



Ghana Agricultural Development and Value Chain Enhancement Project (ADVANCE)

Semi-Annual Report, Year 1

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April 2010



IMPLEMENTING PARTNERS:



List of Acronyms

ACDEP	Association of Churches Development Projects
ADB	Agricultural Development Bank
AEA	Agricultural Extension Agent
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
ASRuD	Associates for Sustainable Rural Development
ATP	Agribusiness and Trade Promotion
BNARI	Biotechnology and Nuclear Agricultural Research Institute
CAGA	Carrot Grower Association of Ghana
CIGMAG	Citrus Growers and Marketing Association of Ghana
CRI	Crops Research Institutes
DCA	Development Credit Authority
E-ATP	Enhanced-Agribusiness and Trade Promotion
ECOWAS	Economic Community Of West African States
USAID-EG	United States Agency for Development – Economic Growth
EU	European Union
EWB	Engineers without Borders
FASDEP	Food and Agriculture Sector Development Policy
FBO	Farmer Based Organization
FTF	Farmer-to-Farmer
GAFCO	Ghana Agro Food Company
GAP	Good Agricultural Practice
GAPTO	Ghana Agricultural Producers and Trader Organizations
GAVVP	Ghana ACDI/VOCA Volunteers Programme
GFSR	Global Food Security Response
GSSP	Ghana Strategic Support Program
GTZ	German Technical Cooperation
IEHA	Initiative to End Hunger in Africa
IFPRI	International Food Policy research Institute
INGO	International Nongovernmental organization
KIP	Kpong Irrigation Project
M&E	Monitoring and Evaluation
MFI	Micro Finance Institution
MiDA	Millennium Investment Development Authority
MIS	Management Information System
MOAP	Market Oriented Agricultural Program
MOFA	Ministry of Food and Agriculture
MOU	Memorandum of Understanding

NAAMSECO	National Association of Mechanization Service Centre Operators
NBFI	Non Banking Financial Institution
NGO	Nongovernmental Organization
NRGP	Northern Rural Growth Program
OACS	Osudoku Agriculture Cooperative Society
OISL	Opportunity International Savings and Loans
P4P	Produce for Purchase
SADA	Savanna Accelerated Development Authority
SARI	Savannah Agricultural Research Institute
SME	Small and Medium Scale Enterprise
SMS	Short Message Service
STTA	Short-Term Technical Assistance
TIPCEE	Trade and Investment Program for Competitive Export Economy
USAID	United States Agency for International Development
USDA	United States Department for Agriculture
VCTF	Venture Capital Trust Fund
WAFF	West Africa Fair Fruits
WFP	World Food Programme

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EXECUTIVE SUMMARY

During the period under review, the USAID ADVANCE program was fully established to implement activities aimed at facilitating a transformation of Ghana's agricultural sector. Focusing on select agricultural industries, the ACDI/VOCA team has put processes in place and has gained a momentum to increase competitiveness of Ghana agricultural sector in domestic and regional markets. This transformation will lead to increased incomes, the emergence of a commercial agriculture class and improved services in rural areas and will ultimately contribute to economic growth and poverty reduction. This report presents progress made in the first six months of the program's implementation.

ADVANCE, implemented by ACDI/VOCA in partnership with TechnoServe, Winrock, Opportunity International, ASRUD, ACDEP and PAB Consult is an important part of USAID/Ghana's economic growth portfolio and contributes to USAID economic growth targets. It is also aligned with the Initiative to End Hunger in Africa (IEHA), the Global Food Security Response (GFSR) as well as the Ghana Government's Food and Agriculture Sector Development Policy (FASDEP) objectives. ADVANCE has collaborated closely with the USAID-funded Ghana Strategic Support Program (GSSP), the Northern Rural Growth Program (NRGP) implemented through a government loan from the International Fund for Agricultural Development (IFAD) and the African Development Bank (AfDB). We have also collaborated with the Ministry of Food and Agriculture (MoFA) as well as the GTZ at various levels to complement each other's efforts and ensure synergy among our programs.

During this reporting period, ADVANCE has adopted a number of strategies to increase the competitiveness of Ghana's agriculture by:

- (i) Developing a seed strategy to ensure that superior genetic material is used to improve productivity.
- (ii) Improving access to mechanization services.
- (iii) Supporting growth and effectiveness of the input supply system.
- (iv) Fast tracking support to develop a grain warehouse receipt system to facilitate storage and access to finance, together with the Ghana Grains Council.

To date, 18,065 farmers have been identified to participate and benefit from the ADVANCE program. A total of 569 FBOs, 66 buyers, 43 processors, 79 input dealers and 12 mechanization service providers have been engaged by the program and are benefiting by either receiving or providing services or being linked to supply chains and markets. We have identified a total of 18 commercial banks, 11 non-bank financial institutions, three venture capital firms and 47 rural banks. Extensive discussions have been held with these institutions and cooperation framework agreements are being developed on financing models for the different value chain actors in the selected commodity areas of ADVANCE interventions.

Our volunteer program remains an important and integral part of the ADVANCE program. During the reporting period, 21 hosts and 42 assignments were identified, while seven volunteers have completed their assignments. Another seven have been recruited and will arrive in country from May 1, 2010 to conduct various assignments to contribute to ADVANCE goals and objectives.

The ADVANCE grants program was rolled out during this reporting period with the preparation of a grant manual to guide the process of making grants. By March 31st, 2010, a matching grant was awarded for the purchase of rice harvesting equipment to upgrade the quality of local rice as a substitute for some imported rice. The process for making grants to three large nucleus soybean producers with 5,000 outgrowers has reached an advanced stage, where planting and harvesting equipment have been ordered for the coming cropping season.

In tracking the progress of program implementation, ADVANCE Monitoring and Evaluation (M&E) system has been put in place and is fully operational. Baseline studies are well advanced and will be completed in May 2010. ADVANCE Management Information System (MIS) has been developed and is in the process of being continually refined while staff has been trained to collect and enter data in the database to track the program's progress against the target indicators. An integral part of our M&E system is the knowledge management component, which is focused on creating and supporting a culture that is open to learning and sharing observations through an effective feedback mechanism. The knowledge management concept also helps in tracking both tangible and intangible changes as a way to determining project impact.

During the start-up phase, the project has established offices and procured vehicles, office equipment and other essential items required for project implementation. ADVANCE has established five zonal offices in Tema, Techiman, Nkawkaw, Ho and Tamale in the Greater Accra, Brong Ahafo, Eastern, Volta and Northern Regions respectively. This is in addition to the ADVANCE head office in Accra. These zonal offices are all fully staffed and operational and cover a total of sixty seven (67) districts out of the 170 districts in Ghana. Phased orientation including training of trainers in ADVANCE approach and methodologies was rolled out. Follow up training was initiated to address questions raised by field staff during their zonal scoping exercises.

SECTION 1.0 INTRODUCTION

The United States Agency for International Development (USAID) awarded the Ghana Agricultural Development and Value Chain Enhancement (ADVANCE) program in July 2009 to ACDI/VOCA through the Farmer-to-Farmer (FTF) Leader with Associates (LWA) mechanism under Associate Cooperative Agreement No. 641-A-00-09-00026-00. The goal of ADVANCE is to facilitate a transformation of Ghana's agricultural sector in select agricultural industries to achieve increased competitiveness in domestic, regional and international markets.

The ADVANCE program is designed to contribute directly to achieving USAID's Strategic Objective 6 "Increase competitiveness of Ghana's agricultural sector in domestic, regional and international markets" as well as to achieving the results of the Global Food Security Response (GFSR) program which aims to increase agricultural growth, stability and food security. Specifically, activities under ADVANCE Component 1 (Enhanced Value Chain Competitiveness) contribute to GFSR Intermediate Result 1, i.e. 'Enhanced Productivity of Smallholder-based Agriculture'; while activities under ADVANCE Component 2 (Increased Market Access and Development) and Component 3 (Increased Access to Financial Services) contribute to GFSR Intermediate Result 2, i.e. 'Reduced Agricultural Trade and Transport Barriers'. ADVANCE also contributes to the Initiative to End Hunger in Africa (IEHA) objective of raising rural incomes through agricultural development and to the objectives of the Government of Ghana (GoG) Food and Agriculture Sector Development Plan (FASDEP II).

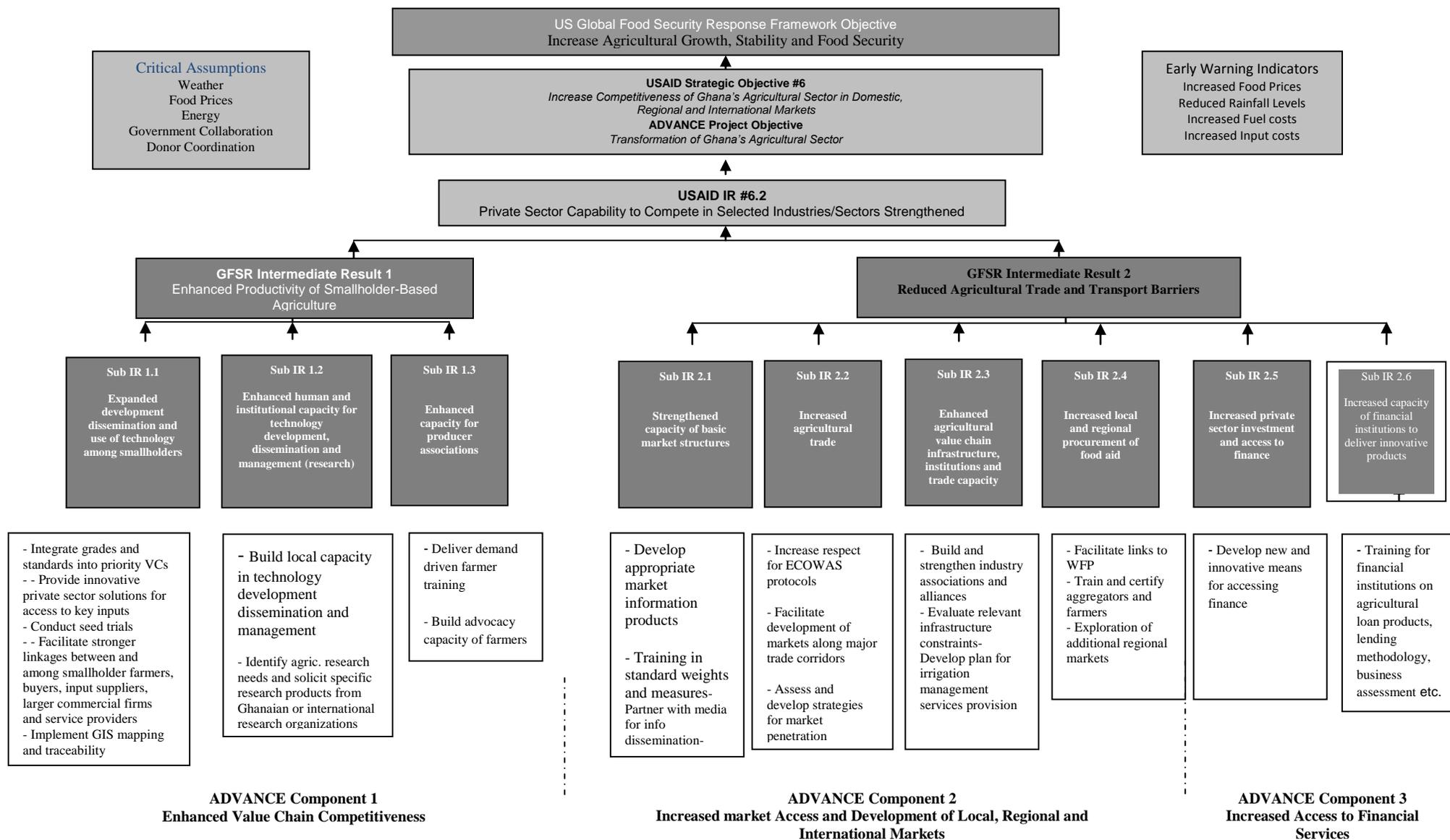
This report presents ongoing activities and the progress made during the first six months of project implementation, October 1, 2009 through March 31, 2010. The project was officially launched in Accra on December 15, 2009 by his Excellencies the United States Ambassador, Donald G. Teitelbaum and Kwesi Ahwoi, the Minister of Agriculture. Activities have been reported under the three major project components, however, the components are interlinked in a manner that activities have been designed and implemented to contribute to more than one component concurrently. Therefore, there are overlaps that may be reported once to avoid unnecessary repetition.

This introduction section provides brief background information about the project start-up activities. Sections 2 and 3 emphasize broad activities that contribute to building the competitiveness of the selected value chains through enhanced access to services (inputs supply and mechanization) and storage. Section 4 reports on activities to increase market access and access to financial services. In Section 5, we report on progress with volunteer assignments whilst Section 6 presents the status of the grants program and plans to accelerate disbursement in the second half of the year. Sections 7, 8 and 9 present our Monitoring and Evaluation (M&E) activities, challenges and lessons learnt and planned activities for the next reporting period.

1.1 ADVANCE RESULTS FRAMEWORK

The ADVANCE Results Framework (Figure 1) presents the project components, key project activities and how they link to GFSR and USAID Strategic Objective 6 results.

Figure 1. ADVANCE Results Framework



1.2 OVERALL PROJECT MANAGEMENT

ADVANCE is implemented by a consortium of seven partners with ACDI/VOCA responsible for the overall management of the project. ACDI/VOCA has set up the ADVANCE head office at East Legon in Accra with sub-offices in Techiman and Nkawkaw.

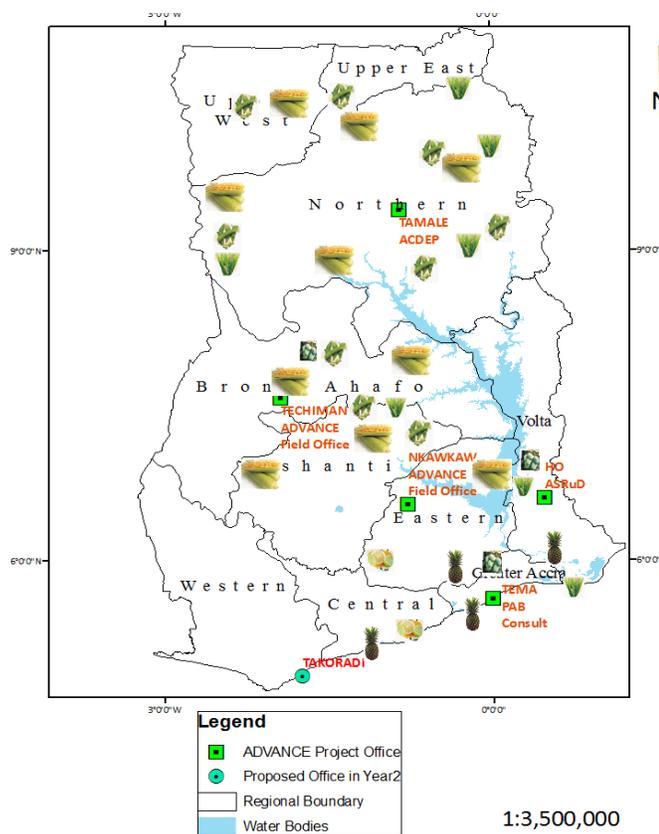
Under the direct supervision of ACDI/VOCA, three local partners PAB Consult, Association of Church Development Projects (ACDEP) and Associates for Sustainable Rural Development (ASRuD) lead the field implementation of program activities in three zonal offices across the country. The international partners, TechnoServe, Opportunity International Savings and Loans (OISL) and Winrock International, have provided specific technical support to program implementation during the reporting period.

1.3 ESTABLISHMENT OF OFFICES, STAFFING AND RESPONSIBILITIES

ADVANCE Chief of Party (COP) John 'Bick' Riley has overall responsibility and oversight of project implementation, senior management, consortium member coordination, and relations with the USAID Ghana Mission, Ministry of Food and Agriculture (MoFA), as well as development partners in the agricultural sector. The COP is assisted by the Deputy Chief of Party who manages the technical team comprising of a Senior Technical Adviser on Value Chains, an M&E Manager, a Knowledge Management Manager, a Financial Services Manager, Volunteer Program Manager, Marketing Specialists, Senior Agronomist, GIS Specialist and Technical Associates, all of whom provide regular technical support to the partners in the field. Details of staffing are shown in Annex 2.

The Nkawkaw zonal office is staffed with a team leader and three field business advisers. The Techiman office is managed by a value chain manager supported by a post-harvest specialist and five business advisers.

Figure 2: Project Offices and Promoted Crops



Most of the field business advisers in the two zonal offices were hired by TechnoServe and assumed their positions in early January 2010. The Techiman zonal office covers a total of 20 districts in the Ashanti and Brong Ahafo and the Nkawkwaw office covers 15 districts in Eastern, Ashanti and part of Central Region. Details of ACIDI/VOCA's ADVANCE project locations and specific crops of focus are presented in Figure 2.

ACDEP is headed by the Executive Director Malex Alebikiya and supported by two program managers (one is stationed in Wa and overseeing operations in the Upper West Region while another is stationed in Tamale overseeing operations in both the Northern and Upper East Regions), an M&E Officer and 12 field business advisers. ACDEP's program activities presently focus on maize, rice and soybean across eleven districts in the Northern, Upper East and Upper West Regions.

Mr. Cosmos Abiwu, the CEO of ASRuD, leads their team and is supported by a Gender Specialist and four business facilitators. ASRuD is implementing field activities in rice and maize with some attention on mangoes and pineapples during the first year covering 11 districts across the Volta Region (see Annex 1)

In the Eastern, Central and Greater Accra Regions, PAB Consult, headed by Dr. Kwame Prakah-Asante, leads the field implementation and is supported by a Program Manager, an M&E Officer, Training Coordinator and six business facilitators. During the first year, PAB is focusing on rice and maize with some effort in pineapples, mangoes and citrus for the local fruit processing industry.

ADVANCE has established its presence and is working in 67 districts representing about 40 percent of the districts in the country. Details of specific districts where project activities are implemented are presented in Annex 1.

1.4 STAFF ORIENTATION AND DEVELOPMENT

ADVANCE organized an orientation workshop in October 2009 for its Accra staff and managers of all the implementing partners. The objective of this five-day value chain training program was to transfer knowledge of ADVANCE value chain approach to the team as a whole and to establish a shared understanding of ADVANCE's vision among all implementing partners on transforming Ghana's agriculture. Following the initial orientation workshop, shorter two-day orientation workshops were organized for field staff at each of the five field offices. Senior staff from the local partners presented these workshops jointly with ACIDI/VOCA staff. Subsequently, ADVANCE organized additional trainings for field business facilitators on agricultural finance, monitoring and evaluation and GIS mapping as important components of the ADVANCE program. To be able to facilitate activities amongst value chain actors and support the field implementation strategy, ADVANCE provided multiple trainings for staff on market facilitation and knowledge management. These trainings were organized to help staff identify weaknesses and opportunities in selected value chains. Additionally, ADVANCE organized five workshops on manageable steps to guide its field staff on how to recognize substantial changes in the behavior of value chain actors as a result of ADVANCE interventions.

1.5 COLLABORATION WITH MOFA AND OTHER PARTNERS

The leadership of ADVANCE has continuously engaged MoFA at all levels to ensure that our programs and activities complement those of the Ministry. At the national level, we have kept constant dialogue with Dr Sam Dapaah, the USAID Adviser to the Minister of Agriculture on MoFA policy direction and areas of mutual interest for ADVANCE and the Ministry. We will continue to use this channel as well as the Chief Director and other senior officials as our link to the top hierarchy of MoFA. ADVANCE participates actively in Agricultural Sector Working Group co-chaired by the Director of the Policy Planning Monitoring and Evaluation Directorate (PPMED) of MoFA and donor representatives. All MoFA directorates are invited, and there are several in attendance at each monthly meeting. ADVANCE worked closely with USAID and US Embassy to ensure the highest level of MoFA participation in the ADVANCE launching ceremony on December 15, 2009. The Minister Kwesi Ahwoi was the key note speaker alongside the US Ambassador as the Guest of Honor.

At the regional level we have had meetings with the Regional Directors of MoFA in Ashanti, Brong-Ahafo, Eastern, Northern, Upper East and Upper West Regions, to introduce ADVANCE's approach and establish areas for cooperation. The letters of introduction were sent to most of the MoFA Regional Directors to introduce ADVANCE and seek collaboration in respective regions and districts. We have agreed on continuing such collaboration as much as possible and leverage our resources in the field.

At the district level, there is an opportunity to accelerate MoFA's capacity to understand and facilitate value chain development. To pilot this process, ADVANCE in collaboration with Engineers without Borders (EWB) has trained seven Agricultural Extension Agents (AEAs) and one District Director in the Bongo District of the Upper East Region. We have also held discussions with the GTZ Market Oriented Agricultural Program (MOAP) which is spearheading value chain training activities with MoFA at field level and have agreed to collaborate in this respect. ADVANCE has also collaborated with the Ghana Strategic Support Program (GSSP) to explore policy research on areas like the government's buffer stock program.

Another example of specific project level collaboration is our joint effort with Venture Capital Trust Fund (VCTF) and Northern Rural Growth Program (NRGP) to design a unified strategic plan for the development of the soybean industry in Ghana. This effort has led to the establishment of the National Soybean Alliance with membership from processors, producers, seed growers' association, research institutions, the poultry farmers association, the Grains and Legumes Development Board. The Alliance is the process of being registered as a legal body. Numerous other meetings have been held with INGOs and projects in view of field level coordination and collaboration among those: West Africa Fair Fruits (WAFF), Concern Universal, implementing agencies of the Millennium Development Authority (MiDA) projects, the Agriculture and Trade Promotion Projects (ATP), the Savanna Accelerated Development Authority (SADA), the FAO, the World Fish Center and Alliance for a Green Revolution in Africa (AGRA).

To further strengthen the links and ensure proper coordination with MoFA and other agricultural projects (GSSP, NRGP, etc), ADVANCE advertised and interviewed several candidates for the position of ADVANCE Public Sector Coordinator (APSC). Unfortunately, none of the candidates shortlisted and interviewed proved suitable for the position and the responsibilities have been assumed, in part, through increased level of effort by ADVANCE Technical Advisor and ACDI/VOCA Regional Program Manager, Olaf Kula.

SECTION 2.0 SUMMARY OF RESULTS TO DATE

A summary of results to date is presented in this section whilst the details showing contribution to IEHA, GFSR and EG objectives are presented in Annex 3.

ADVANCE Component 1: Contributes to GFSR IRI and sub IRs 1.1, 1.2 and 1.3

To date, 18,065 farmers have been identified and confirmed as participants in the ADVANCE program and hence potential beneficiaries of ADVANCE. This comprises 6,451 maize farmers, 3,765 rice farmers, 4,144 soya bean farmers, 516 mango farmers, 1,728 pineapple farmers and 1,461 citrus farmers. Though the corresponding household number is yet to be determined it is likely to exceed the project target of 2,500 beneficiary rural households for Year 1.

A total of 569 FBOs have also been identified as potential beneficiaries of ADVANCE. However, actual number of beneficiaries will be determined in the coming months. It is too early for project interventions to date to have resulted in a change in rural household income. Indicative figures will be calculated at the end of the farming season. A total of 66 buyers and 43 processors of targeted value chain commodities have been identified, as well as 79 input dealers and 12 mechanization service providers. Of the identified actors, at least 18 are firms with potential to benefit from ADVANCE.

ADVANCE Component 2: Contributes to both GFSR IRI &IR as well as IEHA results

ADVANCE is in discussions with several medium to large scale buyers and processors about interest in participating in the project and their purchase quantity and quality specifications. These include UT Logistics, Finatrade Ltd, Ghana Nuts Ltd Sunripe Food Processing Ltd, Fruitiland and Coastal Groves Company Ltd. Together they currently have the capacity to purchase (through importation and local purchase) and/or process 18,000 MT of maize, 157,000 MT of rice, 136,400 MT of soya bean, 20,000 MT of mango, 156,000 MT of pineapple and 146,000 MT of citrus per annum. Comparison with the project targets of year one volumes of purchases from smallholders of 8,000 MT of maize, 2,000 MT of rice, 2,700 MT of soya bean, and 1,350 MT of mango shows that there is sufficient demand to absorb smallholder production, especially if producers are able to meet quality specifications of the respective buyers and processors. The actual value of purchases from smallholder farmers will be determined by the negotiated prices between buyers and farmers and farm gate prices at harvest time.

Gross margin targets for year one have been set at \$109/Ha, \$239/Ha and \$155/Ha for maize, rice and soya bean respectively. Actual gross margins will be determined after the harvest season. Crop budgets for each commodity are being developed and will provide input for calculation of gross margins later in the year.

In ADVANCE direct intervention areas estimates to date show farmland available for or already under cultivation of 10,597.7 ha for maize, 4,116.4 ha for rice, 3,847.2 ha for soya bean, 2,760 ha for mangoes, 1,204.8 ha for pineapple and 1,861.2 ha for citrus. These add up to a total of 21,902.6 ha of farmland available for cultivation of target commodities. Based on Year 1 targets, it is expected that at least 5,170 ha will be cultivated or managed using improved technologies to be promoted by ADVANCE. Immediate interventions to introduce or encourage the use of improved technology include improved seed and basic mechanization aimed at improving productivity.

ADVANCE Component 3: Contributes directly to ADVANCE and IEHA results framework

To date, 81 financial service providers comprising two industry organizations, 18 commercial banks, 11 non-banking financial institutions (NBFIs), three venture capital funds and 47 rural banks have been identified in the project operational areas. Of these, 21 have expressed interest in the ADVANCE project and are open to further discussion on possibilities for collaboration. Four financial institutions, the ARB Apex Bank, ADB, Stanbic Bank and Afram Rural Bank, have confirmed their willingness to collaborate with ADVANCE to increase the availability of financial services to the agricultural sector. At the field level bank branches have actively participated in several value chain stakeholder workshops with good result. An MOU has already been signed with ARB Apex Bank, and the rest are in progress. The collaboration with these institutions will include the provision of technical assistance such as training of their staff, risk reduction and is expected to result among others in the introduction of new financial services suited to the particular needs of actors in the agricultural sector.

The collaboration with Stanbic Bank and ADB is expected to result in the respective banks extending credit to qualifying actors in the ADVANCE target value chains

SECTION 3.0 INCREASED COMPETITIVENESS OF GHANA'S AGRICULTURAL SECTOR

To achieve increased competitiveness of the ADVANCE target commodities, the following strategies have been adopted: (i) developing quality seed strategy, (ii) promoting simple mechanisation services, (iii) improving input access, and (iv) GWR system for storage and enhancing access to finance. ADVANCE used short term technical assistance to support implementation of these strategies.

3.1 ENHANCING COMPETITIVENESS OF SELECTED COMMODITY VALUE CHAINS

Enhancing the competitiveness of commodity value chains requires improvement in productivity along the specific value chains from an effective and efficient input supply system to improved crop productivity and product quality along the value chains. The ADVANCE team worked on facilitating linkages between core value chain actors and support services including financial services, technical advice and mechanization services to producers.

3.1.1 ENHANCING PRODUCTIVITY THROUGH IMPROVED SEED AND INPUT SUPPLY SYSTEM

For significant improvements in yield, using the right seed and other inputs is critical. After consultations with the Plant Protection and Regulatory Services Directorate of MoFA, the Crops Research Institute (CRI), the Savannah Agricultural Research Institute (SARI) some industrial and large buyers of maize (Pee Farms) and soybean (Kobbiman Farms Ltd and Pee Farms), the ADVANCE team has developed a seed strategy which includes importation of high yielding hybrid varieties for adaptive trials in the minor season of 2010 and major season of 2011. Also, ADVANCE has prepared MOUs with CRI and SARI to collaborate in implementing the seed strategy especially testing. Below is a summary of the seed strategy.

ADVANCE adopted a three-pronged strategy to enhance the capacity of the seed industry to deliver genetically and physically superior seeds of selected crops to farmers. The strategy is described briefly below and comprises:

- A. Efficient use and promotion of existing recommended varieties (e.g. mamaba maize which is a hybrid but seeds are largely unavailable),
- B. Importation and trial of hybrid materials for maize, rice and soybean; and
- C. Building stakeholder consensus on needs to have more efficient seed supply system.

A. EFFICIENT USE AND PROMOTION OF EXISTING RECOMMENDED MAIZE VARIETIES

To introduce farmers to improved varieties, ADVANCE's seed strategy focuses on the following areas to increase seed demand:

(i) *Extension and Promotion*

Since the release of the first maize hybrids in 1995, only few farmers have accessed the varieties and little awareness has been created among farmers about their potential. Low extension agent-

to-farmer ratio and lack of interest in seed-related issues among some extension agents are the major contributing factors to inadequate promotion of new varieties. Using the ADVANCE outreach program in collaboration with stakeholders, including agricultural input dealers and lead firms, a seed promotional program using radio talk shows and advertisements in news media is being initiated for certified seed maize of both hybrid and open pollinated varieties. Under the seed strategy, ADVANCE is working with large seed and input dealers to expand their operations into the farming communities to increase their coverage, contribute to promotional efforts and to bring improved seeds and other inputs close to farmers.

(ii) Demonstration Plots

ADVANCE has identified farmers and lead firms whom we will support to set up demonstration plots on farmers' fields in strategic locations and organize field days to showcase new varieties and the best agronomic practices.

(iii) Support to Research to Produce Parental Lines.

Due to financial constraints, the Crops Research Institute (CRI), the original breeder of Mamaba hybrid and one of the research institutes mandated to produce breeder seed, does not have enough stocks of parental lines for the production of the Mamaba and Etubi maize hybrids this season. Going through the normal cycle for producing parental lines, it will take at least two years to generate sufficient quantities of parental lines to produce an estimated 160Mt of hybrid seed maize required by ADVANCE beneficiary farmers in 2011.

ADVANCE has developed an MOU with CRI to multiply one acre of the male parental line to produce at least 30MT of Mamaba seed for the 2011 season, the quantity sufficient for planting 2,500Ha. ADVANCE has met with the Grains and Legume Development Board (GLDB,) seed growers and the West African Seed Alliance (WASA) to leverage our resources and ensure that adequate quantities of foundation seed and certified seed are produced in a sustained manner starting in 2011.

(iv) Training

Lack of expertise to produce hybrid seed maize at grower level has led to inadequate supply of certified hybrid seed for dissemination. ADVANCE, working in collaboration with CRI, SARI, maize buyers and input dealers has initiated the framework to train selected seed growers on production techniques for hybrid seed. In this regard, MOUs have been prepared between ADVANCE and both CRI and SARI.

B. IMPORTATION AND TESTING OF SUPERIOR HYBRID VARIETIES

Most leading maize producing countries in the world use hybrid varieties. In Ghana, open pollinated varieties have dominated the maize industry. The world average maize yield is estimated at 10MT/ha whilst Ghanaian hybrid (Mamaba) has a potential yield of 6.5MT/ha which is still relatively low. To hasten the development of varieties with higher yield than existing ones, ADVANCE in collaboration with agricultural input dealers, lead firms and buyers has initiated steps to import high yielding varieties from international agricultural research

systems and foreign seed companies for trials in Ghana. Once imported, these varieties will be tested for performance in relevant agro-ecological zones for maize production alongside local varieties. The varieties with superior performance will then be recommended to farmers through specific outgrower schemes.

C. BUILDING STAKEHOLDER CONSENSUS ON NEED TO HAVE A MORE EFFICIENT SEED SUPPLY SYSTEM

To complement the above activities, ADVANCE has planned a study tour by seed industry actors (research scientists, seed growers, agricultural input dealers, policy makers including parliamentarians etc.) to leading seed programs in East and Southern Africa. Lessons learned during the study tour will be used to stimulate changes in Ghana’s seed industry.

The following industry actors have been identified to constitute the team for the seed tour:

- A plant breeder(s) from CRI/SARI
- Representative from the seed growers association
- Representative from seed dealers
- Representative from the Ghana Grains Council
- Representative from the Ministry of Agriculture
- A Member of Parliament - parliamentary select committee on agriculture

Members of the study team upon their return will be required to share the knowledge and experience gained with the seed industry and policy makers as well as with farmers at appropriate forums.

D. EXPECTED LONG-TERM OUTCOMES OF THE SEED STRATEGY

It is expected that the maize seed strategy will result in the following outcomes by 2013:

- 10 seed growers and 3 MoFA technicians will be trained in hybrid seed production technology.
- A total of 160MT of Mamaba seed valued at \$192,000 will be produced within the life of the project by 10 seed growers as shown in Table 2.

Table 1. Production of Maize Hybrid (Mamaba) seed

Year	Mamaba seed production (Mt)	Value(US\$)
2010	30	36,000
2011	30	36,000
2012	50	60,000
2013	50	60,000
Total	160	192,000

- 24,000 hectares of maize will be planted with improved seed.
- 7,200 farmers will access hybrid seed.

- 61,000MT of maize valued at \$12.2 million to be produced.

3.1.2 ENHANCING ACCESS TO MECHANIZED SERVICES

For cereals and soybeans especially, the process of commercialization requires mechanization. The cost and accessibility of mechanization at the individual farmer level is dependent on the development of a viable supply chain for equipment, which is a slow and risky proposition. ADVANCE has held several

discussions with the National Association of Mechanization Service Companies (NAAMSECO) to speed up and expand rapidly the emergence of a market for mechanized services from land preparation to planting through harvesting and threshing. Under the FtF program, NAAMSECO has been supported with three expert volunteers, one of whom facilitated the development of the business plan submitted to Stanbic Bank for financing the purchase of farm machinery including tractors, planters, harvesters, threshers and various accompanying parts as recommended by the FtF Volunteer. ADVANCE provided a letter to Stanbic bank supporting NAAMSECO's loan application.

ADVANCE is linking farmer groups to NAAMSECO members as well as to other known service providers while fostering clear and transparent discussions on terms and conditions for delivery of the services. ADVANCE has engaged NAAMSECO in developing a certification process for operators, inclusive of a code of conduct, and a centralized order structure for farmers. ADVANCE's capacity building activities are also focused on enabling NAAMSECO effectively manage new equipment that is coming online in the next quarter.

To improve the equipment supply chain, ADVANCE is discussing with banks and dealers the design of a vendor agreement that would allow dealers to organize first-level financing applications with viable clients. If the dealers agree to the process ADVANCE would assist in linking dealers to local actors (e.g., input firms, mechanics, lead farmers, etc.) and provide basic training to these actors on getting access to credit, loan application process, and operating a service provider business.

Stanbic Bank Approves \$4.5 Million Loan for NAAMSECO With ACDI/VOCA ADVANCE Assistance

The National Association of Mechanization Service Centre Operators (NAAMSECO) is the largest mechanization service provider in Ghana and provides planting, spraying, harvesting, shelling, carting, storage and other mechanization services to small and medium scale farmers in all 10 regions.

Established after the privatization of government mechanization centers in 2008, NAAMSECO required investment to expand its operations and develop a successful mechanization service business supplier association. Three volunteers from ACDI/VOCA's USAID-funded FtF program helped NAAMSECO develop a business plan to attract investors and build the capacity of the association and its members to attain international standards and be competitive in the agricultural mechanization industry. The volunteers provided accounting, management and marketing training to the association's members and trained them on efficient tractor and equipment management and operations.

With the business plan developed with ACDI/VOCA's assistance, Stanbic Bank has approved a \$4.5 million bank loan for purchase of agricultural machinery and equipment. This is probably the largest loan approved to an agricultural association in Ghana and presents a great opportunity for the development of mechanization services in the country. As NAAMSECO expands its operations, ACDI/VOCA will continue to provide NAAMSECO with technical assistance through expert volunteers and consultants to ensure the business is managed efficiently, profitably and sustainably.

3.1.3 WORKING WITH THE INPUT INDUSTRY TO BECOME MORE EFFECTIVE

Improving productivity requires the use of the right inputs. Our input industry strategy has three key focal points. The first is ensuring that inputs are available for outgrowers and contracted farming schemes in the selected value chains. The second is upgrading the capacity of the input industry to grow its distribution networks to reach smallholders with more appropriate combination of information and services. The third is to foster the emergence of an agricultural equipment industry such that emerging commercial farmers and smallholders in contracted schemes can easily access key mechanized services.

Input industry growing on a more effective basis

The agricultural inputs industry in Ghana focuses on fertilizer and crop protection products and is founded on a traditional understanding of retail based on products and physical retail space.

In assessing the input industry, ADVANCE identified that the key leverage point for shifting the industry to make it more effective at servicing the farmers' needs is the larger retailers who have specific interests in expanding their retail networks closer to the farmer. They are also the most capable and interested to brand at firm level, which would be a critical shift that would favour the emergence of services.

ADVANCE has already identified 20 large retailers with hundreds of outlets. By March 2010, five have already agreed to test new and more aggressive expansion strategies that focus on promotional and sales tactics that foster viral expansion into rural areas. The first step in most of these strategies is to conduct promotional events in targeted communities. Two promotional events have taken place with two input firms (Wofa Addo Agrochemicals and Sefa and Jane Agro Enterprise).

ADVANCE is also talking with input providers about integrating spraying as a service into the package that these provide to smallholders. Shifting to spraying services for crop protection would substantially increase the market potential for these products as well as increase the access and efficacy of crop protection for smallholders.

Input providers linked into managed supply chains

Specific opportunities to integrate input firms into managed supply chains is ongoing with identification efforts in soya, maize, rice and fruits channels that would benefit from direct involvement from input firms. Fostering stronger relationships between farmers and buyers is

Bonti Community Now Linked With Tractor Service Provider

The ADVANCE team met the Bonti community to introduce ADVANCE value chain approach to increasing agricultural competitiveness. After initial introductory meetings, farmers enumerated some of their constraints which include timely land preparation, high cost of input, and travelling long distance before acquiring inputs for their field activities. The ADVANCE business facilitators also met tractor service providers and discussed opportunity in working with ADVANCE farmers. Subsequently, a meeting was arranged between the farmers and service providers and they mutually agreed on a fee of GH¢ 25/acre (compared to GH¢30/acre) and time for land preparation.

The outcome is that the service provider has sent two tractors to the community for ploughing their field. The farmers have expressed their gratitude to the project because for this season their fields have been prepared on time, while the two service providers have provided services worth GH¢18,750.

the first step before integrating inputs. This process identifies the types and the terms of how inputs will be provided. Meetings with input firms and aggregators and farmers are underway and agreements are expected within the next reporting period.

Challenges:

- Poorly formed relationships along most value chains foster a high degree of predatory behavior between actors. The predatory behavior further worsens trust creating a reinforcing system that limits vertical investments and decreases efficiency and resiliency – and thus competitiveness – which affect farmer incomes and willingness to purchase inputs.
- Similarly poorly formed relationships within the input industry result in levels of trader-like relationships with minimal firm level branding or vertical investments.
- Government policies that foster a perception that inputs are a public good resulting in a crowding out of private actors and reduced incentives to invest in expansion.
- Government policies that provide specific disincentives to agricultural equipment dealers to expand or see smallholders as potential customers.
- Financial sector is weak and poorly structured to take on capacity building investments needed to effectively support the agricultural sector in general and specifically the equipment sector.

Lessons Learned:

- Wholesalers have limited interest in building branded retail channels down to the farmer making them less important as a leverage point for improving broader more appropriate access for smallholders.
- There are larger retailers with multiple outlets that are keenly interested in expanding their distribution networks, but are concerned by the risks and cost of setting up new stores.
- There is an emerging class of farmers that represents a good market opportunity for input firms.
- A substantial part of the discussion of input credit could be resolved through improved cash management at the farm level and through targeted sales promotions aim at cash rich periods.

Two Input Firms Linked To Farmers

The ADVANCE team identified and held discussions with two agrochemical input companies - Wofa Addo Agrochemicals and Sefa and Jane Agrochemicals in the Ashanti and Brong Ahafo Regions respectively. Both were assisted by the ADVANCE team in developing promotional concepts. As a result of ADVANCE facilitation, Sefa and Jane Agro Enterprise together with his technical team met with 490 farmers in the 15 communities to discuss and assess farmers' agrochemical needs. The farmers were given technical advice on the safe handling and use of agrochemicals and agrochemicals were then offered for sale at wholesale prices to the farmers. A total of GH¢5,000 worth of agrochemicals were sold to the farmer. The farmers appreciated his efforts because their time and transaction cost have reduced.

Wofa Addo advertised, interviewed and recruited two technical staff to assist him train farmers on the usage and handling of agro-chemicals.

Wofa Addo met 253 farmers in 5 communities and held discussions with them on their needs and how to use agrochemicals. He tasked the farmers to select an agent who can place orders on their behalf. Subsequently, he has sold at wholesale prices to the farmers.

Having seen the value in promotional events, Wofa Addo has invested in a radio program on Classic FM (in Techiman) that educates farmers on Good Agricultural Practices (GAP).

- Service (land prep and spraying) provision is available but highly informal and not linked to input providers creating a very good opportunity for input firms to leverage service provision to generate increased sales and better returns for smallholder customers.

Planned activities for next reporting period:

- Target larger retailers to test new distribution models that are more appropriate for the rural smallholder market.
- Integrate spraying services into the input firm offer to smallholders including upgrading the service providers.
- Integrate land preparation services into the input industry to offer farmers packages of services and products.
- Improve the managerial capacity of input firms to expand using more appropriate distribution models and more effective promotional tactics.
- Assist input providers to shift promotional efforts to target cash rich periods of farmers.
- Integrate input firms and service providers into contracted production schemes.
- Link financial services into the agricultural equipment distribution structures.
- Test SMS services for input firms to improve customer service and decrease transaction costs for the rural smallholder market.

3.1.4 WAREHOUSE RECEIPTS PROGRAM

The lack of adequate and appropriate storage of produce remains one of the major constraints leading to post-harvest losses and high price fluctuations between seasons. Also, lack of adequate and appropriate financing leaves producers with little options other than to sell their produce at harvest. Other actors like aggregators and industrial buyers face the challenge of financing stocks which locks their working capital. The warehouse receipts program being promoted by ADVANCE in collaboration with the Agribusiness and Trade Promotion (ATP) Project aims at breaking new grounds with warehousing linked to bank financing. Bank financing of receipts is however dependent on an operating environment that has uniform standards and grades that are accepted by buyers, transparent and reliable price discovery, and warehousing services that are consistently high quality to insure against major losses and maintain defined quality. ADVANCE takes the warehouse receipt program as part of its vision for competitive maize, soya, and rice value chains.

To promote the warehouse receipt program as a private sector-led initiative, ADVANCE has supported a group of industry players to register the Ghana Grains Council (GGC) as a body to champion the development of the grains industry. The Council was registered as a “Company limited by Guarantee” on the 18th of February, 2010 with registration and certificate to commence business on that date. A process has commenced to recruit staff by May while office space has been identified in West Legon to enable the Council to move from the temporary office accommodation at ACDI/VOCA to a more permanent location. ADVANCE has linked up the GGC with National Soybean Alliance and the two have come to an understanding to share the cost of the identified office space. The GGC would move into the new location by end of

May. To further contribute to GGC's start-up, ADVANCE has programmed two mid-level MBA volunteers as well as local interns.

A draft strategic plan was developed by ADVANCE consultant Rick Andrews based on which a formal grant application has been made to ATP. Since the grant funding from ATP is not sufficient to cover GGCs, ADVANCE has planned to provide additional grant assistance to support pilot upgrading of selected warehouses. GGC has conducted a preliminary assessment of warehouses while a more detailed assessment will be completed by May 15th to identify participants for the pilot.

3.1.5 OUTREACH STRATEGY

The outreach program is focusing on designing and overseeing a range of interventions that improve the effectiveness of information flows to key actors in the value chain system. It also aims at assessing and providing trend information (i.e. discourse trends) on the various ways the actors receive and process information (shown as change in behavior) through improved radio content, effective use of SMS to supply real time information, local festivals, agricultural shows and promotional events to increase the flow of positive messages around commercialization, good farming practices and value of good commercial relationships.

ADVANCE's support for more effective input service delivery

Agotime, near Donkorkrom is a small farming community of about 150 farmers located in the Afram Plains. The input dealers are eager to work with the farmers but have had fears about transaction costs in the occasional transportation which guaranteed no customers. Due to the remote nature of this settlement, agrochemical and other inputs are not very well known and dealers rarely visit the communities to market their products.

The ADVANCE team in the Nkawkaw office at a recent meeting shared the concept of Value Chains and encouraged input dealers to conduct promotional events as well as find genuine agents within small communities such as Agotime to support farmer activity. ADEMEC an equipment service provider and Golden Stork, an input dealer, were introduced and scheduled to undertake promotional and demonstration activities in the Agotime and surrounding communities. Genuine inputs will be tested through farmer associations and opportunities provided to test their efficacy on-site before being sold to farmers.

"This VC concept is a redeemer and our dreams come true, we have been deceived by several fake agrochemical dealers who come with very attractive messages on market days for far too long. This planned demonstration and promotions by authentic input dealers is surely a dream come true for us" – says Yaovi Kumah, leader of the Agotime Farmers Association.

Outreach strategy to develop and extend agricultural information on local radios

The ADVANCE team has identified five radio stations -Lorlonyo FM-Hohoe, Volta Star FM-Ho, Rite FM-Somanya, Obuoba FM-Nkawkaw and Radio BAR-Sunyani- with whom we are working on specific upgrading programs.

Input firms and buyers who are willing to take advantage of radio to facilitate information exchange on use of their products have been identified for possible partnership. These include Golden Stock and Candle Ltd, input firms based in the Eastern Region, that have expressed interest to buy airtime on Obuoba FM in Nkawkaw for information dissemination. The information to be disseminated includes effective and timely application of agrochemicals, retail outlets, price of various chemical inputs and appropriate disposal methods among others. The radio program includes participation by various actors in the commodity value chains in panel discussions.

Outreach strategy to develop effective commercial agricultural messages through festivals

The ADVANCE team has conducted initial scoping and identification of two potential pre-planting festivals (Don Festival-Bolgatanga and Rice Festival-Akpafu Hohoe in April) to test commercial agricultural messages integrated into festival messages. The identification process for post-harvest festivals in various parts of the country is on-going. ADVANCE continues its work with the festival organisers on how best to incorporate the messages into the festivals' program.

3.1.6 USE OF SHORT-TERM TECHNICAL ASSISTANCE

The following is a list of the short-term local and international consultants used during this reporting period.

Table 2. List of consultancies planned and undertaken in reporting period

Consultancy	Status	Follow Up
To develop farm budget models with various scenarios for maize, rice and soybean.	Field work completed and draft report submitted.	Draft report received and final report due in April.
Baseline study of project areas to set benchmarks against which project performance can be measured.	Field work completed with both quantitative and qualitative data collected from 1,200 households covering all ten regions in the country. Data analysis in progress.	Final reports due in May.
Initial environmental examination and PERSUAP.	IEE completed and final report submitted to USAID for approvals. Consultant was recruited for PERSUAP.	The PERSUAP activity will start in April with final report due in May.
Develop gender plan for ADVANCE by Winrock International.	One international (Winrock), one local consultant and six enumerators recruited. Field work started in March.	Field data collection to be completed in April. Final report due in May.
To develop farm budget models with various scenarios for fruit industry (pineapples, mangoes and citrus).	Local consultant recruited and data collection in progress.	Final report due in May.
To lead the team including ADVANCE staff and members of the Grains Council to establish a warehouse receipt system.	Assignment completed in March by Rick Andrews.	Based on the needs of the Ghana Grains Council, follow up consultancies will be arranged.
Conduct an assessment of Prairie Volta business model and then if appropriate develop a capitalization plan based on a three to five year time frame.	Assignment completed in March by Fred Levitan.	Report has been shared with Prairie Volta further discussions will be held with the company on the recommendations
Study the domestic and regional fruit and vegetable market for possible opportunities to expand into new markets	Assignment completed in March by Michael Brown. Final report submitted.	GIS mapping of mango and citrus varieties and specific production locations to assess proximity and cost implications for fruit delivery to processing points
Ghana aquaculture value chain study: phase I.	Steve McCarthy from A/V HQ together with local consultant (from TNS) and A/V staff conducted the assessment and a final report has been submitted and shared with key industry stakeholders for final input.	Report to be submitted in April pending input by industry actors. The second Phase focuses on small-scale cage and pond aquaculture in Ashanti and Northern Region starting in May.

3.2 PROGRESS MADE FOR VARIOUS COMMODITIES

In this section, we report on the progress made to date for the selected commodities for the program.

3.2.1 MAIZE AND SOYBEAN

Evidence that transformation of Ghana's agriculture is occurring includes increased yields per unit area and increased profitability from investment in the sub-sector. ADVANCE's strategy for improving productivity and profitability of our selected commodities is to support building sustainable business relationships. To ensure increased maize productivity, support for access to high-quality seeds, agrochemicals, mechanization and post-harvest infrastructure are the most critical interventions being pursued.

Thirty-two business facilitators supported by ADVANCE technical staff conducted extensive scoping exercises in 67 districts to identify and shortlist key value chain players, including input dealers, farmers, aggregators and processors/end market users. The objective of the exercise was to identify and engage the relevant actors along the value chains to dialogue and to produce for specific markets. Information received from the scoping exercises indicates a strong interest by stakeholder to work together to build a more efficient industry.

Pending the outcome of the completed scoping reports from the field offices, three medium to large scale producers of soybean and maize, Pee Farms, Kobbiman Farms and UWAI, have had their operations singled out, examined in detail and discussions initiated for support to expand the number of outgrowers in the coming season. Support to these three nucleus farms will directly or indirectly impact over 5,000 outgrowers in the coming season.

ADVANCE has been engaging various farm-level actors to transform their operations to be operated as a business. Aggregators in the Winneba area, for example, are being encouraged to form legally recognized registered associations as maize dealers and to develop uniform systems of operations in their dealings with FBOs. Value chain forums have been organized at various places with the objective of bringing the actors in the maize industry together to discuss pertinent issues affecting the whole industry. ACDEP, for example, has identified five nucleus farmers working with 622 out-growers with a total acreage of 1,122 acres of maize and 1,116 acres of soybean. Details of similar numbers are included in the M&E section of this report.

A financial analysis for the production of open pollinated and hybrid maize seed have been produced. Seed stocks at the major seed producing centers across the country have also been

End of Scoping Session Evaluation Remarks

"It is a difficult project but with many prospects if only it succeeds in getting all the relevant actors willing and committed in participating in the project activities implementation" a farmer;

"The approach is perfect and would benefit all actors if actors participating in the project will be trustworthy and adhere to signed MOU. No potential actor will refuse this project approach but it is trust that has to be built over time for resources to be committed without fears"
~ a banker

compiled and shared with the field teams. Field offices have also been informed to direct any enquiries/support for the acquisition of additional maize/soybean seed to the Accra office for support.

The specific activities carried out for the period on the maize commodity are outlined in the Annex 4 while planned activities for the next reporting period are in Section 9.

3.2.2 RICE

In the important southern rice growing zone, ASRuD and PAB focused on collecting first hand information on the current situation in the rice industry during their scoping exercises. This yielded primary information about all the rice value chain actors including acreage under cultivation, yields, location of potential medium to large scale commercial production, market channels, size of demand, potential for value addition, and level of agricultural financing among others. They also profiled actors with whom ADVANCE has begun to work with as well as fed the information into the M&E database.

Subsequent to information collection several industry meetings were organized to bring most of the identified rice value chain actors together. These forums provided the opportunity for value chain actors to meet each other, talk about their roles, their challenges and opportunities and assess possible solutions from other actors whose actions and inactions affect their operations. The meetings were also used to find ways of improving working relationships, network building among themselves and make recommendations on how to enhance the value chain leading to a win-win situation for all.

ADVANCE has facilitated a total of five rice value chain meetings between the months of January and March with a total of 408 participants: Adidome (80 participants), Ho (95 participants), Denu (73 participants), Asutsuare (90 participants), and Okyereko (70 participants). The forums brought together all the key actors of the rice value chain such as Osudoku Agriculture Cooperative Society (OACS) farmers, KIP managers, MOFA staff, Agricultural Development Bank (ADB), Gbi Rural Bank, Elikplim Rice Growers, Hohoe Municipal Mill Owners Association, and Greenshield Enterprise (an input supplier)

As the forum participants worked together through group exercises and exchanged views on their actions that prevent the rice industry from growing, several informal and verbal agreements were made between several actors in preparation toward the major rice season in June this year.

Among constraints identified by the buyers and farmers in the Ho municipality is the lack of an appropriate rice mill in the area demonstrating that all the rice cultivated in the area are conveyed

Linking Actors in the Rice Sector

A total of 408 participants attended 5 Rice value chain forums between January and March, 2010.

NAAMSECO undertook a needs assessment at Kpong Irrigation Project site.

ADB agrees to offer credit support to install 2 rice mills in Akrofu and Bame in the Volta Region as a result of the forum held in Ho Tails and Details supplies Okyereko Irrigation Farmers Cooperative Society with inputs worth GH¢15,000 on credit.

to Hohoe for milling. As a result of the value chain forum the Agricultural Development Bank (ADB) in Juapong Volta Region, has agreed to offer credit to two FBOs (Kugblenu and Richapaul group) for the purchase and installation of two rice mills in Akrofu and Bame.

Following from the forum held at Asutsuare, NAAMSECO has undertaken a need assessment at the Kpong Irrigation Project site for land preparation towards the major season which begins in June this year.

In their operational area, PAB Consult has facilitated relationships between the Okyereko Irrigation Farmers Cooperative Society and an input firm Tails and Details, which led to the supply of fertilizer valued at GH¢ 15,000. The farmers had ploughed their lands for the main season and were waiting for the government's subsidized fertilizers but this assistance was not coming. All efforts to source inputs from the Winneba metropolis remained futile. ADVANCE facilitated negotiations between the vice chairman of the cooperative and the managing director of Tails and Details in Agona Swedru town, which led to the supply of 340 bags of fertilizer made up of 182 bags of NPK and 158 bags of Urea within three days. This initial transaction was on credit and the cooperative paid within a short period after delivery.

Total of 659 farmers, 10 FBOs, nine aggregators, and six processors have been identified to work with ADVANCE in the Volta region alone, and the process is still on-going. The Osudoku Agriculture Cooperative Society (OACS) at Asutsuare has a membership of 2,600 farmers and farmland of 2,000Ha. The Okyereko irrigation Farmers Cooperative Society also has a membership of 130 farmers and 80Ha of farmland of which 45Ha is under cultivated. The partners are in the process of registering all these farmers with ADVANCE.

Challenges:

- Lack of adequate machinery and skills for planting, ploughing and harvesting.
- Untimely and insufficient application of inputs.
- Poor water management practices.
- Estimated high post-harvest losses of up to 30 percent due to the use of manual harvesting and threshing methods.
- Inadequate credit facilities and poor repayment of loans.
- Difficulty in getting actors to sign MOUs with each other.
- Dissemination of buyer requirements to farmers and millers.
- Inculcating a business approach to farming in FBO membership.

Lessons Learned:

The following are lessons obtained by VC actors and ADVANCE staff through scoping exercises and field interactions:

- Some financial service providers are calling for mini value chain meetings with some actors such as farmers to better understand each other business operations.

- Many FBOs have received repeated training; yet little knowledge transfer has taken place. The focus should be on developing incentives for sharing and utilizing the knowledge gained through such training.

3.2.3 FRUITS

Workshops have been held with identified actors in the value chains for mango, pineapple and citrus to link up the actors and enable them work together to overcome constraints and make the value chains more competitive. A consultant was recruited to study the domestic and regional fruit and vegetable market for possible opportunities to expand into new areas. Another consultant has been recruited to conduct a crop budget analysis for all the fruit growing zones for mango, pineapple, oranges, and lime.

ADVANCE has developed and is refining criteria for the assessment of processing firms that ADVANCE is working with on supply chain management.

Mango

ADVANCE has held discussions with the main mango FBOs: Yilo Krobo Mango Farmers Association (250 members), Dangbe West Mango Farmers Association (120 members) and Manya Krobo District Mango Growers Union (280 members) on proper maintenance of their farms, and good agricultural practices to ensure production of quality fruits, linkages to other actors, sourcing for reliable market outlets and generation of adequate incomes to sustain the farms.

ADVANCE organized a mango forum for the value chain actors in January 2010 at Dodowa in the Dangbe West District, attended by 38 stakeholders in the mango industry, including mango farmers, mango FBOs, mango nursery operators, rural banks, Opportunity International Savings and Loans, Sunripe Foods, Blue Skies, mango traders, MoFA staff and service operators. The forum discussed how to work together and find solutions to industry challenges and make the mango value chain more competitive. This forum brought the various actors closer together and enabled them understand each other's needs. This is a first positive step in getting the actors to work together for a common interest of the mango industry.

Progress in the Fruit Sector

38 actors attended the Mango Forum in Dangbe West District.

147 actors participated in pineapple forums. Processors prefer Smooth Cayenne variety for processing into juice but there is limited disease free suckers. ADVANCE will therefore invest time and resources in resuscitating smooth cayenne production by helping develop the material.

90 actors attended the Citrus Forum. One outcome is that a processor, Fruitiland intends to develop an out grower scheme to supply citrus to the factory.

Pineapple

The initial scoping of the pineapple sector confirmed that the Smooth Cayenne variety is preferred for processing but there is scarcity of disease free suckers for its cultivation. Therefore ADVANCE is putting in place a strategy to increase the availability of the plantlets.

Two pineapple value chain forums were organized at Nsawam and Kasoa on the 11th and 25th

February 2010 respectively attended by a total of 147 participants. Discussions were held on how to revive the pineapple processing sector and make it more competitive. Presently, the ADVANCE team has put together a strategy and is in consultation with Biotechnology and Nuclear Agriculture Research Institute (BNARI) to develop disease free planting material starting with tissue culture development.

Citrus

ADVANCE has met with 961 citrus farmers, 15 citrus FBOs, 26 citrus aggregators, eight input dealers, and five processors (Mandis Ltd, Sunripe Ltd., Pinora, Frutiland and Coastal Grooves) in the citrus industry to understand their operations and find leverage points for interventions that will make them more competitive. One such citrus FBO identified is the Citrus Growers and Marketing Association of Ghana (CIGMAG), a 500 member citrus association which comprises citrus nursery operators, citrus growers, marketers, transporters, harvesters and FBOs. The association has over 1000 acres of citrus in the Abura Asebu Kwamankese District. ADVANCE has planned to facilitate their training in GAPs to improve yields, and will facilitate market linkages to processing firms.

ADVANCE conducted a citrus value chain forum which was attended by 90 participants made up of input dealers, buyers, MOFA staff and representatives from local banks and 65 citrus farmers and discussions focused on the various challenges that faced actors in the value chain.

Challenges:

- Inadequate Smooth Cayenne pineapple planting material to feed the increasing number of fruit processors and reliance on export rejects by processing firms.
- Difficulty by fruit processors to purchase adequate volumes of raw material due to financial constraints, especially during the peak season.
- Delays in getting buyers, aggregators and processors to sign MOUs to collaborate with ADVANCE although they express interest to participate in development activities.
- High cost of skilled labor and its unavailability.
- High post-harvest losses.
- Inadequate credit facilities and poor repayment of loans and untimely disbursement of loans by financial institutions.
- Lack of trust among actors.
- The installed capacities of most processing factories are 50% above current production levels, due to production inefficiencies, lack of adequate working capital and raw materials.
- Most processing companies have debt overhang and are unable to obtain working capital from banks for operations.

Lessons Learned:

- Actors are not guided by a win-win situation. Intense facilitation is required to demonstrate why all actors in a relationship would win in whatever transactions they engage in.

- Lack of trust results in insistence on cash payments before delivery of services. Therefore, facilitators need to build consensus around an agreed payment system that will not jeopardize the work of the actors involved.

3.2.4 AQUACULTURE AND OIL PALM

Although aquaculture, oil palm and poultry were not priority commodities for the first year of project implementation, they remain important and some activities were initiated during the reporting period.

Aquaculture

An assessment of the aquaculture value chain was conducted by two consultants (Stephen McCarthy and Sam Seddoh) to identify key opportunities and threats, recommend appropriate interventions and identify actors, development partners and private sector investments which could be leveraged by possible interventions. The study focused on production areas of the Volta Lake and downstream tributaries around Akuse and Kpong as well as terminal markets in Accra and Tema. The study detailed the present capacity of the industry, its current requirements and made recommendations on strategies for intervention, especially linking maize and soybean production to demands for fish feed formulations for farmers. Some highlights from the study are that:

- There is currently an estimated 400,000Mt deficit in fish (catch and farmed) production in Ghana.
- Cage culture contributes 80 percent of the total grown fish production at 5,330Mt while ponds and reservoirs contribute 20 percent.
- Cage production is increasing and projected to grow at 30 percent per annum. It is estimated to reach 25,000Mt by 2015.
- Developing the supply chain for raw product for the fish feed sector provides the largest opportunity for ADVANCE intervention in aquaculture.

Subsequent discussions were held with Mr. Kofi Sefa Boakye, business partner to RAANAN, an Israeli firm supplying feed to local supplier Dizengoff. RAANAN plans to set up a fish feed factory at Prampram to produce floating feed for the aquaculture industry by November 2010. The company is also interested in working with ADVANCE to build their supply chain.

Some challenges facing the aquaculture sector include:

- High cost of feed at more than 50 percent of production but limited local production, and heavy reliance on imports.
- Low cost of imported tilapia from China.
- Un-established user rights/ownership structure for water bodies.

In the coming months, ADVANCE will continue to discuss specifications needed for maize and soybean supplies, factory installed capacity and quantities needed for production with the nutritionist of RAANAN.

ADVANCE will continue to explore developments in the fish industry. A second consultancy is scheduled for May and will focus on the Ashanti and Northern sectors with a focus on small cage and pond farming.

Oil palm

The second draft report from the national working group workshop on criteria for the Roundtable on Sustainable Palm Oil (RSPO) principles on smallholder production was printed and displayed for public comment at ADVANCE. Comments made by the Rapid Development Foundation were forwarded to the RSPO Secretariat for incorporation into a third draft report.

Ghana has an annual demand gap for palm oil of 60,000MT. Also, small holders account for 85 percent of land under oil palm cultivation but contribute only 55 percent of palm oil. To develop a strategic direction for oil palm during the second year of ADVANCE, a draft concept paper on potential activities in oil palm value chain was developed and discussions held on intervention areas with ADVANCE implementing partner TechnoServe. The next task is to develop a scope of work to enable selection of a consultant to conduct a study on possible areas of intervention.

Challenges in the oil palm sector include:

- Oil palm is not among major crops selected by MoFA for extension support so little knowledge by extension staff and small holders.
- Smallholder farmers lack post-harvest handling techniques leading to high build-up of free fatty acids in palm oil produced.
- Small-scale processing mills have low extraction rate of 12 percent against 18-22 percent for large mills.

In May 2010, ADVANCE will begin an extensive value chain assessment of the oil palm sector focusing on the mid-size and smaller scale processors and growers.

SECTION 4.0 REDUCING BARRIERS TO AGRICULTURAL TRADE AND TRANSPORT

4.1 INCREASED MARKET ACCESS AND DEVELOPMENT OF LOCAL AND REGIONAL MARKETS

ADVANCE has undertaken a market assessment of buyers, aggregators and processors for ADVANCE interventions and a list of 23 buyers and processors was compiled indicating their commodity areas, contacts, current production levels and installed capacities. The team has collected product specifications and prices as a guide for ADVANCE business facilitators to share with producers. To set the framework for operating relationships, draft MOUs have been sent to 22 of these potential partners for their study and further discussions before signing.

ADVANCE has started technical assistance for the selected value chain industries to: (i) promote products of agro-input companies through educational based campaigns for adoption of GAPs, (ii) adapt GAPs and post-harvest training materials for buyers, aggregators and producers; (iii) cost-share budgets for delivering extension to farmers; develop promotional messages; (v) and adapt TIPCEE promotional materials to enable producers meet buyer requirements.

Series of discussions were held with seven processors (Coastal Groves, Sunripe Ltd., Vestar Oil Mills, Golden Web, GAFCO, Apstar and SFMC) to assess their operations and also their shortcomings and then establish their technical requirements to operate efficiently. Most of the processors have equipment needs that include: (i) juice evaporators for Coastal Groves; (ii) solvent extractor for Vestar Oil Mills; (iii) vegetable oil fractionators for Golden Web, (iv) extruder for GAFCO for floating feed production and a mechanical drier for Apstar Ltd.

ADVANCE has also started industry discussions with seven processing firms (Ghana Nuts, Apstar, SFMC, Fruittiland, Bosbel, Vestar and Alpha and Omega) to enable restructuring of their supply chains to ensure continuous access to quality raw materials from farmers and farmer groups with whom ADVANCE is working.

ADVANCE initiated discussions with the World Food Programme (WFP) to assess farmer groups that can supply select commodities under their Purchase for Progress (P4P) program. We have had discussions with a WFP evaluation team which also visited our Techiman office for information on maize and rice smallholder suppliers in Brong Ahafo Region. Further discussions have been held with the WFP Country Director on how best to link our farmers to the various WFP procurement regimes. ADVANCE is awaiting the arrival of an implementation team from WFP headquarters in Rome to work out the modalities for execution of the P4P.

To ensure adequate raw material supply to processors, ADVANCE initiated a strategy for the production and aggregation of smooth cayenne pineapple for supply to fruit processing companies and traders (Fruittiland, Sunripe, GAPTO's and the Agboglobshie fruit traders) for the next harvest season. Fruittiland, a fruit processing company in the Assin North District of the Central Region requires 400Mt/day of pineapple. ADVANCE has held discussions with farmers in three communities in the Assin Fosu area to develop an out grower scheme to supply oranges

to their factory and work with farmers to grow Smooth Cayenne. ADVANCE has initiated the recruitment of a volunteer consultant to analyze the aggregation structure of Fruittiland and recommend the most effective model.

An outcome of forums organized by ADVANCE indicates that current varieties of mango (Kent, Keitt) and citrus (Late Valencia, Red Blood, Mediterranean Red) are suitable for processing but supply is inadequate. ADVANCE will map the mango and citrus plantations and distinguish the various varieties and then adopt the necessary strategies and interventions to meet the demands of the various market segments.

ADVANCE has also linked PraWord, an 80-member female fruit trading group from Accra, to farmers in the Nkawkaw area to access orange for export to the sub-region, especially Nigeria. This led to an initial export of 2.5Mt of oranges to Lagos, and ADVANCE will continue to support this group to improve their efficiency and expand their operations into that market.

ADVANCE held a series of discussions with several aggregators and market women to understand their mode of operations and the marketing arrangement they have with farmers. Organizations such as Finatrade (CCTC), REMMA House and WFP who are engaged in local rice purchases have been contacted and issues concerning standards and quality discussed. They have provided information on their preferred rice varieties (Jasmine and Togo Marshall) and specifications on moisture content, other organic extraneous matter, inorganic extraneous matter and defective kernels. These buyer specifications are being used as a guide for ADVANCE and have been shared with the farmers, aggregators and processors.

ADVANCE has also conducted an assessment of rice mills in the southern zone has been carried out to identify existing mills that are in good working condition and have the capacity to mill rice to the standards and requirements of buyers and also to identify any possible upgrading potential. The outcome and recommendations from the assessment will be shared with the buyers (CCTC, RHEMA House and WFP) and other actors in the rice industry and also discuss options for upgrading those that have the potential to mill rice that meet the buyers' specifications. Meanwhile, ADVANCE is supporting the Ghana Grains Council to lead the development of grades and standards for cereals with assistance from the Ghana Standards Board.

Challenges:

- Penchant of identified partners to focus on financing to be derived directly from ADVANCE.
- Difficulty in accessing feed markets by soya processors who use expeller technology.
- Large stocks of maize locked up with aggregators who are unable to dispose of their stocks due to falling prices. Even large institutional buyers like UT Logistics are searching for markets for their maize.
- Inadequate Smooth Cayenne pineapple planting material to feed the increasing number of fruit processors and reliance on export rejects by processing firms.
- Difficulty by fruit processors to purchase adequate volumes of raw material due to financial constraints, especially during the peak season.

- Delays in getting buyers, aggregators and processors to sign MOUs to collaborate with ADVANCE although they express interest to participate in development activities.

Lessons Learned:

- The high cost of local raw materials make processed finished products especially soya cake and juices uncompetitive against imports and on the international market.
- The installed capacities of most processing factories are 50 percent above current production levels, due to production inefficiencies, lack of adequate working capital and raw materials.
- Processing companies should secure raw material sources with about 40 percent of supplies from own production if they cannot assure adequate raw materials for year round production.
- Most processing companies have debt overhang and are unable to obtain working capital from banks for operations.
- Demand for soybeans by processors far outstrips local supply leading to importation.
- Parboiled rice produced in northern Ghana accesses a different market segment from milled rice produced in southern Ghana. This segment for parboiled rice should therefore be developed separately.

Planned activities:

Over the next reporting period, the 22 MOUs sent to buyers, aggregators and processors for study and signatures will be completed to establish the framework for engagement. Also, product specifications will be collected from all these partners to guide farmer training by ADVANCE field facilitators.

ADVANCE will field technical assistance to evaluate the equipment and production input needs of six fruit and soybean processing companies (Coastal Groves, Sunripe Ltd., Vestar Oil Mills and Golden Web, Kingdom Premium Foods, GAFCO, Apstar) and will facilitate the development of business plans to enable the companies to access finance. ADVANCE will continue working with the companies to enable them access services by themselves and their suppliers. We will complete on development of strategies for delivering promotional messages to suppliers of these companies.

For the pineapple industry, ADVANCE will facilitate access to Smooth Cayenne pineapple plantlets for producers in close collaboration with processors. Ensuring maintenance of existing citrus orchards in the relevant zones will be facilitated in collaboration with processors and ADVANCE partners.

ADVANCE will continue to conduct other market assessment studies for the maize, rice and soybean industries to clearly identify prospects on the domestic and regional markets for primary and finished products to guide sales and increase competitiveness.

4.2 INCREASED ACCESS TO FINANCIAL SERVICES

For this reporting period, the ADVANCE team focused on key opportunities that will increase the comfort levels of banks by lowering the risk of entering the agribusiness market. At the same

time, we have also been working to identify financial institutions that are committed to investing in the agricultural sector. Our strategy is to identify innovative ways of minimising the credit risks associated with working in the agricultural sector.

To date, 81 financial service providers comprising two industry organizations, 18 commercial banks, 11 NBFIs, three venture capital funds and 47 rural banks have identified in the project operational areas. Twenty-one of these have expressed interest in the ADVANCE project and their openness to further discussion on possibilities for collaboration. Four financial institutions, namely the ARB Apex Bank, ADB, Stanbic Bank and Afram Rural Bank have confirmed their willingness to collaborate with ADVANCE to increase the availability of financial services to the agricultural sector. Accordingly, four MOUs have been developed and forwarded to the respective institutions for review and signing. The collaboration with these institutions will include the provision of technical assistance including training of their staff and is expected to result among others in the introduction of new financial services suited to the particular needs of actors in the agricultural sector.

The collaboration with Stanbic Bank and ADB is expected to result in the respective banks extending credit to qualifying actors in the ADVANCE target value chains. The details of the credit facilities will be worked out following the signing of respective MOUs.

Targeting lower risk opportunities

As part of ADVANCE's financial service strategy, we have been identifying lower risk opportunities and introducing them to financial institutions. A model for buying down risk through monitoring loan facilities in the field have been developed and shared with Stanbic Bank, ADB, Sinapi Aba and First Allied Savings and Loans who have all expressed their satisfaction with the models and willingness to pilot the processes.

The model lays out a coordinated arrangement between a financial institution and various value chain actors, with key benchmarks that would lead to full repayment. These include input selection and delivery, service delivery such as land prep, crop management, harvest and post-harvest management, transport, processing and payments.

The detailed set of benchmarks lay the foundations for a monitoring plan for the field facilitators. It will also result in an early warning system that the bank can use to engage other actors in the structured model or individuals to take action to limit any possible risk.

Industry capacity-building in agricultural financial services

ADVANCE's approach to improving knowledge about agricultural financial services has been to engage the sector at both industry and individual levels. The team has held several meetings with the ARB Apex Bank and the National Banking College about possible collaboration to upgrade their financial services delivery to the agricultural value chains over time. Discussions with the ARB Apex Bank has resulted in the signing of an MOU regarding our proposed collaboration to develop their capacity to research, design, and develop a range of courses on how to effectively

deliver financial services to the agricultural sector. In addition, ADVANCE will also work with ARB Apex Bank to enhance the capacity of rural banks on an ongoing basis, through training and technical assistance to their bank clients.

Mobile Money

The ADVANCE team has been facilitating the development of a mobile banking platform through discussions with electronic payment companies such as MTN and the Ghana Interbank Payment and Settlement Systems (GhIPSS) Limited in collaboration with the banks such as Ecobank to leverage their existing mobile money and e-zwich platform. These discussions aim at facilitating an effective channel for electronic transactions. The system allows a holder of an e-zwich smartcard to carry out electronic transactions at any e-zwich Point of Sale (POS) terminal or ATM. It also allows the e-zwich smart cardholder to access banking services at any bank throughout Ghana irrespective of whether that bank issued that smartcard or not. For instance, the holder of the smartcard can pay for goods and services, transfer or receive money, pay bills or withdraw money wherever there is an e-zwich merchant service point. Discussions are also ongoing with Ecobank to leverage their platform for specific contract/outgrower schemes and also include agricultural input firms and service providers into their agent network.

Creating interest of venture capital funds in the agricultural sector

ADVANCE has been in discussions with both local and international venture capital firms such as Root Capital, Constant Capital and Venture Capital Trust Fund to invest into viable projects. We have met with all three and discussions are on-going for possible equity investment into Coastal Grooves a local fruit juice processing company in the central region. As a result of these discussions, Constant Capital has agreed to conduct initial analysis of Coastal Grooves' financial status and their needs to determine next steps with them.

Challenges:

- Slow pace of information flow from financial sector and delays in decision making processes of most financial institutions, affect timely implementation of planned activities.
- The declining trend of Inflation and interest rates in the last few months was expected to lead to reduction in lending rate, however, this has not been the case as most financial institutions we have contacted are still reluctant to reduce lending rates giving some of the reasons as high risk nature of borrowers especially in the agricultural sector, therefore lending continues to be expensive especially for the agricultural sector.
- Inadequate long-term funding to meet and cover production cycles continues to be a challenge in the agricultural sector. As a result of this, some financial institutions are not interested in any collaboration with ADVANCE on agricultural finance without any financial commitment to support lending to the agricultural sector.
- Limited alternative financial services including mobile banking, investment banking, leasing, private debt issuance, equity, etc. All compiled to limit the competitive pressure on the financial industry to innovate in servicing more difficult markets like agriculture.

Lessons Learned:

- Financial institutions are not willing to use own resources for investment in the agricultural sector, but rather depend on specific donor funding for agricultural lending. For this reason, ADVANCE will need to intensify strategies to ‘buying down the risk’ strategy of assured market, timely supply of inputs and mechanized service and technical assistance to both lenders and borrowers as an alternative to dependence on donor funding for agricultural lending.
- Due to the perceived risk in the agricultural finance, most of them tend to demand some form of guarantee for agricultural lending. For instance, one financial institution ADVANCE engaged requested 1 million dollars to be put in an interest-bearing account and use as guarantee against default. Development Credit Authority (DCA) is one option for guaranteeing loan defaults. However, most of the local financial institutions including rural banks are unable to access DCA as they are unable to meet the qualification requirements. In the coming months, ADVANCE will therefore explore other opportunities for guaranteeing loan defaults.

SECTION 5.0 VOLUNTEER ASSIGNMENTS

The Ghana ACIDI/VOCA Volunteer Program (GAVVP) integrates the FtF Leader with Associate Award and the Associate Award (ADVANCE). The two programs have been fused to increase the combined impact of FtF and the ADVANCE Program, through targeted upgrading of key enterprises and farm operations in our selected commodity value chains. The program has been mainstreamed and implemented within the ADVANCE interventions as 70 % of volunteers are placed in areas identified as requiring technical assistance by the project. The remaining 30% are assigned to targets of opportunity such as the Mampon Carrot Growers Cooperative. All field offices have designated volunteer liaison within their ADVANCE staff who support the core volunteer management team and ensure GAVVP will continue to identify technical assistance needs of agribusiness entities that fall within the ADVANCE approach and bring them on-board.

Volunteer Program: Key Achievements

21 Hosts identified
42 Assignments identified
7 Volunteers completed assignments
7 Volunteers recruited and will arrive from 1st May 2010
21 Assignments in various stages of SOW finalization

5.1 KEY PROGRAM ACHIEVEMENTS

In January 2010, an internal re-structuring of the GAVVP was done to ensure that staff are fully integrated within the ADVANCE program. Forty-two (42) volunteer assignments and 21 hosts have been identified for both ADVANCE and FTF volunteers. Of this number, five volunteers have already served, two are currently in-country, seven have been recruited and will start arriving in May, and the rest are in the final recruitment stages with ACIDI/VOCA HQ in Washington DC. With this, we are very confident that the target number of volunteers for both the LWA and Associate Awards for the year will be met. Details of specific assignments completed during the reporting period are presented in section 5.2.

5.2 SPECIFIC ASSIGNMENTS COMPLETED

Two assignments were completed under ADVANCE during the reporting period while three were completed under the LWA award.

ASSIGNMENTS UNDER ADVANCE

(i) **Outreach Program:**

This assignment was hosted by ADVANCE to identify current relationships between value chain actors and understand the dynamics of these relationships. Based on the recommendations made the outreach team has fashioned out a program for interested radio stations. The outcome of this exercise has brought on board companies such as SMSGH that have developed interest in using the mobile telephone platform to reach unbanked clients in some communities such as the Kasoa and Bawjiase area in the Central Region of Ghana. SMSGH is in discussions with the outreach team how to expand their reach to the various value chain actors in the ADVANCE commodity intervention areas.

(ii) Strategic Business Plan Development:

Hosted by the Savannah Farmers Marketing Company (SFMC) in the Northern region, ADVANCE saw a specific opportunity for SFMC to take up the role of an effective aggregator of grains in the northern sector. This assignment analyzed the weaknesses and strengths of SFMC and assisted them to develop a 3 – 5year strategic plan showing the direction in which the company should go to become more profitable. One of the highlights of the strategic plan is how to shift SFMC from its current dependence on debt financing to equity financing.

ASSIGNMENTS UNDER THE FARMER-TO-FARMER LWA AWARD

(i) Assessment & Re-Organization of the Osudoku Rice Co-Operative Society:

This assignment complemented the ADVANCE rice program in the Eastern Region by strengthening one of the largest cooperative societies within the Kpong Irrigation Project (KIP) area in order to make them more business-like.

(ii) Organizational Development of the Osudoku Agricultural Co-operative Society:

This assignment provided technical assistance to train both the executives and members to understand the roles expected of them and how a co-operative should function as a business entity. This assignment followed a previous one that assessed their level of operation with recommendations on the way forward. A key observation was the high level of mistrust between the cooperative and the Kpong Irrigation Project, which runs the irrigation facility. The rice commodity team of ADVANCE will take up the task of working to improve the trust relationship.

(iii) Organizational Development of the Carrot Growers Association of Ghana:

The host was the Carrot Grower Association of Ghana (CAGA) is based in Asante Mampong, a major area of carrot production serving major urban parts of Ghana. This assignment was designed to train and build the capacity of the leadership of the association in administrative, managerial and operations. The group was taken through training in record keeping, effective leadership, teamwork, and leadership strategies to improve trust, accountability and more effective participation within the association.

Challenges and lessons learned

Most FBOs are expecting monetary returns when the volunteer departs. In some cases it has been difficult to convince potential hosts to agree to host volunteers without receiving any monetary benefit. Gradually this is phasing out as more people hear about the volunteer program and the benefits associated with it.

Planned activities for next reporting period

1. The GAVVP will continue to strengthen the integrated approach to fielding volunteer consultants within the ADVANCE project framework. This will be done by continuing to work

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closely with value chain commodity teams within ADVANCE HQ, sub-offices in Nkawkaw and Techiman and also our partners (ASRuD, PAB, and ACDEP). ADVANCE has appointed contact persons in all the sub-offices to ensure effective integration of the volunteer program in their activities and strategies. The volunteer team will be in contact with the selected volunteer contact persons in the sub-offices and partners and their leadership. GAVVP will continue to expect that all these facets of the ADVANCE project will link the Volunteer programs to any of the key Value Chain players that need Technical Assistance and also for GAVVP to do likewise when other interventions are needed as have been done in Obuasi (with the citrus farmers - developing markets) and Nsawam (with Sunripe Fruit Processing - improved aggregation and efficient processing).

2. ADVANCE has met with the Director of the National Service Scheme and discussed the framework for engagement of national service personnel as part of our volunteer program. We have also developed a framework to place interns with financial institutions to establish a system of monitoring loans disbursed to clients.

3. We will follow up with host organizations to determine their implementation of volunteers' recommendations. Any challenges in implementing recommendations will be discussed and referred to ADVANCE's technical specialist or any other appropriate entity for assistance.

SECTION 6.0 GRANTS PROGRAM

To commence activities under the Value Chain Enhancement Grants Fund, ADVANCE developed a Grants Manual to guide the process of identification and selection of recipients, as well as effective monitoring of the recipients' financial and technical performance in compliance with USAID guidelines and requirements. During the scoping exercises, field teams have identified lack of mechanization for land preparation, planting and harvesting as the main constraint to higher productivity in rice, soybean and maize. In each region/subsector, ADVANCE has identified several potential grant beneficiaries with capacity to make the most impact on the select value chains working with an outgrower scheme ranging from 300-1,200 farmers.

In the rice sector, a grant agreement has been signed with FINATRADE for provision of planting and harvesting equipment to increase productivity, reduce breakage and increase the quality of rice. Finatrade has been investing its own resources in developing domestic sources of rice under the brand name 'Ghana Pride', to compete directly with long grain jasmine and other rice it imports, and is the only large rice trading company willing to invest in developing dedicated local supply chains from producers or aggregators able to deliver minimal volumes of 100 tons. Finatrade will introduce these mechanized services to rice growers with whom they are working in the Hohoe District for the benefit of over 1,000 small scale farmers, with farm size between 1-60 acres. The equipment is scheduled to arrive in May, in time for the rice season in July. Presently, Finatrade is purchasing about 1,000 tons of locally produced rice on a pilot from MiDA supported aggregators, and small and medium sized farm enterprises.

ADVANCE has signed agreements for collaboration and started the process for grants assistance to the Upper West Agro Industries (Wa in the Upper West Region), PEE Farms (Ejura in the Ashanti Region) and Kobbiman Farms (Nkoranza in the Brong-Ahafo Region). As part of the assistance, ADVANCE will provide planting, harvesting and threshing equipment to the beneficiaries that will result in increased planting density, yield and quality of product. Grants will be finalized and the equipment ordered in April 2010.

In the Upper West Region of Northern Ghana, the Upper West Agro Industries (UWAI) is the only processing company that has invested in developing their own supply chain with outgrowers. The firm currently processes soybean (both soy cake and soya oil) and is working with the Upper West Agricultural and Rural Development Outgrowers Scheme that consists of 1,200 farmers. Over the next two to three years the company has a potential to increase its out grower network to 3,500 with support from ADVANCE. As a result of the matching grant, the production area should increase from about 2,500 to 5,000 acres in year one.

In Ejura (in the Ashanti region), ADVANCE will collaborate with PEE Farms to provide them with matching grant to acquire planting, harvesting and threshing equipment for soybean cultivation. PEE Farms is a farm enterprise undertaking production and aggregation of soybean and maize and working with a number of outgrowers in 8 districts of northern Ghana and the

Ejura Sekyedumase District in the Ashanti region. PEE Farms is currently working with about 5,000 farmers and with the collaboration and grant assistance from ADVANCE will expand their outgrower scheme to include an additional 5,000 farmers in the 2010 crop season, therefore increasing cultivated acreage from about 10,000 to 20,000 for soybean and 1,000 for maize.

Kobbiman Farms is a farming enterprise in the Brong Ahafo Region working with a network of 300 outgrowers. As with the other two companies, ADVANCE will introduce innovative technology for soybean production resulting in additional 1,000 acres to be cultivated in 2010 involving 200 new outgrowers.

SECTION 7.0 MONITORING, EVALUATION AND KNOWLEDGE MANAGEMENT

The focus of monitoring and evaluation during the period under review was on (i) assessing the project baseline status, (ii) establishing systems for tracking and assessing the results of ADVANCE program interventions and (iii) staff capacity building. Specific activities included staff recruitment, revision of project results framework, performance monitoring indicators, commissioning of project baseline study, development of a data management system and staff orientation on monitoring and evaluation.

7.1 MONITORING AND EVALUATION

Revision of ADVANCE Results Framework

Following a series of discussions with USAID the ADVANCE results framework was revised to reflect as well as show causal flow between the activities to be implemented under the 3 components of ADVANCE and the intermediate and sub-intermediate results of the Global Food Security Response Program and USAID economic growth Strategic Objective 6.0.

Revision of Project Performance Monitoring Indicators

The initial set of performance indicators was reviewed and revised to eliminate duplication and to incorporate relevant indicators from the Initiative to End Hunger in Africa (IEHA) and the Global Food Security Response (GFSR). The final set comprises 28 indicators, 18 of which correspond to IEHA/GFSR indicators (Annex 5). Targets for FY 2010 and 2011 were also set for each of the IEHA/GFSR indicators as shown in Table 4.

Table 3. IEHA/GFSR Indicators to be tracked by ADVANCE

Initiative to End Hunger in Africa		FY 2010						FY 2011					
		Maize	Rice	Soya	Mango	Pineapple	Citrus	Maize	Rice	Soya	Mango	Pineapple	Citrus
1	Gross margin per hectare/animal for commodities targeted by USG assistance (\$/Ha)	109	239	155	-	-	-	109	239	155	-	-	-
2	Adoption of technologies targeted by USG assistance	3,000	1,200	1,200	600	300	300	7,500	3,750	3750	1,125	562	562
3	Additional area under new technology	2,400	1,000	1,500	80	120	70	5,600	5,000	6,250	130	200	100
4	Volume (MT) and value (\$) of purchases from smallholders of agricultural commodities targeted by USG assistance	8,000	2,000	2,700	1,350	0	0	16,000	8,000	9,000	1,800	9,000	3,600
		2,400,000	858,000	720,000	225,450	0	0	4,800,000	3,432,000	2,403,000	300,600	603,000	226,800
									FY 2010		FY 2011		
4	Value of credit disbursed to targeted beneficiaries as a result of USG assistance (\$)								1,300,000		2,600,000		
5	Number of targeted enterprises accessing business development services through USG assistance								10		30		
6	Number of rural households that benefited directly in this reporting year from USG assistance								2500		5000		
7	Number of vulnerable households benefiting directly in this reporting year as a result of USG assistance								2500		5000		
8	Number of agriculture-related firms benefiting directly in this reporting year as a result of USG assistance								10		30		
9	Number of producers' organizations, water user associations, trade and business associations, and CBOs that received USG assistance in this reporting year								150		225		
10	Number of women's organizations/associations that received USG assistance in this reporting year								50		75		
11	Number of public-private partnerships formed in this reporting year as a result of USG assistance								2		2		
12	Number of new technologies or management practices under research in this reporting year as a result of USG assistance								0		0		
13	Number of new technologies or management practices under field testing in this reporting year as a result of USG assistance								2		4		
14	Number of technologies made available for transfer this reporting year as a result of USG assistance								5		20		
15	Male attendance at short term agricultural sector productivity training								3500		7000		
16	Female attendance at short term agricultural sector productivity training								1500		3000		
Global Food Security Response Indicators													
17	Usage of price and market information systems as a result of USG assistance								5000		7500		

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Baseline Study

A baseline study was commissioned in January to establish the prevailing conditions relating to the maize, rice, soya bean, mango, pineapple and citrus value chains and smallholder producer economic status in the ADVANCE project target areas. The baseline also captures and establishes the initial status of all ADVANCE performance monitoring indicators against which subsequent data collected over the project lifespan would be compared to track and evaluate the progress and impact of the project. The baseline covered 22 districts, a survey of 1229 households and 60 focus group discussions/key informant interviews within the project operational area.

Data collection has been completed and data entry and analyses are in progress and expected to be completed by the third week of May. The draft baseline report is due at the end of May with the final report in mid June. The ADVANCE team will review the project indicators, performance targets, and make the necessary revisions to the performance monitoring plan after the baseline study.

Gender Assessment

The gender assessment led by Winrock International was commissioned in March to examine gender-based differentials and constraints in the context of the ADVANCE target value chains and the three program components. The assessment will (i) provide insights on the differences between men and women in terms of the roles they play in the ADVANCE target value chains, power relationships and differential access to resources, (ii) determine how these differences are likely to impact ADVANCE program results and to affect the impact of ADVANCE on the status of women in particular, and (iii) provide recommendations on how ADVANCE may address the differences and inequalities between men and women in program planning, implementation, monitoring and evaluation, including strategies to ensure gender equity. The assessment is ongoing and will be completed in May. The outcome will inform the development of an implementation plan that supports gender equity, and increases the participation of women in project activities throughout the life of the project.

Development of ADVANCE Data Collection Forms

Forms for collection of data to track project progress and assess impact were designed during the period under review. Data collection forms for recording profiles of value chain actors and for reporting on training attendance are currently in use in the field. Development of additional forms to record data on other aspects of the program such as production and sales, technology adoption and access to financial services is in progress.

Baseline Household Survey

Sample size: 1240 households

Focus:

- Smallholder household crop production levels
- Household income and assets
- Access to and use of agricultural/financial services and inputs and technology

Baseline Focus Group Discussions

Sample size: 60 Focus Groups/key informants

Focus:

- Dynamics of smallholder participation in targeted value chains
- Factors that influence smallholder upgrading, that enhance or constrain market access within value chains, value chain relationships
- Benefits and smallholder perceptions of service and input providers

Development of MIS Database

A beta version of a web based MIS database was developed in January with technical support from Dale Key, the Director of Information Technology (ACDI/VOCA, Washington DC). All 5 ADVANCE M&E officers received an orientation on the use of the MIS database, with installation of the required software on their respective laptops. The MIS database will store data on project beneficiary profiles, training activities and training participant data, project performance indicators, project grants, value chain linkages and financial data among others. The current version of the database allows for on and offline data entry on value chain actor profiles, training, and grants. The MIS system will be tested during the next reporting period once data collection on potential project beneficiaries, currently underway in the field is completed. The MIS database will be developed further to allow for input of data on additional project performance indicators and in response to feedback from the field on its utility.

Staff Recruitment

Three M&E officers were recruited for the ACDEP, ACDI/VOCA Techiman and Nkawkaw project sub-offices and have since assumed duty. PAB Consult and ASRUD already had M&E Officers at post and have been assigned full time to ADVANCE. All 5 M&E officers have the responsibility of liaising with field staff and relevant stakeholders to collect data on project activities, outputs, outcome and impact in accordance with ADVANCE project performance monitoring plan, analyze monitoring data to identify trends, provide technical support to field staff, prepare project progress reports and other relevant project documentation, and to facilitate reflection, learning and sharing among and between regional project teams and to assist in the organization and conduct of project impact assessment and special studies.

The M&E officer's activities during the period under review focused on assisting with M&E orientation of field business facilitators, providing guidance on the use of project data collection forms, coordinating collection of data on farmers, FBOs, processors, aggregators/buyers and input dealers in their respective operational areas, and undertaking preliminary analysis of data collected to date.

Staff Capacity Building

Five orientation workshops were organized for ADVANCE project staff in all the project sub-offices to provide a general orientation to monitoring and evaluation in the context of the ADVANCE Project. The orientation covered among others a review of the roles of M&E officers, Project Managers and Field Business Facilitators in monitoring and evaluation of ADVANCE, review of the ADVANCE results framework and Performance Monitoring Plan, introduction to ADVANCE data collection forms and reporting requirements, and discussions on knowledge management practice within ADVANCE. Additional M&E related training will be organized for staff on non – indicator based monitoring including the development of human interest and the most significant change approach to assessing project results during the next reporting period.

Challenges

Tracking some ADVANCE performance indicators requires data collection from large number of respondents. In some cases, such as technology adoption, this would require physical visits to each producer's farm. Current field staff numbers are insufficient to handle the scale of data collection. Indeed field staff currently collecting profile data on producers and FBOs have already expressed concern about their capacity to collect this information in light of the large numbers involved and the spread of respondents. One strategy under consideration to address this challenge is the periodic outsourcing of data collection to a capable contractor where large numbers of respondents and volumes of data are involved.

Lessons Learned

There is an overlap between some data elements to be tracked by ADVANCE Performance Monitoring Plan, Environmental Monitoring Plan and GIS system. To avoid duplication of data collection efforts and to take advantage of synergies between these three systems, the M&E Manager, GIS Officer and Environment Specialist will coordinate their activities to design data collection and analysis tools and procedures. In addition, due to the overlap between ADVANCE and MiDA-financed, ACDI/VOCA-implemented Southern Horticultural Zone Project (SHZP), operational areas in the south there would also be coordination of data collection efforts between the two where relevant. Initial steps in this regard have been taken by identifying indicators common to the two projects.

Lessons learned from SHZP project revealed that data collection on adoption of technology whose application is seasonal should be planned to coincide with the period of the production cycle where the particular technology was expected to be applied and should include actual observation on the field. In the case of SHZP, collecting such data at the end of the farming season resulted in overestimation of numbers of actors who actually adopted a particular technology. Learning from SHZP's experience, the timing of data collection for ADVANCE will be scheduled in accordance with respective commodity cropping calendars.

Scheduled activities for the next reporting period:

- Revision of Project Performance Monitoring Plan and targets as a result of baseline findings.
- Coordinate field data entry into ADVANCE MIS database and generation of reports for analysis.
- Complete development of full complement of ADVANCE data collection forms and roll out in the field.
- Develop data quality review strategy and organize annual data quality assessment.
- Organize staff training on non-indicator based documentation e.g. human interest stories, most significant change stories.
- Prepare annual GFSR/IEHA indicators and Economic Growth Objective Indicators reports.
- Work with GIS and Environment Specialists to harmonize data collection for monitoring results of ADVANCE.
- Identify suitable contractor to outsource data collection as and when necessary.
- Organize annual data collection exercise for assessment of project outcomes.

7.2 KNOWLEDGE MANAGEMENT

Integral to the value chains approach is being able to quickly make decisions and adjust direction based on good information from the field. This requires an additional project component of Knowledge Management to complement the existing M&E functions. Our knowledge management strategy has focused on creating and supporting a culture that is open to learning and sharing observations between the field staff, managers and head office staff (and vice-versa) – creating an effective feedback cycle for important observations, information and learning.

To date, all staff have been oriented and trained on knowledge management principles with practical examples through the initial orientation. M&E officers have received further training and emphasis from the M&E training in Accra. The knowledge management team has continued to emphasize the importance of sharing learning and observations with all project staff and partners through multiple communications and field visits, the results of which are starting to become apparent through increased information flow between offices (ex: PAB and ASRuD, two of our subrecipients) and with more information starting to flow to and from field staff.

Changes in office culture towards valuing information and learning are happening, although since the project is working with previously established, distinct organizations, this change will be an ongoing process tailored to each partner/sub-office.

Basic processes and tools for sharing knowledge have been setup; these include standardized email accounts and an organized server to collect, store and filter information. As we progress further with project implementation, field staff exchanges, learning reports and further communication between all staff will be encouraged.

SECTION 8.0 CHALLENGES AND LESSONS LEARNED

ADVANCE is adopting a relatively new approach to facilitating rather than intervening directly in the agricultural value chains and therefore most staff recruited had little or no experience with the approach. This situation required continuous training for field staff to adopt the strategy. With orientation, feedback and direct support from ADVANCE's head office, most field staff have picked up substantially and started effective implementation. To ensure that all field offices stay on track and within planned time frames, senior managers at ADVANCE head office have been assigned to each field office constantly support them to ensure that they get the approach right and also remain on target in achieving program outcomes and objectives.

A key challenge faced during the period under review was synchronizing ADVANCE indicators with those of the USAID/GFSR/IEHA. This was due to the fact that GFSR/IEHA and economic growth indicators were under revision, while there were also changes in priority areas for USAID and subsequently ADVANCE. For instance, whereas initially there was a strong focus on international exports of value chain crops; this was later shifted to a focus on domestic markets and some regional exports. Another example is that while ADVANCE interventions involve facilitating sales of farmers' produce to WFP, the associated GFSR indicators on food aid procurement required reporting not only on how much was sold to WFP but also on the final destination of commodities sold. This is a situation over which ADVANCE has no control and hence would be challenging to track. ADVANCE is waiting for feedback from USAID on how to handle this particular issue.

SECTION 9.0 PLANNED ACTIVITIES FOR NEXT REPORTING PERIOD

Activities planned for the next reporting period largely correspond with the approved implementation plan. However, in a few cases, we have made some adjustments to reflect lessons that we have so far learnt during implementation in the last six months

Outcome: increase maize production by 10,000Mt by the end of year 1					
Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
1. Limited availability of quality seeds	Assess and research with Crop Research Institute and SARI the viability of appropriate hybrid seeds	September 2010	PPRSD, Wienco, GAFCO, GGLDB, UT Logistics, Finatrade, Premier Foods	Seed Agronomist. PAB CONSULT, ACDEP	250Mt of quality seeds 10% of contracted growers producing for industrial buyers using hybrid seeds 10% increase in certified seed sales
	Improve relationship and capacity of the value chain for the seed industry from production distribution to retailing the market	September 2010			
	Monitor the supply of quality seeds to producers within identified value chain				
	Finalize MOU with CRI and SARI				
	Provide/Source funding for parental lines production	April - May 2010			
	Monitor production of breeder seed				
	Identify seed growers				
	Conduct seed promotion program				
Conduct maize demonstrations					
Train seed growers					
Engage WASA in seed Strategy		July- September 2010			
Conduct variety trials					

Outcome: increase maize production by 10,000Mt by the end of year 1

Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
<p>2. Disconnected and poorly formed value chain relationships</p>	<p>Assist in negotiations between industry buyers and aggregators and farmers on quality, quantity and price including any performance incentives</p> <p>Assist buyers and aggregators to develop more effective supply management models based on quantity, quality and loyalty performance</p> <p>Support identified input dealers to organize promotional events and other activities to facilitate relationship building with producers</p> <p>Provide mediation and moral guarantee as and when disputes and misunderstandings arise.</p> <p>Engage NAFCO and other stakeholders on National Buffer Stocks to support a business-friendly management</p> <p>Complete agreements and MOUs with lead firms on their participation in VC</p> <p>GIS Mapping of Nucleus Farmer locations</p>	<p>April 2010</p> <p>Ongoing September 2010</p> <p>April 2010</p> <p>Ongoing</p> <p>May – September 2010</p> <p>May – June 2010</p> <p>July – September 2010</p>	<p>Wienco, GAFCO, GGLDB, UT Logistics, Finatrade, Premier Foods, SFMC, Agrimat, Dizengoff, farmers in the Brong/Ahafo, Upper East, Upper West, Northern, Ashanti and Central Regions, NAFCO</p>	<p>PAB CONSULT, ACDEP, Maize commodity team ADVANCE Techiman office with oversight responsibility by the Senior Technical Advisor</p>	<p>2,000 farmers with formal contracts and 3,000 with informal agreements</p> <p>10 aggregators involved in formal contracts with buyers and farmers</p> <p>At least one buyer-aggregator channel applies performance incentives</p> <p>At least 2,000 farmers accessing high quality inputs through contracted</p> <p>75% of farmers remain in contract scheme after year 1</p>

Outcome: increase maize production by 10,000Mt by the end of year 1					
Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
3. Poor adherence to Good Agricultural Practices(GAP) and post-harvest practices	Support Nucleus farmers in their leveraging activities (discussions on program, social mobilization and animation, registration of interested farmers etc.) on their farms and out-grower schemes at the sub/field offices	May – July 2010			
	Assess the Knowledge gap of Smallholders in GAPs for Maize.	May 2010	Wienco, GAFCO, UT Logistics, Finatrade, Premier Foods, SFMC, Agrimat, Dizengoff, farmers in the	PAB CONSULT, ACDEP ADVANCE Techiman office with oversight responsibility by the DCOP	An average of 3Mt/ha for the 5000 farmers involved in some kind of contract farming
	Assess suitability of TIPCEE materials on “Good life of maize”	May 2010	Brong/Ahafo, Upper East, Upper West, Northern, Ashanti and Central Regions		At least 60% of the produce of farmers meet quality standards
	Adapt TIPCEE materials to meet the requirements of buyers	June 2010			5000 farmers receive Technical Assistance in maize production
	Work with aggregators and buyers to develop proper extension messages for GAP and post-harvest practices using to adopted/adapted training materials	April 2010 and ongoing			
	Agree with buyer aggregators to finalize agreement on cost share of delivering extension to outgrowers (could include local volunteer/intern as test position for aggregator/buyer	June 2010			
	Work with input and service providers to promote, via education based tactics, focusing on GAP and post-harvest handling to outgrowers	April 2010 and ongoing			
Agree with aggregators buyers and input and service providers the cost	September 2010				

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Outcome: increase maize production by 10,000Mt by the end of year 1					
Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
4. Limited access to appropriate machinery and equipment (tractors, shellers, dryers, cleaners etc) and services such as land preparation, pest and weed management etc	share of delivering the promotional(extension) messages				
	Where necessary provide direct technical assistance and training on GAP and post-harvest handling	April 2010 and ongoing			
	Assess availability and utilization of key equipment including land preparation, crop protection, harvest handling and initial processing	May 2010	NAAMSECO and other service providers to be identified	PAB CONSULT, ACDEP ADVANCE	At least 2000 farmers have access to mechanized land preparation services
	Assess current formal and informal service providers available to farmers.	June 2010		Techiman office with oversight responsibility by the Senior Technical Advisor	30 private (pest control) Service providers linked to input providers trained and delivery services to farmers
	Work with buyers, aggregator input providers and available equipment owners/service providers to identify critical equipment and services required for outgrower farmers	June 2010			
	Work with input and service providers to assess business opportunities for delivering the critical services	June 2010			
	Agreement with aggregators, buyers input firms and service providers on cost share for accessing equipment identified as critical but not available locally based on a viable business model	April 2010			2000 farmers have access to harvest and post-harvest services
	Work with agricultural equipment dealers to ensure identified equipment gaps are covered with the appropriate available equipment and link agricultural equipment dealers with local input dealers or other potential distributors	April 2010			
Agreement with aggregators, buyers farmers, input firms and service providers on cost share for accessing services identified as critical	April 2010				

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Outcome: increase maize production by 10,000Mt by the end of year 1

Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
5. Limited access to finance	Provide technical assistance using volunteers and or Short term technical assistance where necessary on equipment use, operating the service business linking to equipment supply chains to ensure ongoing equipment maintenance and promoting services via demos and other education based promotional tools.	September 2010			
	Provide mediation and moral guarantee as and when disputes and misunderstandings arise.	September 2010			
	Work with willing value chain actors to package financial services targeting identified gaps (financial gaps (farmer access to appropriate input and services)	May 2010	ARB Apex Bank Ecobank, OISL, Buyers and other value chain actors	PAB CONSULT, ASRuD, ACDEP and Financial Service Manager at ADVANCE HQ.	2,000 access input finance 10 firms receive equipment loans
	Work with willing financial institutions to develop appropriate financial products to fill financial gaps such as agricultural equipment and machinery finance	April 2010			
	Work with industry to establish Grades and Standards using Ghana Standards Board criteria linked to Grains Council and warehousing service providers	June 2010			
	Assess warehouse infrastructure and work with industry on plan to upgrade warehouses where necessary and link with our warehouse receipt program	June 2010			
	Provide mediation and moral guarantee as and when disputes and misunderstandings arise.	September 2010			

Outcome: Rice production increased by 2,500Mt by the end of year 1 as a result of direct intervention by ADVANCE

Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
Limited availability of quality seeds	e) Work with Prairie Volta, Wienco and other input dealers regarding production of appropriate seeds for buyers	September 2010	ACDI/VOCA's MCA Program, PPRSD (MoFA) GGLDB, SARI, CRI, Wienco, UT Logistics, Finatrade, Olam, Prairie Volta Ltd	PAB CONSULT, ACDEP, and ASRuD with oversight responsibility by the Senior Technical Advisor	165Mt of quality seeds 85% of contracted growers producing for buyers using certified seed
	f) Assess with Prairie Volta and other seed producers the viability of using Outgrowers in seed multiplication	September 2010			
	g) Improve relationship and capacity of the value chain for the seed industry from production, distribution to retailing in the market	September 2010			
Disconnected and poorly formed value chain relationships	a) Assist in negotiations between industry buyers and aggregators and farmers on quality, quantity and price including any performance incentives	April 2010	ACDI/VOCA's MCA Program, Wienco, GGLDB, UT Logistics, Finatrade, SFMC, Agrimat, Dizengoff, farmers in the Upper East, Northern, Volta, and Central Regions	PAB CONSULT, ACDEP and ASRuD with oversight responsibility by the Senior Technical Advisor	2,000 farmers with formal contracts and 3,000 with informal agreements 10 aggregators involved in formal contracts with buyers and farmers At least one buyer-aggregator channel applies performance incentives At least 2,000 farmers accessing high quality inputs through contracted services 75% of farmers remain in contract scheme after year 1
	c) Assist buyers and aggregators to develop more effective supply management models based on quantity, quality and loyalty performance	September 2010 and ongoing			
	d) Assist in negotiations between buyers, aggregators, input firms and farmers on access to inputs	April 2010			
	Provide mediation and moral guarantee as and when disputes and misunderstandings arise.	September 2010 and ongoing			
Poor yield due to non-adherence to Good	a) Assess the Knowledge gap of Smallholders in GAPs for Rice.	June 2010	ACDI/VOCA's MCA Program, JICA, Wienco, GGLDB, UT Logistics, Finatrade,	PAB CONSULT, ACDEP ASRuD with oversight responsibility by the Senior	An average of 2Mt/ha for the 5000 farmers involved in some kind of contract farming

Outcome: Rice production increased by 2,500Mt by the end of year 1 as a result of direct intervention by ADVANCE					
Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
Agricultural Practices(GAP) and post-harvest practices	b) Work with aggregators and buyers to develop proper extension messages for GAP and post-harvest practices	April 2010 and ongoing	SFMC, Agrimat, Dizengoff, farmers in the Upper East, Northern, Volta, and Central Regions	Technical Advisor	At least 60% of the produce of farmers meet quality standards 5000 farmers receive Technical Assistance in rice production
	c) Agree with buyers and aggregators to finalize agreement on cost share for delivering extension to Outgrowers (could include local volunteer/intern) as test position for aggregator/buyer	June 2010			
	d) Work with input and service providers to promote, via education based tactics, focusing on GAP and post-harvest handling to Outgrowers	April 2010 and ongoing			
	e) Agree with aggregators, buyers and input and service providers the cost share of delivering the promotional(extension) messages	September 2010			
	f) Where necessary provide direct technical assistance and training on GAP and post-harvest handling	April 2010 and ongoing			
Limited access to appropriate machinery and equipment (tractors, harvesters, threshers, Mills with de-stoners, cleaning facilities etc) and services such as land preparation,	a) Work with buyers, aggregator input providers and available equipment owners/service providers to identify critical equipment and services required for Outgrower farmers	June 2010	Prairie Volta Ltd, MoFA, NAAMSECO and other service providers to be identified. Also input dealers like Wienco, Dizengoff, Agrimat etc	PAB CONSULT, ACDEP ASRuD with oversight responsibility by the Senior Technical Advisor	At least 2000 farmers have access to mechanized land preparation, harvesting and threshing services 10 private (pest control) Service providers linked to input providers trained and delivery services to farmers
	b) Work with input and service providers to assess business opportunities for delivering the critical services	April 2010			
	e) Broker agreement with aggregators, buyers, input firms and service providers on cost share for accessing equipment identified as critical but not available locally based on a viable	April 2010			

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Outcome: Rice production increased by 2,500Mt by the end of year 1 as a result of direct intervention by ADVANCE					
Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
pest and weed management etc	business model				
	f) Work with agricultural equipment dealers to ensure identified equipment gaps are covered with the appropriate available equipment and link agricultural equipment dealers with local input dealers or other potential distributors	April 2010			
	g) Agreement with aggregators, buyers, farmers, input firms and service providers on cost share for accessing services identified as critical	April 2010			
	h) Provide technical assistance using volunteers and or Short term technical assistance where necessary on equipment use, operating the service business linking to equipment supply chains	September 2010			
	i) Provide technical assistance using volunteers and /or Short term technical assistance where necessary for promoting services via demos and other education based promotional tools.	September 2010			
	j) Provide mediation and moral guarantee as and when disputes and misunderstandings arise.	September 2010			
Limited access to finance	a) Work with willing value chain actors to package financial services targeting identified financial gaps (e.g. farmer access to appropriate input and services)	June 2010	ARB Apex Bank Ecobank, OISL, Buyers and other value chain actors	PAB CONSULT, ASRuD, ACDEP and Financial Service Manager at ADVANCE HQ.	2,000 access input finance 5 firms receive equipment loans

Outcome: Rice production increased by 2,500Mt by the end of year 1 as a result of direct intervention by ADVANCE					
Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
	b) Work with willing financial institutions to identify financial products such as agricultural equipment, working capital and input finance.	April 2010			
	c) Provide mediation and moral guarantee as and when disputes and misunderstandings arise.	September 2010			

Outcome: Increase soybean production by 3,000Mt by the end of year 1					
Constraints in Value Chain	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
1.Limited access to certified seed	a) Assess with Soybean Council and GLDB and other seed producer association the possibility of using Outgrowers in seed multiplication	May, 2010	Soybean Council GLDB, Farmers, Soybean Council	ACDEP, ADVANCE Techiman office with over sight responsibility by DCOP	3,000 farmers access improved high quality soybean seed
	b) Improve relationship and capacity of the value chain for the seed industry from production, distribution to retail.	June, 2010			

Outcome: Increase soybean production by 3,000Mt by the end of year 1					
Constraints in Value Chain	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
2.Poor yield due to the lack of mechanisation (planters) to realise the optimum plant population density Poor quality and low yield of soybeans due to manual harvesting and threshing	a) Assess the viability of establishing Agricultural service centers using Short term technical consultants	September 2010 and ongoing	NAAMSCO, Soybean Council	ACDEP, ADVANCE Techiman office with over sight responsibility by DCOP	5,000 farmers producing 5,000Mt of soybean in year one
	b) Develop a business model bases on viability of the agricultural service centers	September 2010 and ongoing			
	c) Facilitate the establishment of mechanization services by lead firms and mechanization service providers	September 2010 and ongoing			
3.Poor agronomic practices	a) Train farmers in good agronomic practices	April 2010 ongoing	Ghana Nuts, Olam, Finatrade		Yields increase from 0.8 to 1.2Mt/Ha on average
	b) Support selected farmers and lead firms to set up demonstration sites to expose farmers to the benefits of using quality (certified) seeds	April 2010			
	c) Develop a farm budget & marginal analysis for actors in the soybean value chain	April 2010			
4.Limited access to finance	c) Work with willing value chain actors to package financial services targeting identified (financial gaps (farmer access to appropriate input and services)	April, 2010	ARB Apex Bank, Ecobank, OISL, Buyers and other value chain actors	ACDEP and ADVANCE Techiman office with oversight responsibility of the Financial Services Manager	2,000 farmers access financial service

Outcome: Increase soybean production by 3,000Mt by the end of year 1					
Constraints in Value Chain	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
	d) Work with willing financial institutions to develop appropriate financial products such as equipment finance.	April 2010			
	e) Provide mediation and moral guarantee as and when disputes and misunderstandings arise.	September 2010			

Outcome: Fruits for local processing companies- 1,500MT					
Constraints in the Value Chain	ADVANCE's intervention	When	With whom	Responsible person in ADVANCE	Targets
1. Poorly formed disconnected value chain relationships	Conduct farm budget and margin analysis to assess profitability for all actors	June, 2010	Fruitiland, Mandis, Sunripe, Kingdom Fruits, Coastal Grooves, Pamford and Sons, Blue Skies, Athena, Dizengoff, Wienco, Agrimat farmers in Eastern Central, Volta, and Greater Accra Regions,	PAB Consultant, ASRuD and ADVANCE project staff in Nkawkaw with support of a consultant and oversight responsibility by the DCOP	Formal Contracts signed between processors and 1,000 farmers
	Assess the viability of processors to invest in developing more dedicated supply chains	June 2010			Informal supply contracts agreed between processors and 1,000 farmers
	Assist in negotiations between processors, aggregators, input firms and farmers to form dedicated channels for domestic processing market	June 2010			70% of farmers under formal contract increase their income by 15%
	Assist in negotiation around input supply When needed, assist with dispute resolution	June 2010			

Outcome:

Fruits for local processing companies- 1,500MT

Constraints in the Value Chain	ADVANCE's intervention	When	With whom	Responsible person in ADVANCE	Targets
	Assist aggregators and processors to better understand and upgrade their supply chain including production	May 2010			
	Complete and sign 7MOUs with processors	May – July 2010			
2. Poor Agronomic Practices leading to low yields and poor quality fruits high post-harvest losses	Assist processors who express interest in upgrading through technical assistance and cost share e.g. provide an agronomist (intern/volunteer/STTA) based in the processing firm	September 2010	Sunripe, Coastal Grooves, Pamford and Sons, Blue Skies, Athena, farmers in Eastern Central, Volta, and Greater Accra Regions, Dizengoff, Wienco, Agrimat	PAB Consultant, ASRuD and ADVANCE project staff in Nkawkaw with support of a consultant with oversight responsibility by the DCOP	Based on analysis and workshop in April (see 1.d above), yield and quality targets will be set with industry players

Outcome:

Fruits for local processing companies- 1,500MT

Constraints in the Value Chain	ADVANCE's intervention	When	With whom	Responsible person in ADVANCE	Targets
	Assist input industry to promote its products through more educational based promotional campaigns for adoption of GAP through technical assistance and cost share e.g. provide an agronomist (intern/volunteer/STTA) based in the input firm	September 2010			
	Provide technical assistance through training to cover knowledge gaps that are not covered by other actors in the chain	Ongoing throughout 2010			

Outcome:

Fruits for local processing companies- 1,500MT

Constraints in the Value Chain	ADVANCE's intervention	When	With whom	Responsible person in ADVANCE	Targets
3. Inadequate access to technical services	Assess spraying and post-harvest services for fruit production, packing and transport	April, 2010	Sunripe, Coastal Grooves, Pamford and Sons, Blue Skies, Athena, farmers in Eastern Central, Volta, and Greater Accra Regions, Dizengoff, Wienco, Agrimat, NAAMSECO	PAB Consult, ASRuD and ADVANCE project staff in Nkawkaw with support of a consultant with oversight responsibility by the Senior Technical Adviser	1,000 farmers under contract have access to agricultural services
	Assist NAAMSECO and others service providers to extend and target their land preparation services to pineapple growers	June 2010			15 service providers participating in the program increase sales and services to smallholders
	Assist input dealers, NAAMSECO and other service providers to extend and target their pest management and post-harvest services to pineapple, mango and citrus growers	June 2010			500 farmers access land preparation services
	Assist in expanding and upgrading nursery services for the production and supply of appropriate varieties of fruits	September 2010			

Outcome:

Fruits for local processing companies- 1,500MT

Constraints in the Value Chain	ADVANCE's intervention	When	With whom	Responsible person in ADVANCE	Targets
	e) Contract consultant to evaluate equipment need and business plans for Coastal Grooves and Sunripe Ltd to enable them access finance	June 2010			
4. Inadequate access to finance	a) Identify potential providers of finance either within the chain or the financial sector	June 2010	ARB Apex Bank, OISL, Procredit, Ecobank, Stanbic Bank, ADB, Venture Capital	PAB Consultant, ASRuD and ADVANCE project staff in Nkawkaw with support of a consultant with oversight responsibility by the Senior Technical Adviser	1,000 farmers under contract have access to financial services At least 2 processors access financial services under the program
	b) Work with willing value chain actors to package financial services targeting identified financial gaps	September, 2010 and ongoing			
	c) Work with willing financial institutions to develop appropriate financial products for identified financial gaps	September, 2010 and ongoing			
	d) When needed, assist in dispute resolution	September, 2010 and ongoing			

Outcome: increase access to finance for 5000 value chain actors					
Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
1. Lack of Capacity in the Financial Sector in Agricultural-Related Financial Services	ADVANCE will conduct a situational analysis to assess the current situation of the rural banking sector. This will involve assessing their target clientele, outreach, capitalization, staff capacity etc. It will also involve assessment of the impact of previous donor support if any to avoid duplications and overlaps. ADVANCE will work ARB APEX Bank to develop their capacity to research, design, and develop a range of courses on how to effectively deliver financial services to the agricultural sector.	April, 2010	ARB APEX Bank Consultant from ADVANCE , Opportunity International, National Banking College	Agatha Quayson/ Mike Field	30 financial institutions comprising of about 25rural banks ,and 5 commercial Banks
		May, 2010			
	ADVANCE will sign an MOU with The National Banking College based on the agreed responsibilities of both parties regarding our collaboration on capacity building to effectively support the rural banking industry.	May 2010			
	ADVANCE will work with the National Banking College to conduct detailed analysis of banking industry needs and marketability of agricultural	June, 2010			

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Outcome: increase access to finance for 5000 value chain actors					
Constraints in VC	ADVANCE Intervention	When	With Whom	Who is responsible in ADVANCE HQ	Targets
	finance services.				
	ADVANCE will assist the National Banking College to develop course materials and/or a toolkit related to financial services for selected agricultural value chains (e.g., maize, rice, soya, sorghum etc.)	July, 2010			
	ADVANCE will work with the National Banking College to pilot delivery of the developed agricultural finance courses and toolkit.	July, 2010			
2. Limited Application of Technology to Deliver Financial Services	Sign MOU with Ecobank on collaborating in the area of facilitating payments to farmers using existing banking infrastructure and new channels such as Mobile Money.	May 2010	ECOBANK, MTN	Agatha Quayson/Michael Field	5000 farmers benefits from mobile money payment platform.

MONITORING AND EVALUATION ACTIVITIES

Activity	When	With Whom	Who is responsible in ADVANCE	Target
Data Collection And Analysis				
Establishment of data collection procedures to capture both explicit and tacit data	Apr-Jul 2010	ADVANCE Senior Technical Advisor ADVANCE Change Manager MiDA M&E Unit	ADVANCE M&E Manager	Protocol for data collection developed
Develop data quality review strategy	Apr-Jul 2010	USAID M&E Advisor M&E Director, ACDI/VOCA Washington DC, MiDA M&E Unit	ADVANCE M&E Manager,	Data quality strategy document produced
Conduct data quality assessment	September 2010	Consultant	ADVANCE M&E Manager,	One data quality assessment completed
Data collection and entry into MIS database	On-going throughout the year	ADVANCE M&E Officers, ADVANCE Business Facilitators MiDA M&E unit	ADVANCE M&E Manager,	MIS database contains complete set of Year 1 data
Quarterly data compilation and analysis	Apr 2010, Jul 2010, Sept 2010	ADVANCE Business Facilitators	ADVANCE M&E Manager,	Quarterly status of project progress documented
Bi – annual data compilation	Apr 2010	ADVANCE Business	ADVANCE M&E Manager,	Six-month status of project

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and analysis	Sept 2010	Facilitators		documented
Annual data compilation and analysis	Sept 2010	ADVANCE Business Facilitators ADVANCE Component Managers and Technical Specialists	ADVANCE M&E Manager,	End of Year one status of project documented
M&E team monitoring visits	Jan-Mar, 2010 Apr – Jun, 2010 July – Sep 2010	ADVANCE Component Managers and Technical Specialists	ADVANCE M&E Manager,	M&E team well informed about project progress
Documentation and Reporting				
Preparation and submission of six-month report	April 2010	ADVANCE Component Managers and Technical Specialists	ADVANCE M&E Manager ADVANCE DCOP	Six-month report submitted to USAID
Preparation and submission of annual progress report	Oct 2010	ADVANCE Component Managers and Technical Specialists	ADVANCE M&E Manager ADVANCE DCOP	Annual progress report submitted to USAID
Preparation and submission of annual GFSR/IEHA indicators report	Oct 2010	ADVANCE Component Managers and Technical Specialists	ADVANCE M&E Manager ADVANCE DCOP	Annual GFSR/IEHA reports submitted to USAID
Preparation and submission of annual Economic Growth Objective Indicators report	Oct 2010	ADVANCE Component Managers and Technical Specialists	ADVANCE M&E Manager ADVANCE DCOP	Annual report on EG indicators submitted to USAID
Impact Assessment				
Annual data collection exercise for project outcome	Aug - Sep 2010	ADVANCE M&E Officers, ADVANCE	ADVANCE M&E Manager	Progress towards achievement of project outcomes assessed and

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assessment		Business Facilitators		documented
Knowledge Management				
Design system for information flow within project	Dec 2009	ADVANCE M&E Manager, ADVANCE Senior Technical Advisor	ADVANCE Change Manager	Process for information sharing developed and in use
Intra and inter regional team sharing meetings/exchange visits	Ongoing throughout the year		ADVANCE Change Manager, ADVANCE M&E Manager,	Team successes and challenges and lessons learned shared and peer support provided
Regional project review meeting	Quarterly	Field project teams	ADVANCE Project Managers ADVANCE M&E Officers	Project progress and results assessed, lessons learned shared and follow up action agreed
Annual project review meeting	Sep 2010	ADVANCE DCOP	ADVANCE M&E Manger,	Project progress and results assessed, lessons learned shared and follow up action agreed
Targeted/opportunistic research/studies	As and when required	Consultants	ADVANCE M&E Manager, ADVANCE Component Managers	Enhanced understanding of targeted value chain dynamics
Staff Capacity Development				
Build staff capacity to observe, assess, and communicate knowledge learned from interventions	Ongoing throughout the year	ADVANCE Senior Technical Advisor	ADVANCE Change Manager ADVANCE M&E Manager	Staff observation and communication skills enhanced
Staff training on non-indicator based documentation e.g. human interest stories, most significant change stories	June 2010	ADVANCE Change Manager	ADVANCE M&E Manager	Field offices produce at least 3 human interest stories each by the end of year one

ANNEX 1: ADVANCE PROJECT OPERATIONAL AREAS: YEAR 1

Zone	Region	Organization	District	Value Chain Commodity
1	Northern	ACDEP	1. Yendi 2. East Mamprusi 3. Bunkpurugu Yunyuo	Maize, Soya, Rice
	Upper East	ACDEP	1. Bulsa South 2. Bawku West 3. Bawku Municipality 4. Kassena Nankana West	
	Upper West	ACDEP	1. Sissala West 2. Sissala East 3. Sawla - Tuna - Kalba 4. Wa West	
2	Brong Ahafo	ACDI/VOCA	1. Sunyani East 2. Sunyani West 3. Tango North 4. Tango South 5. Nkoranza 6. Techiman 7. Kintampo North 8. Kintampo South 9. Atebubu 10. Ejura Sekyere 11. Odumase 12. Sekyere East 13. Sekyere West 14. Wenchi 15. Sekyere Central 16. Sekyere Afram Plains	Maize, Soya, Mango
	Ashanti	ACDI/VOCA	1. Offinso North 2. Offinso South 3. Asante Akyem North 4. Asante Akyem South 5. Obuasi Municipality	Maize
3	Eastern	ACDI/VOCA	1. Akuapim North 2. Birim North 3. Birim Central 4. Kwaebibirem 5. Atiwa 6. Suhum Kraboa Coaltar 7. West Akim 8. Kwahu South 9. Kwahu East 10. Kwahu North (Afram Plains) 11. Kwahu West	Maize, Citrus, Pineapple
		PAB Consult	1. Lower Manya Krobo 2. Upper Manya Krobo 3. Yilo Krobo 4. Akuapim South	Mango, Pineapple
4	Central	PAB Consult	1. Ewutu Senya 2. Gomoa East 3. Gomoa West 4. Effutu Municipal 5. Ajumako/Enyan/Essiam	Rice, Citrus, Pineapple

Zone	Region	Organization	District	Value Chain Commodity
			6. Abura-Asebu-Kwamankese	
	Greater Accra	PAB Consult	1. Dawenya 2. Ashaiman 3. Dangbe West 4. Dangbe East	Rice, Mango
5	Volta	ASRUD	1. Hohoe 2. Kpando 3. South Dayi 4. Ho Municipal 5. South Tongu 6. North Tongu 7. Keta 8. Ketu North 9. Ketu South 10. Adaklu-Anyigbe 11. Akatsi	Maize, Rice, Mango, Pineapple
6	Western		To be determined	

ANNEX 2: OFFICES AND STAFFING

Office Location	Area Of Operation & Districts	Staffing	Responsible Person
ADVANCE HQ	National	COP, DCOP Senior Technical Advisors (2) Senior Managers (5) Technical Specialists (6) Grants Specialist (1) PR & Communications Specialist (1) Technical & Project Associates (4) Administration Staff (6) Support Staff (11)	John Bick Riley
TECHIMAN	Ashanti Region (4) Brong Ahafo (16) 20 Districts	Value Chain Manager (1) M&E officer (1) Post-harvest Specialist (1) Business Advisors (5) Administrative Staff (2) Support Staff (3)	Emmanuel Gyarteng
NKAWKAW	Eastern Region (12) Ashanti Region (1) Central Region (2) 15 Districts	Senior Technical Associate (1) M&E Officer (1) Business Advisors (3) Administrative Staff (2) Support Staff (1)	Francis Essuman
PAB	Greater Accra (3) Central Region (4) Eastern Region (3) 10 Districts	Team Leader (1) Training Manager (1) M&E officer (1) Business Advisors (6) Administrative Staff (3) 1 -Support Staff	Dr Kwame Prakah-Asante
ASRuD	Volta Region (11) 11 Districts	Field Operations Manager (1) M&E Office (1) Marketing & Gender Specialist (1) Administrative Staff (3) Business Advisors (4) Support Staff (2)	Cosmos Yao Abiwu
ACDEP	Northern Region (3) Upper East Region (4) Upper west region (4) 11 Districts	Value Chain Specialist (2) M&E Officer (1) Training & FBO Specialist (2) Administrative Staff (1) Business Advisors (12) Support Staff (2)	Malex Alebikiya

**ANNEX 3: PERFORMANCE MONITORING INDICATORS: INCREASE COMPETITIVENESS OF GHANA'S AGRICULTURAL SECTOR
IN DOMESTIC, REGIONAL AND INTERNATIONAL MARKETS**

Indicator No.	Indicator	Sub-Indicator	Organization				Year 1 Target	Status as at April 2010
			ADVANCE	IEHA	GFSR	EG		
Increase Competitiveness of Ghana's Agricultural Sector in Domestic, Regional and International Markets								
1	% rural HH income increase						TBD	Will be determined at mid-term review and for sample HH after harvest
2	Value and volume of international and intra-regional exports of targeted agricultural commodities						TBD	Will be determined after harvest. Focus however is on regional exports
3	Value and volume of purchases from smallholders of targeted commodities	Change in volume of purchases from smallholders of targeted commodities as a result of USG assistance (MT)						
		Maize					8,000	Will be determined after harvest. However negotiations initiated with UT Logistics and GAFCO who have potential to purchase a total of 18,000 MT of maize per annum
		Rice					2,000	Will be determined after harvest. Negotiations ongoing with UT Logistics, which has potential to purchase 7,000 MT of rice respectively
		Soya					2,700	Will be determined after harvest. Negotiations ongoing with 8 companies who have potential to purchase a total of 136,400 MT of soya bean per annum
		Mango					1,350	Will be determined after harvest. Negotiations ongoing with Sunripe Ltd who have potential to process 20,000 MT of mango per annum
		Pineapple					0	Negotiations initiated with 2 processing companies (Sunripe Ltd, Fruitiland) who have potential to process 156,000 MT of pineapple per annum
		Citrus					0	Negotiations initiated with 3 fruit processing companies (Sunripe, Coastal Groves Ltd, Fruitiland) who have potential to process total of 146,000 MT of citrus per annum

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Indicator No.	Indicator	Sub-Indicator	Organization				Year 1 Target	Status as at April 2010
			ADVANCE	IEHA	GFSR	EG		
		Change in value of purchases from smallholders of targeted commodities as a result of USG assistance (\$)						
		Maize					2,400,000	Will be determined after harvest
		Rice					858,000	Will be determined after harvest
		Soya					720,900	Will be determined after harvest
		Mango					225,450	Will be determined after harvest
		Pineapple					0	n/a for Year 1
		Citrus					0	n/a for Year 1
4	# of individuals benefitting directly from project activities						11,000	18,065 farmers identified and/or registered to participate in ADVANCE.
	# of rural households benefitting directly from intervention						2,500	To be determined
	# of vulnerable households benefitting directly from intervention						2,500	To be determined
5	# of assisted producer organizations, trade and business associations and CBOs						200	569 FBOs identified and/or registered to participate in ADVANCE
	# of women's organizations assisted						50	Identification of women's FBOs in progress. However at least 55 women's FBO identified so far as potential beneficiaries of ADVANCE
6	# of agriculture-related firms benefitting directly from project activities						10	(43) Processors, (66) buyer/aggregators, (79) input dealers and (12) mechanized service providers identified as potential participants in ADVANCE. Includes 18 firms.
Component 1: Enhanced Value Chain Competitiveness								
7	Gross margin per hectare	Maize					109	Will be determined after harvest

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Indicator No.	Indicator	Sub-Indicator	Organization				Year 1 Target	Status as at April 2010
			ADVANCE	IEHA	GFSR	EG		
	(\$)	Rice					239	Will be determined after harvest
		Soya					155	Will be determined after harvest
		Mango					n/a	Will be determined after harvest
		Pineapple					n/a	Will be determined after harvest
		Citrus					n/a	Will be determined after harvest
8	Increase in crop yield	Maize					TBD	Will be determined after harvest
		Rice					TBD	Will be determined after harvest
		Soya					TBD	Will be determined after harvest
		Mango					TBD	
		Pineapple					TBD	n/a for Year 1
		Citrus					TBD	n/a for Year 1
9	# of additional hectares under improved technologies or management practices	Maize					2,400	10,597.7 Ha available for cultivation/technology application by farmers identified to date
		Rice					1,000	4,116.4 Ha available for cultivation/technology application by farmers identified to date
		Soya					1,500	3,847.2 Ha available for cultivation/technology application by farmers identified to date
		Mango					80	2,760 Ha planted/available for technology application by farmers identified to date
		Pineapple					120	1,204.8 Ha available for cultivation/technology application by farmers identified to date
		Citrus					70	1,861.2 Ha planted/available for technology application by farmers identified to date
10	# and % of beneficiaries adopting targeted/new technologies	Maize					3,000	Will be determined during farming season
		Rice					1,200	Will be determined during farming season
		Soya					1,200	Will be determined during farming season

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Indicator No.	Indicator	Sub-Indicator	Organization				Year 1 Target	Status as at April 2010
			ADVANCE	IEHA	GFSR	EG		
		Mango					600	Will be determined during farming season
		Pineapple					300	Will be determined during farming season
		Citrus					300	Will be determined during farming season
11	# and % of beneficiaries adopting ISO and Global GAP standards						TBD	To be determined following training scheduled for second half of Year 1
12	# of beneficiaries trained in new technologies or management practices						5,000	Training will take place during second half of Year 1
	Male attendance at short term agricultural sector productivity training						3,500	Training will take place during second half of Year 2
	Female attendance at short term agricultural sector productivity training						1,500	Training will take place during second half of Year 3
	# of individuals who have received USG supported short term agricultural sector productivity training						5,000	Training will take place during second half of Year 4
13	# of beneficiaries trained on international quality control, environmental and other standards and regulations						TBD	Training will take place during second half of Year 1
14	# of demonstration sites created	Maize					TBD	Will take place during second half of Year 1
		Rice					TBD	Will take place during second half of Year 1
		Soya					TBD	Will take place during second half of Year 1
		Mango					TBD	Will take place during second half of Year 1
		Pineapple					TBD	Will take place during second half of Year 1
		Citrus					TBD	Will take place during second half of Year 1
15	# of agriculture related technologies made available for transfer						5	Yet to commence

Indicator No.	Indicator	Sub-Indicator	Organization				Year 1 Target	Status as at April 2010
			ADVANCE	IEHA	GFSR	EG		
	# of new technologies or management practices under research						0	n/a
	# of new technologies or management practices under field testing						2	Yet to commence
16	# of beneficiaries trained in Farming as a Business (FaaB) or other entrepreneurship and business skills							Training will take place during second half of Year 1
Component 2: Increased Market Access and Development								
17	# of public-private partnerships formed						2	Yet to commence
18	# of beneficiaries reporting using market information						5,000	To be determined
	Usage of market price and market information systems as a result of USG assistance						5,000	To be determined
19	# of beneficiaries adopting a more market oriented attitude						TBD	To be determined
20	# of beneficiaries selling commodities to WFP for food aid						TBD	WFP has presented request for information about unsold maize/rice which they intend to purchase
	Volume of commodities sold to WFP by beneficiaries						TBD	
	Value of commodities sold to WFP by beneficiaries						TBD	
21	# of marketing, commercial and technical information systems available						TBD	
22	# of business service providers receiving project assistance						TBD	Naamseco (get details of ADVANCE support to Naamseco re Stanbic Bank)

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Indicator No.	Indicator	Sub-Indicator	Organization				Year 1 Target	Status as at April 2010
			ADVANCE	IEHA	GFSR	EG		
23	# of beneficiaries accessing BDS services						TBD	Plans underway to make services of Naamseco available to farmers
	# of targeted enterprises accessing business development services through USG assistance						10	(43) processors, (66) buyer/aggregators, (79) input dealers and (12) mechanized service providers identified as potential participants in ADVANCE. Of these at least 11 firms are under consideration for BDS support
Component 3: Increased Access to Financial Services								
24	# of firms that invest in improved technologies and value of investment						TBD	Upper West Agro Enterprise being considered for grant to invest in processing equipment
25	# and value of loans to beneficiaries	# of loans					5,000	Discussions underway with STANBIC Bank and Agricultural Development Bank for provision of credit to farmers
		Value of loans					1,325,600	Discussions underway with STANBIC Bank and Agricultural Development Bank for provision of credit to farmers
26	# of beneficiaries with improved access to financial services						5,000	Discussions underway with STANBIC Bank and Agricultural Development Bank for provision of credit to farmers
27	# of financial sector professionals trained on financial products						TBD	81 financial service providers (1 apex organization, 1 capacity building institution, 18 commercial banks, 11 NBFIs, 3 venture capital funds and 47 rural banks) identified in project operational areas. Of these 21 have expressed interest in ADVANCE. 4 MOUs developed. Includes MOU with National Banking College for financial service capacity building for interested financial institutions
28	# of financial services introduced						TBD	Collaboration under negotiation with financial institutions is expected to result in the introduction of new financial services appropriate for the agricultural sector.

ANNEX 4: MAIZE IN THE LAST SIX MONTHS

Constraint in VC	Planned ADVANCE intervention	Actual ADVANCE intervention	Remarks/Lessons
Limited availability of quality seeds	Identify current seed varieties in country	Seed stocks at the main seed producing centers was compiled in February and shared with the team.	Seed Dealers do not monitor the ultimate destinations and use of their seed to inform subsequent productions. Dealers therefore may not be able to track requirements or provide required back-up services to establish the relationships that are crucial in Value chain operations. Record keeping at the research stations, production and processing centers visited were minimal. ADVANCE will include these observations as part of our technical support to such groups in subsequent training programs
	Identify appropriate seeds that meet the demand of the Industrial Buyers	The marketing team conducted an assessment of the preference of industrial maize buyers on maize	The quality related issue on preference was the cleanliness and moisture content of the grain at the time of purchase.
	Conduct financial analysis of seed production to determine profitability	A financial analysis of the production of open pollinated and hybrid maize seed was done in February.	Analysis confirmed higher profitability in using hybrid seed. The key limitations however are availability of seed and credit for the required higher input (fertilizer, irrigation etc.) requirement
Disconnected and poorly formed value chain relationships	Work with Wienco and other input dealers regarding producing appropriate seeds for industrial buyers	2 large scale farmers, CASSI Farms and Kobbiman Farms have agreed in principle to work with ADVANCE on the production of seed. CASSI Farms have irrigation facilities which are suitable for all year round production	
	Assess viability of industrial Buyers to engage in formal relationships with aggregators, farmers and input providers	“Commodity” workshops involving all key actors (processors, aggregators, producers and input dealers), in the maize value chain were held across the ADVANCE operational areas by Sub and Field offices. These provided	Generally there was a lot of willingness by actors to engage in profitable relations and collaborate to make the industry competitive

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Constraint in VC	Planned ADVANCE intervention	Actual ADVANCE intervention	Remarks/Lessons
		platforms for interaction and business discussions for ensuring sustainable supply chains	
	Assist in negotiations between industry buyers and aggregators and farmers on quality, quantity and price including any performance incentives	A compilation of people and places with stocks of maize was made for the consideration of the WFP as an avenue to procure maize. Some links to stocks of producers and aggregators to buyers was also facilitated. A key example being one such support for a buyer, Apstar, to stocks identified by the ADVANCE Nkawkaw sub-office.	ADVANCE is supporting a formal and transparent process among actors on contract terms to ensure satisfaction for all at such times.
	Assist in negotiations between industry buyers and aggregators, input firms and farmers on access to inputs	Field and sub-offices organized scoping exercises and initial meetings to discuss maize as a commodity and what needs to be done to increase its production and distribution in a profitable manner to reduce importation.	<p>Priority areas of attention limiting maize production that were identified during various meetings include;</p> <ul style="list-style-type: none"> • Weak linkages to market • Inadequate access to mechanized services especially tractor services which gives room to exploitation by service providers • Very high interest rates on loans obtained through banks (36% in certain cases) • High cost of shelling maize at GH¢5/bag (100kg) • Lack of storage facilities • Difficulty in accessing inputs in remote communities.
3. Poor adherence to Good Agricultural Practices(GAP) and post-harvest practices	Assess suitability of TIPCEE materials on "Good life of maize"	An assessment of the IE&C products of the erstwhile TIPCEE project was done in January and February to ascertain their use by farmers and other VC players.	Most of the materials are for the training of farmers (producers) and a few for exporters of high valued vegetables and fruits that are not Yr1 priority crops of ADVANCE. The IE&C materials were produced in July 2009 and have not been field tested by the beneficiaries during any season thereafter. ADVANCE will facilitate such testing to improve on
	Adopt/Adapt TIPCEE materials to meet the requirements of buyers		

Constraint in VC	Planned ADVANCE intervention	Actual ADVANCE intervention	Remarks/Lessons
			the material in the coming season.
Limited access to appropriate machinery and equipment (tractors, shellers, dryers, cleaners etc) and services such as land preparation, pest and weed management etc.	Assess availability and utilization of key equipment including land preparation, crop protection, harvest handling and initial processing	Solicitation for a Consultant to carry out this assessment has been sent out and the assignment will be completed before the next report is due	
	Assess current formal and informal service providers available to farmers.	An inventory of formal and informal agricultural machinery services providers available for each of the ADVANCE program areas have been compiled alongside the general scoping exercise that is preceding the profiling for leverage of key participants	Even though the available machinery for commercial production is inadequate generally, Planters, Harvesters and Threshers are the most deficient equipment for the production of maize and soybean. The spread and access to machinery is also limited by affordability and available numbers at the peak of activities, especially during land preparation for rain-fed crops
	Work with buyers, aggregator input providers and available equipment owners/service providers to identify critical equipment and services required for Out-grower farmers	Scoping exercises to determine the beneficiaries of this activity across the Program areas is on-going. However, pending the outcome of the completed in-field scoping from the Sub and Field offices, 3 medium -large scale producers; Pangabu, Kobbiman Farms and the Upper West Agro-Industries engaged on Maize and Soyabean have had their operations singled out, and discussions initiated for a possible support on cost-sharing basis, to upscale their outgrower production activities with Planters, the most critical equipment identified for the coming season.	Finding collaterals and the required matching funds have proved to be the most challenging for the initial beneficiaries of the ADVANCE Grant Funding Scheme.
	Agreement with aggregators, buyers input firms and service providers on cost share for accessing equipment identified as critical but not available locally based on a viable business model	Key considerations for the selection of the equipment Supplier have included having an agent in Ghana to provide the needed backstopping,	
Work with agricultural equipment dealers to ensure identified equipment gaps are covered with the appropriate available equipment and link agricultural equipment dealers with local input dealers or other potential distributors			

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Constraint in VC	Planned ADVANCE intervention	Actual ADVANCE intervention	Remarks/Lessons
	Work with input and service providers to assess business opportunities for delivering the critical services	maintenance, spare parts and training. The support to a selected number of services providers such as NAAMSECO continued for the acquisition and provision of professional services to the sector.	

ANNEX 5: ADVANCE PROJECT PERFORMANCE MONITORING INDICATORS

Indicator No.	Indicator	Sub-Indicator	Indicator Definition and Unit of Measure	ADVANCE	GFSR	EG	IEHA
Increase Competitiveness of Ghana's Agricultural Sector in Domestic, Regional and International Markets							
Impact indicators							
1.	% rural HH income increase		Household income in cash and in kind, including value of own consumption and changes in asset values Unit of measure: Percentage change	x			
2	Change in value and volume of international and intra-regional exports of targeted agricultural commodities	Change in volume of intra regional exports of targeted agricultural commodities as a result of USG assistance	Intra-regional exports - Exports of the targeted commodities to all other countries in the sub-region. Commodities - Those targeted in the work plans and/or contracts of the implementing partners. Unit of measure: Metric Tons	x			x
		Change in value of intra regional exports of targeted agricultural commodities as a result of USG assistance	Intra-regional exports - Exports of the targeted commodities to all other countries in the sub-region. Commodities - Those targeted in the work plans and/or contracts of the implementing partners. Unit of measure: US Dollars	x			x
3.	Change in value and volume of purchases from smallholders of targeted commodities	Change in volume of purchases from smallholders of targeted commodities as a result of USG assistance	The volume of domestic agricultural trade by smallholders of targeted commodities. Unit of measure: Metric Tons, Percent	x			x
		Change in value of purchases from smallholders of targeted commodities as a result of USG assistance	The value of domestic agricultural trade by smallholders of targeted commodities. Unit of measure: US Dollars, Percent	x		x	x
4,	# of individuals benefitting directly from project activities		An individual is a beneficiary if s/he is engaged with a project activity and either already has shown benefit from the activity) or has a high likelihood of gaining one of those benefits due to his/her significant level of engagement with the project. Unit of measure: Number	x			
	# of rural HH benefitting directly from intervention		The definition of "vulnerable" will be the definition used by the operating unit in formulating its Results Framework and activities. Possible groups include but are not limited to: HIV/AIDS sufferers and their families and those affected by drought, conflict and low assets (poverty traps).			x	x

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Indicator No.	Indicator	Sub-Indicator	Indicator Definition and Unit of Measure	ADVANCE	GFSR	EG	IEHA
			Unit of measure: Number				
	# of vulnerable rural HH benefitting directly from intervention		The definition of "vulnerable" will be the definition used by the operating unit in formulating its Results Framework and activities. Possible groups include but are not limited to: HIV/AIDS sufferers and their families and those affected by drought, conflict and low assets (poverty traps). Unit of measure: Number			X	X
5.	# of assisted producer organizations, trade and business associations and CBOs		Organizations assisted are those that are engaged with a project activity and either already have shown benefit from the activity (as measured by any of the types) or have a high likelihood of gaining one of those benefits due to their significant level of engagement with the project. Unit of measure: Number			X	X
	# of women's organizations/associations assisted		Organizations assisted are those that are engaged with a project activity and either already have shown benefit from the activity (as measured by any of the types) or have a high likelihood of gaining one of those benefits due to their significant level of engagement with the project. Only those organizations whose primary beneficiaries are women will be counted. In some cases men will be members of these organizations; this would not prevent counting the organization, as long as the primary intended beneficiaries of the organization are women.	X		X	X
6.	# of agriculture-related firms benefitting directly from project activities		A firm is a beneficiary if it is engaged with a project activity and either already has shown benefit from the activity or has a high likelihood of gaining one of those benefits due to its significant level of engagement with the project. Benefiting firms include those whose employees receive training. Unit of measure: Number	X		X	X
Enhanced Value Chain Competitiveness							
Outcome indicators							
7.	Gross margin per hectare		Gross margin = income on a per hectare basis minus direct costs of growing that crop, total cost of purchased inputs and production. Includes only those input costs estimated to be at least 5% of the total input cost. Unit of measure: US Dollars	X			X

Indicator No.	Indicator	Sub-Indicator	Indicator Definition and Unit of Measure	ADVANCE	GFSR	EG	IEHA
8.	Increase in crop yield		The change in yield over time from production processes for targeted products per unit of farm land. Unit of measure: Metric tons per hectare	x			
9.	# of additional hectares under improved technologies or management practices		Number of hectares brought under improved technologies and/or management practices in this year (includes tenure arrangements and administrative systems such as water user associations, etc.). Unit of measure: Hectares	x		x	x
10.	# and % of beneficiaries adopting targeted/new technologies	# of beneficiaries adopting targeted/new technologies	Number and percentage of smallholder beneficiaries who have adopted new technologies and practices in inputs and production. Unit of measure: Number	x			x
		% of beneficiaries adopting targeted/new technologies	Percentage of smallholder beneficiaries who have adopted new technologies and practices in inputs and production. Unit of measure: Percentage	x			
11.	# and % of beneficiaries adopting ISO and Global GAP standards	# of beneficiaries adopting ISO and Global GAP standards	Number of beneficiaries who have adopted international safety and quality standards. Unit of measure: Number	x			x
		% of beneficiaries adopting ISO and Global GAP standards	Percent of beneficiaries who have adopted international safety and quality standards. Unit of measure: Percentage	x			
Output Indicators							
12.	# of beneficiaries trained in new technologies or management practices		Training refers to any activity formal or informal that transfers skill or technology to project beneficiaries. Training topics could include: improved input practices, improved production techniques, improved processing techniques and improved management practices. Individuals attending more than one training are counted as many times as they attend trainings. Unit of measure: Number	x			
	Male attendance at short – term agricultural sector productivity training in this reporting year as a result of USG assistance		Training refers to any activity formal or informal that transfers skill or technology to project beneficiaries. Training topics could include: improved input practices, improved production techniques, improved processing techniques and improved management practices. Individuals attending more than one training are counted as many times as they attend trainings.				x

Indicator No.	Indicator	Sub-Indicator	Indicator Definition and Unit of Measure	ADVANCE	GFSR	EG	IEHA
			Unit of measure: Number				
	Female attendance at short – term agricultural sector productivity training in this reporting year as a result of USG assistance		Female attendance at agricultural sector productivity training programs at which significant knowledge or skills have been imparted through short term training programs (continuous programs of 6 months duration at least, not intermittent training over an elapsed period of 6 months or more) Unit of measure: Number of female participants				x
	# of individuals who have received USG supported short term agricultural sector productivity training		Training refers to any activity formal or informal that transfers skill or technology to project beneficiaries. Training topics could include: improved input practices, improved production techniques, improved processing techniques and improved management practices. Individuals attending more than one training are counted as many times as they attend trainings. Unit of measure: Number			x	
13.	# of beneficiaries trained on international quality control, environmental and other process voluntary standards and regulations		Training refers to any activity formal or informal that transfers skill or technology to project beneficiaries. Types of training applicable to this indicator are: international quality control, environmental and process voluntary standards. Individuals attending more than one training are counted as many times as they attend trainings. Unit of measure: Number	x			
14.	# of demonstration sites created		On farm project-sponsored sites, seed multiplication sites, or research centers available to beneficiary farmers for access to new improved varieties, new production technologies and proven practices. Unit of measure: Number	x			
15.	# of agriculture related technologies made available for transfer		Number of technologies, management practices, or products made available. Technologies to be counted here are agriculture-related technologies and innovations. Unit of measure: Number			x	x
	# of new technologies or management practices under research as a result of USG assistance		Technologies to be counted are agriculture-related technologies and innovations. Unit of measure: Number			x	x

Indicator No.	Indicator	Sub-Indicator	Indicator Definition and Unit of Measure	ADVANCE	GFSR	EG	IEHA
	# of new technologies or management practices under field testing this year as a result of USG assistance		Under field testing means that research has moved from focused development to broader testing and this testing is underway under conditions intended to duplicate those encountered by potential users of the new technology Unit of measure: Number				X
16.	# of beneficiaries trained in Farming as a Business (FaaB) or other entrepreneurship and business skills		Training refers to any activity formal or informal that transfers skill or technology to project beneficiaries. Knowledge or skills gained through technical assistance activities is included. Individuals attending more than one training are counted as many times as they attend trainings. Unit of measure; Number	X			
Increased Market Access and Development of Local, Regional and International Markets							
Outcome Indicators							
17.	# of public-private partnerships formed		Public entities include: the USG, developed country governments, multilateral development institutions, national governments of developing countries, and universities or other arms of national governments. For-profit enterprises and non-governments organizations (NGOs) are considered private. A partnership is considered formed when there is a clear agreement, usually written, to work together to achieve a common objective. Unit of measure: Number			X	X
18.	# of beneficiaries reporting using market information		Number of beneficiaries reporting use of market information as a result of USG assistance. Unit of measure: Number	X			
	Usage of price and market information systems as a result of USG assistance		Measures usage of USG supported prices and market information systems. It is the total number of hits to such systems during the reporting year. Systems are primarily web based and SMS or any similar technology. Unit of measure: Number of hits		X		
19.	# of beneficiaries adopting a more market oriented attitude		Behavior change in these cases would be measured by identifying behavior pathways among beneficiaries within the value chain (i.e. identifying promotional activities, buying inputs, farmers starting service businesses, buyers organizing preferred supplier programs, etc.) Unit of measure; Number	X			

Indicator No.	Indicator	Sub-Indicator	Indicator Definition and Unit of Measure	ADVANCE	GFSR	EG	IEHA
20.	# of beneficiaries selling commodities to WFP for food aid		Number of beneficiaries selling to the food aid end market through WFP Unit of measure: Number	x			
	Volume of commodities sold to WFP by beneficiaries		Amount of targeted commodities sold to WFP by beneficiaries Unit of measure; Metric Tons		x		
	Value of commodities sold to WFP by beneficiaries		Value of targeted commodities sold to WFP by beneficiaries Unit of measure; US Dollars		x		
Output Indicators							
21.	# of marketing, commercial and technical information systems available		Specialized market and commercial information systems for the agricultural sector will be designed in order to foster their autonomous access to and use of specialized market and commercial information Unit of measure: Number	x			
22.	# of business service providers receiving project assistance		Business service providers - Organizations which provide market analysis, market development and other trade-related business development services to firms. USG assistance - May include training, technical services or other assistance provided by implementing partners or directly by the USG. Organizations assisted are those that are engaged with a project activity and either already have shown benefit from the activity (as measured by any of the types) or have a high likelihood of gaining one of those benefits due to their significant level of engagement with the project. Unit of measure: Number	x			
23.	# of beneficiaries accessing BDS services		ACDI/VOCA will define BDS in accordance with the definition of the Small Enterprise Education and Promotion (SEEP) Network. According to SEEP, BDS are comprised of the following categories: Market Access; Input Supply, Technical and Product Development; Training and Technical Assistance; Finance; Infrastructure; Policy/Advocacy. Includes both paying clients and estimated numbers of beneficiaries of information and other	x			x

Indicator No.	Indicator	Sub-Indicator	Indicator Definition and Unit of Measure	ADVANCE	GFSR	EG	IEHA
			free services. BDSs offer benefit from non-financial services such as training, specialized consulting on bookkeeping, market information, etc. Unit of measure; Number				
Increased Access to Financial Services							
Outcome Indicators							
24.	# of firms that invest in improved technologies and value of investment	# of firms that invest in improved technologies	This indicator measures the number of firms that invest in improved technologies as a result of USG assistance. Firms improve their productivity and in turn their competitiveness, by accessing capital and increasing investment in productive assets. Unit of measure: Number and US Dollars	x			
		Value of firms' investment in improved technologies	Value of firms' investment in improved technologies as a result of USG assistance Unit of measure: US Dollars	x			
25.	# and value of loans to beneficiaries	# of loans to beneficiaries	Beneficiaries include smallholders, FBOs, processors and traders. Loans may include products from financial institutions, leased equipment, or materials made available on a credit basis by buyers Unit of measure: Number	x			
		Value of loans to beneficiaries	Unit of measure; US Dollars				x
26.	# of beneficiaries with improved access to financial services		Total number of beneficiaries who are active savers, have access to credit, have purchased other financial services such as micro-insurance, have received training provided by financial institutions etc. Summed across all USG-supported microfinance institutions. This indicator provides a measure of the scale of impact of USG efforts to broaden access to financial services through support for microfinance institutions Unit of measure; Number	x			
Output Indicators							
27.	# of financial sector professional trained on financial products		The number of financial sector professionals, accountants, actuaries, insurance and pension specialists, bankers and other individuals who manage financial institutions, manage risk or provide operating services to the financial market, who have been trained as a result of USG training activities	x			

Indicator No.	Indicator	Sub-Indicator	Indicator Definition and Unit of Measure	ADVANCE	GFSR	EG	IEHA
			Unit of measure; Number				
28.	# of financial services introduced		The number of designed and pilot tested new products linking producers with end markets by encouraging MFIs and/or commercial bank loans to stakeholders throughout the value chain Unit of measure: Number	x			
Early warning Indicators							
T.1	Food Prices		Refers to the price of staple foods Unit of measure; Percentage				
T.2	Rainfall		Unit of measure: mm				
T.3	Fuel cost		Unit of measure: Percentage				
T.4	Input cost		Unit of measure: Percentage				

ADVANCE – ADVANCE Indicator

GFSR – Global Food Security Response Indicator

EG – USAID Economic Growth Objective Indicator

IEHA – Initiative to End Hunger in Africa Indicator