help define selection criteria and guiding principles to properly select proposals.

*Collaboration with other DPs and USAID/Ghana FtF Projects.* The chart below identifies the partnerships that APSP will implement with other FtF projects and DPs to assist in accomplishing the preceding planned activities.

<b>Mechanism</b>	<b>Members</b>	<b>Objective/Activity</b>
Collaborative Circle of Feed the Future Chiefs of Party	ADVANCE II, ATT, Africa Lead, APSP, FINGAP, METSS, RING & SPRING	Enhance implementation of agriculture policy-related interventions, including training and grants to public and private stakeholders.
Coordination/cooperation agreement	METSS & APSP (See Section III: M&E)	Establish M&E systems for MOFA.
Cooperation Agreement	RE-SAKSS & APSP	Identify of research topics and formulation of ToR for commissioning.
Cooperation Agreement	IFPRI/GSSP & APSP	Ensure the availability of good quality agriculture data in Ghana for evidence-based policy formation and for the scaling-up of GAPS
Coordination agreement	APSP, GSSP/IFPRI, WAFP and AFAP	Implement seminars with selected stakeholder to disseminate findings of Soil Fertility Management Research study.
Coordination Agreement	APSP, FINGAP and ADVANCE II	Implement seminars with selected stakeholder to disseminate findings of the Crop Insurance in Ghana research study.
Coordination Agreement	APSP and Agriculture and Agribusiness Unit at MoF	Discuss findings of the assessments on Agriculture Commodity Trading systems in Ghana.

## **Summary of Expected Results under PIR 2: Policy Research**

See Section I. D. Project Performance Measurement above for detailed descriptions of the indicators.

ACTIVITY	INDICATOR	EXPECTED RESULTS
<b>KRA 2.1: Enhance high quality policy research capacity</b>		
Operationalize Small Grants Fund	8	Ten grants for implementing High quality research, thesis dissertations and special studies/METASIP priorities are awarded.
Engage with MoFA to issue RFP based on TORs for Specific METASIP Research Studies	8	Development of specific ToRs with technical support from the project will pay the way for issuing RFPs to commission these studies.
Engage with METASIP/SAKSS Secretariat for strengthening Research Identification	1, 5, 8, 14	Technical assistance from project enhances capacity of MoFA and METASIP/SAKSS Secretariat to identify seven new research topics. Support activities might include training to members of the SAKSS Nodes for research identification.
Building Capacity for Research among research institutions	8, 9, 14	Once assessment being conducted by the project is completed, project will provide technical assistance to participating institutions to enhance their research capacities.
Follow-up on Research Recommendations	4, 11, 12, 14	Discussions with MoFA and other public and private stakeholders will result in policies being evaluated and research recommendation discussed for implementation.
Expansion of Research Activities	8	A new RFA will be issued to expand the portfolio of research activities under implementation with project support.

### **C3. Intermediate Result 3: The voice of the private sector (civil society, private organizations, farmer associations and media) in the public policy process clarified and amplified.**

Detailed activities to achieve the objectives of Intermediate Result 3 are organized based on the Key Result Areas (KRAs), as indicated below.

#### **C3a. (Key Result Area 3.1): Improve Engagement of the Private Sector in Food Security Policy Reforms and Implementation**

The participation of the private sector including civil society, private organizations, farmer associations, and the media in the agriculture policymaking process is crucial to Ghana's agriculture development. Accordingly, in FY2 APSP has worked to improve the capacity of the private sector to engage in the policy making process through training programs and the project's small grant mechanism.

In FY3, the project will continue strengthening the capacity of civil society, private organizations, and the media through grant awards and training. APSP will also train over 40 private sector actors to engage policy makers and amplify their voice in the policy process through public-private dialogue forums at the national, regional and district levels.

To achieve this KRA, in FY3 the project is planning to undertake the following activities.

*Supporting the revival of the APPDF.* The Agriculture Public Private Dialogue Forum (APPDF) is the platform created to bridge the consultative gap between the public and private sector for agriculture policy formulation and implementation in Ghana. Since July 2011, APPDF has been dormant due to organizational and financial constraints. The interim challenges faced in the revival of APPDF have been well documented in the FY2 Q2 and Q3 reports.

In Q4 FY2 through the political will of the co-chairs of the forum and APSP support, stakeholders that were signatories for the forum in 2011 and other new stakeholders met to revive the forum. In FY3, the project will focus its attention on provision of the needed technical and financial support to reinstate and make the forum functional through a grant mechanism. It is expected that the revival of the forum will promote public private engagements to discuss policy reforms that are crucial for improving private sector investment in the agriculture sector of the Ghanaian economy. The implementation of this grant will contribute to Indicators 11 and the monitoring of the forums activities will contribute to Indicators 11 and 12.

*Facilitation of Policy Advocacy Activities.* In FY3, the project will expand its policy advocacy activities and reach out to new associations in Ghana that represent the interest of smallholder farmers, including women and other private sector stakeholders. Through these activities, discussions on food security and agricultural policy reforms can be extended to more districts and more groups within the agriculture sector. In this context, in FY3 the project will not only continue supporting the policy advocacy efforts of non-state actors (NSAs) but will also expand these activities to reach out to even smaller social groupings as follows:

- **Strengthening FBO Networks.** Bringing FBOs together to network among themselves has been recognized as an effective strategy for increasing the voice of smallholder farmers in the policy process and a fundamental building block in the agricultural development process. To bring in more FBOs to engage policy makers and duty bearers, the project will identify and strengthen about 10 FBO networks in the regions and districts. The FBOs networks already exist and many are working with USAID Feed the Future projects such as ADVANCE II and ATT in the SADA region, mainly in the areas of technology transfer and value chain development. In FY3, APSP will facilitate and expand the participation of FBO networks in policy dialogues at regional and district levels in collaboration with the ADVANCE II project and other DPs working with FBOs. In particular, APSP and ADVANCE II will identify and strengthen FBO Networks in the FtF ZOI. The activity will intensify private sector advocacy for increase public budgetary support for the development of agriculture at decentralized levels of governance. It

### Intermediate Result 3 Year 2 Milestones

- APPDF revived and functional
- Capacity of 45 NSA built in policy analysis, policy advocacy, fundraising, operations & programs management, etc.
- 5 FBO networks supported to carry out policy advocacy interventions at the regional and districts levels
- More than 35 policy advocacy activities undertaken to promote private investments and gender mainstreaming in all three project components
- At least 20 policy briefs/position papers produced
- 80 policy communication materials produced for stakeholder consumption
- At least 20 new journalists trained in agricultural reporting and policy

is expected that in FY3, at least 5 dialogue forums will be organized to engage policy makers and duty bearers culminating in the production of 5 policy briefs and position papers through these efforts. This will culminate in the implementation of 5 dialogue activities around the network of 5 FBOs, in the development of its corresponding policy briefs and positions papers, all contributing to the achievement of project performance Indicators 6, 7, 11 and 12.

- Expanding NSA participation through the Small Grants Fund. In FY2, the project directly organized a number of agriculture policy education and sensitization forums and then, awarding small grants to expand the implementation of policy advocacy initiatives through CSOs at the regional and district level. In FY3, the project will continue awarding grants to these type of organizations, broadening the geographical spectrum of project grantees and therefore, expanding education on policy issues, policy advocacy activities and the number of public-private dialogue forums. At the beginning of Q2 FY3, the project will issue its second APS to receive applications for short-term policy advocacy and dialogue implementation activities. At least 5 grants will be competitively awarded to eligible civil society, private organizations and farmer associations including the media, to carry out policy advocacy and policy dialogues. This will contribute to the achievement of performance indicators 6, 7, 11 and 12. It is expected that in FY3, 5 dialogue forums will be organized to engage policy makers and duty bearers culminating in the production of 5 policy briefs and position papers through these efforts. This will contribute to the achievement of performance indicators 6, 7, 11 and 12.

*Monitor and document implementation of policy dialogue recommendations.* In FY2, APSP implemented policy forums at the district and regional levels and intends to facilitate five additional forums in FY3. These forums generated a number of recommendations to be implemented by the public sector and other stakeholders. In FY3 the project will monitor the implementation of at least 40 percent of all the recommendations emerging from FY2 dialogues and of those planned for FY3. To this end, the project will do its own follow-up and will consider awarding short-term consultancies to undertake this activity. This activity will commence in Q2 and will continue through **the end of the project**. This activity will contribute to project performance Indicators 11 and 12.

*Develop and Produce Agriculture Policy Communication Materials.* Policy advocacy initiatives supported by the project will result in the production of documents for the consumption of the public and duty bearers of the agriculture policy process. Activities planned for FY3 are as follows:

- Expanding Media House Reportage on Agriculture Policy. During FY2, Ghanaian journalists were trained in agriculture communication and reporting. The training resulted in the publication of a numbers of articles on agriculture related issues in the media. In FY3, APSP will continue implementing training activities to expand the number of journalists and media representatives trained in agriculture policy and reporting. We expect that through this activities, the project will enhance their knowledge and technical skills on agriculture issues and expand the number of sector-related communication material for public consumption, with an emphasis on the production of policy-related documents, feature articles, and investigative research. Adding 20 trained journalists to the number of

media representatives trained in FY2 will result in increased media coverage of key agriculture sector policy issues in Ghana.

- Engaging Editors of Media Houses. In Q1 and Q3 of FY3, APSP will hold two strategic meetings with editors of media houses to solicit their support in the publication of articles and news items on agriculture-related issues.
- Institutional Newsletter. APSP will produce a quarterly newsletter that will include reports from MoFA, APPDF and grantees.
- Supporting MoFA/MoFAD to Disseminate Policy Documents. APSP will facilitate the re-printing of an abridged version of Ghana's Food and Agriculture Sector Development Policy (FADSEP II), Ghana's Fisheries and Aquaculture Policy documents, and the production of flyers and visuals aids on these two key policy documents. The project will respond to demand for the production and dissemination of other policy documents (laws, regulations, administrative procedures, etc.). The production of these materials is intended to make the documents available to a wider audience and deepen understanding of relevant laws, regulations, and the policy process at training workshops and policy sensitization and dialogue forums. APSP will hire the services of Graphic Designer/Visual Artists and contract a printing house to execute this task at the beginning of FY3.

The activities are expected to contribute to Indicator 6 through the production of at least 80 policy communication materials developed by the end of FY3.

### **C3b. (Key Result Area 3.2): Improve the Capacity of the Private Sector to Advocate for Pro-business Agricultural Sector Reforms in Ghana.**

To achieve this KRA in FY3, the project is planning the following activities:

*Capacity Building for NSAs & Post-Training Monitoring.* Based on the organizational and policy advocacy capacity assessments implemented in FY1 and FY2, APSP identified significant institutional capacity gaps in many of the target organizations. In Q4 of FY2, APSP initiated training programs for more than 40 NSAs (CSO and apex farmer associations) in the northern and southern parts of Ghana to enhance their institutional capacity and better advocate for policy reforms to expand private sector investments in the agriculture sector of Ghana. This activity will contribute to Indicators 1, and 13. In FY3, the training programs will continue and the project will carry out post-training monitoring and evaluation of the trained organizations to ensure that the capacity building activities are yielding the intended impact. APSP intends to contract short-term consultants to carry out post-training monitoring and evaluation of the trained

organizations, beginning in Q2 FY3. This post-training monitoring will contribute to the achievement of project performance Indicator 10.

*Establishment of a National “Umbrella” Organization to Represent Seed Traders.* In late FY2, a consortium of seed producers, the Seed Producers Association of Ghana (SEEDPAG) and the Seed Traders Association of Ghana (STAG), approached APSP to support to establish a national umbrella organization to represent the interests of seed traders in Ghana. The purpose of the organization would be to unify the voices and actions of all seed stakeholders and promote the necessary policy reforms to enable the private sector to increase investments in the seed industry, improve farm productivity, and raise rural incomes. APSP expects to support this initiative as part of its on-going activities related to the implementation of the Seed and Fertilizer Act 803 (See Section II B1c.). In Q1 FY3, the project will finalize the evaluation of this unsolicited proposal for possible award. APSP’s support in the establishment of this organization will contribute to key project Indicators 4, 6, 11, 12, and 13.

- | <b>Institutional gaps to be addressed in the training of NSAs</b>  |
|--|
| <ul style="list-style-type: none"> <li>• Organizational membership development,</li> <li>• Leadership and governance,</li> <li>• Financial management,</li> <li>• Operations management,</li> <li>• Human resource management,</li> <li>• Policy analysis and advocacy,</li> </ul> |

**C3c. (Key Result Area 3.3): Provide Civil Society Support for the Policy Efforts of Other Ghana FTF Projects**

APSP has been effectively collaborating with other FtF projects and DPs on building the capacity of stakeholders in the regions in northern Ghana. APSP will intensify collaborative efforts to provide civil society support to these partners in FY3. These collaborative efforts would assist in harmonizing and harnessing resources towards the achievement of key project Indicators 2, 6, 7, 11, and 12.

<b>Mechanism</b>	<b>Members</b>	<b>Objectives/Activity</b>
Cooperation Agreement	APSP, Africa Lead II and GIZ-MOAP	To establish a well- functioning agriculture public-private policy dialogue and advocacy platform (Revival of the APPDF).
Cooperation Agreement	APSP & ADVANCE II	To expand regional level inputs or participation in the agriculture public policy process at the regional & district level sensitization and education forums.
Cooperation/Coordination Agreement	APSP & ADVANCE II	To support district assemblies in developing their investment plans (ADVANCE II) and to build the capacities of the agriculture sub-committees of the assemblies to effectively discharge their mandates (APSP).
Cooperation Agreement	APSP, BUSAC & ADVANCE II	To facilitate the formation of a National “umbrella” organization to represent the seed value chain in Ghana and promote policy reforms to enable investments in the industry.

**Summary of Expected Results under PIR 3: Policy Advocacy**

See Section I. D. Project Performance Measurement above for detailed descriptions of the indicators.

ACTIVITY	INDICATOR	EXPECTED RESULTS
<b>KRA 3.1 Improve Engagement of the Private Sector in Food Security Policy Reforms and Implementation</b>		
Supporting the revival of the APPDF	11 12	A national platform for agriculture policy dialogue is established and functional.
Facilitation of Policy Advocacy Activities a. Strengthening FBO Networks b. Expanding NSAs participation through Small Grants Fund	6, 7, 11, 12 6,7,11, 12	a. 5 agriculture policy dialogue platforms established around 5 FBOs networks and 5 policy briefs developed b. 5 NSAs receive grants for policy advocacy, resulting in at least 5 dialogue forums, which will develop 5 policy briefs for public consumption
Monitor and Document implementation of policy dialogue recommendations	11 12	Through direct monitoring or local STTA, project to monitor implementation of at least 40 percent of all of the recommendations that resulted from FY2 dialogues and of the new recommendations stemming from five policy dialogues in FY3.
Develop and produce Agriculture Policy Communication Materials: a. Expanding Media House Reportage on Agriculture Policy b. Engaging Editors of Media Houses c. Supporting MoFA/MoFAD to disseminate Policy documents	6	Activities will enhance the agriculture reporting skills of 20 journalists and will develop at least 80 policy communication materials published for stakeholder consumption.
<b>KRA 3.2: Improve the Capacity of the Private Sector to Advocate for Pro-business Agricultural Sector Reforms in Ghana.</b>		
Capacity building for NSAs including post training monitoring	1, 10, 13	Two subcontractors are implementing capacity building training. Activity will continue in FY3 and a post-training monitoring will take place. At least 40 NSAs are strengthened.
Establishment of a National "Umbrella" organization to represent Seed Traders	4, 6, 11, 12, 13	Through grant support the seeds producers and traders of Ghana form a national "umbrella" organization to advocate for policy reforms in the seed industry and enhance the implementation of Act 803.
<b>KRA 3.3: Provide Civil Society Support for the Policy Efforts of Other Ghana FTF Projects</b>		
Collaborate with other FtF projects and donor partners such as ADVANCE II, BUSAC, and GIZ-MOAP	11, 12, 13	Increased in policy dialogue forums, implementation of the dialogue forums, and build capacity of NSAs in agriculture.























## **E. Cross Cutting Strategies: Communications, Gender, and Exit Strategy**

### **E1. Communications Plan Implementation**

APSP's Communications Plan provides guidance and specific actions to leverage the project's coverage and highlight and disseminate information about project activities. Specific communications activities planned for FY3 include:

- a. Develop Project Communications/Public Relations (PR) materials to support the education and sensitization of stakeholders on the Land Bill and Act 803.
- b. Develop a video on APSP's activities, successes, and lessons learned for the client, partners, and public and private stakeholders.
- c. Produce a quarterly e-newsletter on APSP activities and accomplishments to share information with stakeholders.
- d. Organize and facilitate meetings between news editors in the Ghanaian media to explain the importance of reporting on agriculture issues in general and on agriculture policy reforms, in particular.
- e. Facilitate the re-printing of the abridged version of Ghana's Food and Agriculture Sector Development Policy (FASDEP) and produce flyers, training materials, booklets, charts, posters, etc., on FASDEP to share with participants at the dialogues and training events (CSOs, FBOs, public servants) and with the general public, through distribution or publication, in order to deepen understanding of the agriculture policy process.
- f. Engage the services of a journalist/media house to develop and publish agriculture articles in the media to deepen understanding of the agriculture policy process.
- g. Publish articles, reports, and policy papers on the activities of APSP's grantees to enhance visibility of APSP grant activities.
- h. Publish research findings and recommendations of the studies supported by APSP for stakeholder consumption.
- i. Provide communications/media coverage for APSP capacity building activities.

### **E2. Gender Strategy**

In FY2, the project recruited a full-time Gender Specialist to support the project team and implement the following activities from the project's gender strategy, including: (i) develop gender training manuals, (ii) train NSAs and media on mainstreaming gender into activities; (iii) train project staff on gender mainstreaming into project activities.

In FY3, APSP will continue to promote gender-sensitive policymaking through the following activities:

- a. Review grant applications to ensure that proposals respond to the specific needs of women.
- b. GIMPA to train MoFA (PPMED and SRID Staff) in gender mainstreaming.
- c. GIMPA to train METASIP Steering Committee, SAKSS Node in gender mainstreaming.
- d. Support WIAD to develop a Gender and Agriculture Policy for Ghana.
- e. Engage WIAD to implement policy recommendations in the Gender and Agriculture Baseline Survey Report and to promote sustainability.

- f. Provide technical assistance to WIAD for Sensitization Workshops to educate MoFA Staff on the GADS at the national and district levels.
- g. Map gender advocacy groups (experts, advocacy groups, etc.) and engage them to intensify gender activities related to agriculture policy.

### E3. Exit Strategy

As explained in this work plan, the project has progressed towards accomplishing its proposed Exit Strategy. This strategy (below) is based on the project’s vision and mission outlined in Section I and has been updated to respond to the lessons learned over the course of the project’s implementation.

What	How	Resources
<b><i>Policy Unit and Public-Private Forum established</i></b>		
<ul style="list-style-type: none"> <li>• Project expects to have established a cadre of highly trained professionals within PPB on policy analysis, formulation and monitoring, fully equipped with the needed resources and fully funded by the GOG on a continuous basis.</li> <li>• Project expects to have a fully functional Agriculture Policy Public-Private Dialogue Forum.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of a well-planned support process from the project.</li> <li>• Committed support and buy-in from the GOG.</li> <li>• Quality of the services provided by the Unit to policy-makers will convince sector and budgetary authorities to fund its activities.</li> <li>• 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 political support.</li> </ul>	<ul style="list-style-type: none"> <li>• MOFA’s operating budget.</li> </ul>
<b><i>Local Research Capacities strengthened</i></b>		
<ul style="list-style-type: none"> <li>• High quality &amp; gender sensitive analysis tailored to the needs of the private sector, civil society, and GOG.</li> <li>• Research institutions engage effectively and continuously in the policy process.</li> <li>• High quality &amp; gender sensitive data is produced.</li> </ul>	<ul style="list-style-type: none"> <li>• The capacity of research institutions is improved through a well-planned support process from the Project.</li> <li>• Research institutions have developed effective communications strategies to share knowledge on research studies.</li> <li>• Research institutions have developed closer relationships with the GOG, private sector, CSO and FBOs for the identification of research priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Research institutions charge a fee for their services and products (similar to funding sources at the Ghana Investment Promotion Agency).</li> <li>• Fundraising activities, based on quality of services.</li> <li>• Grant-making capacities enhanced.</li> </ul>
<b><i>Private Sector effectively engaged in the Agriculture Policy Process</i></b>		
<ul style="list-style-type: none"> <li>• CSOs and FBOs relevant to METASIP priorities are organized into effective policy discussion groups.</li> <li>• Organizations understand the policy environment, how to work within it to influence policy-making, and play a leadership role in the policy arena.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• CSOs improve their institutional capacity for advocacy through a well-planned support process from the Project.</li> <li>• Committed support and buy-in from current national and district leaders.</li> <li>• 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.</li> <li>• Improved organizational structure and leadership accountability will</li> </ul>	<ul style="list-style-type: none"> <li>• Membership fees for services rendered by the organizations, including sector studies, research papers, advocacy campaigns, etc.</li> <li>• Institutional income from dues.</li> <li>• Grant-making capacities enhanced.</li> </ul>



## SECTION III

### Monitoring & Evaluation, Knowledge Management & Learning

*Performance Monitoring.* APSP has developed a Monitoring & Evaluation Plan and a Performance Monitoring Plan (PMP), with four FTF standard indicators and nine custom indicators. Data collection is in conformity with the definitions and data collection methods specified in the performance indicator reference sheets (PIRS) and the guidance in the FTF Indicator Handbook. APSP is collaborating with USAID/Ghana Monitoring, Evaluation and Technical Support Services (METSS), the M&E Specialist at the USAID/Ghana Economic Growth Office (EG), and other FTF IPs to ensure uniformity in collection methods and sources, and adhere to the strict definitions of FTF standard indicators. The APSP M&E Specialist and technical leads are responsible for tracking performance indicators in the PMP. APSP is conducting high quality monitoring and evaluation and can substantiate its Performance Indicator Tracking Table (PITT) with documentation for verification and data quality reviews.

*Project Progress.* In FY2, APSP made progress towards achieving indicator results as outlined in the project's PMP. Where progress towards achieving targets was delayed, the technical team will ramp up activities in all three components, so FY2 and FY3 targets are accomplished. Indicators that have not been met in FY2 include:

- Number of agricultural and nutritional enabling environment policies, regulations, and procedures, completing processes/steps of development;
- Number of agriculture policy communications, developed and/or written for stakeholder consumption;
- Number of policy advocacy campaigns that focus on the separate needs of men and women small holder farmers;
- Number of high quality research reports published;
- Improving areas of policy research capacity in assisted research organizations and units;
- Number of food security private enterprises (for profit), producer organizations, water user associations, women groups, trade and agribusiness associations (such FBOs, and CBOs receiving USG assistance.

*Planned Activities for Performance Monitoring in FY3.* APSP will implement the following activities in FY3:

- a. Establish an analytical M&E system for routine tracking and reporting on project activities;
- b. Provide technical oversight and monitor subcontractor FARMERLINE implementing CAPI;
- c. Develop and implement a work plan for monitoring research grant activities;
- d. Monitor activities of subcontractors and grantees (NSAs);
- e. Routinely monitor the performance of all project activities and update indicator tracking table quarterly;
- f. Conduct an annual review of the APSP M&E Plan (PMP); and
- g. Prepare technical team for project Mid-Term Review.

*Assistance to MoFA's M&E Directorate and Other Units.* In FY2, APSP reviewed the M&E System for MOFA and its Directorates and began implementation of the accompanying recommendations. In FY3, APSP will accelerate the completion of these activities to build the Ministry's capacity in monitoring, reporting, and the dissemination of knowledge products. Specifically, the project will implement the following activities with MOFA:

- a. GIMPA will train MoFA's national, regional, and district staff to build their M&E capacity.
- b. GIMPA will work with MOFA's M&E Directorate to develop/adjust its M&E system and results framework in line with Re-SAKSS indicator manual

*M&E Capacity Building Support to Non-State Actors.* APSP will provide technical assistance to selected NSAs in M&E capacity building in FY3. Under IMCL, one of the existing subcontractors for NSA training, the service provider will deliver capacity building trainings for NSAs in project-based M&E. This will assist the NSAs to improve monitoring and evaluation of their own operations and to enhance reporting to APSP.

*Knowledge Management and Learning.* APSP will implement the following Knowledge Management & Learning (KM&L) activities in FY3:

- a. The APSP M&E and Communication Specialists will disseminate project activities, through newsletters, flyers, data sheets, briefs on lessons learned, among staff and stakeholders, and share them on the FtF IPs KML platform.
- b. An integral part of the external engagement platform will be the dissemination, sensitization, and publication of research findings and recommendations from the special, high quality, and other APSP-supported studies, through the "National Forum on Agriculture Policy Research" as proposed under IR 2.





