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Enabling poor rural people
to overcome poverty

Republic of Ghana

Country strategic opportunities programme

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Key files

- Key file 1: Rural poverty and agricultural/rural-sector issues
 Key file 2: Organizations matrix (strengths, weaknesses, opportunities and threats [SWOT] analysis)
 Key file 3: Complementary donor initiative/partnership potential
 Key file 4: Target group identification, priority issues and potential response

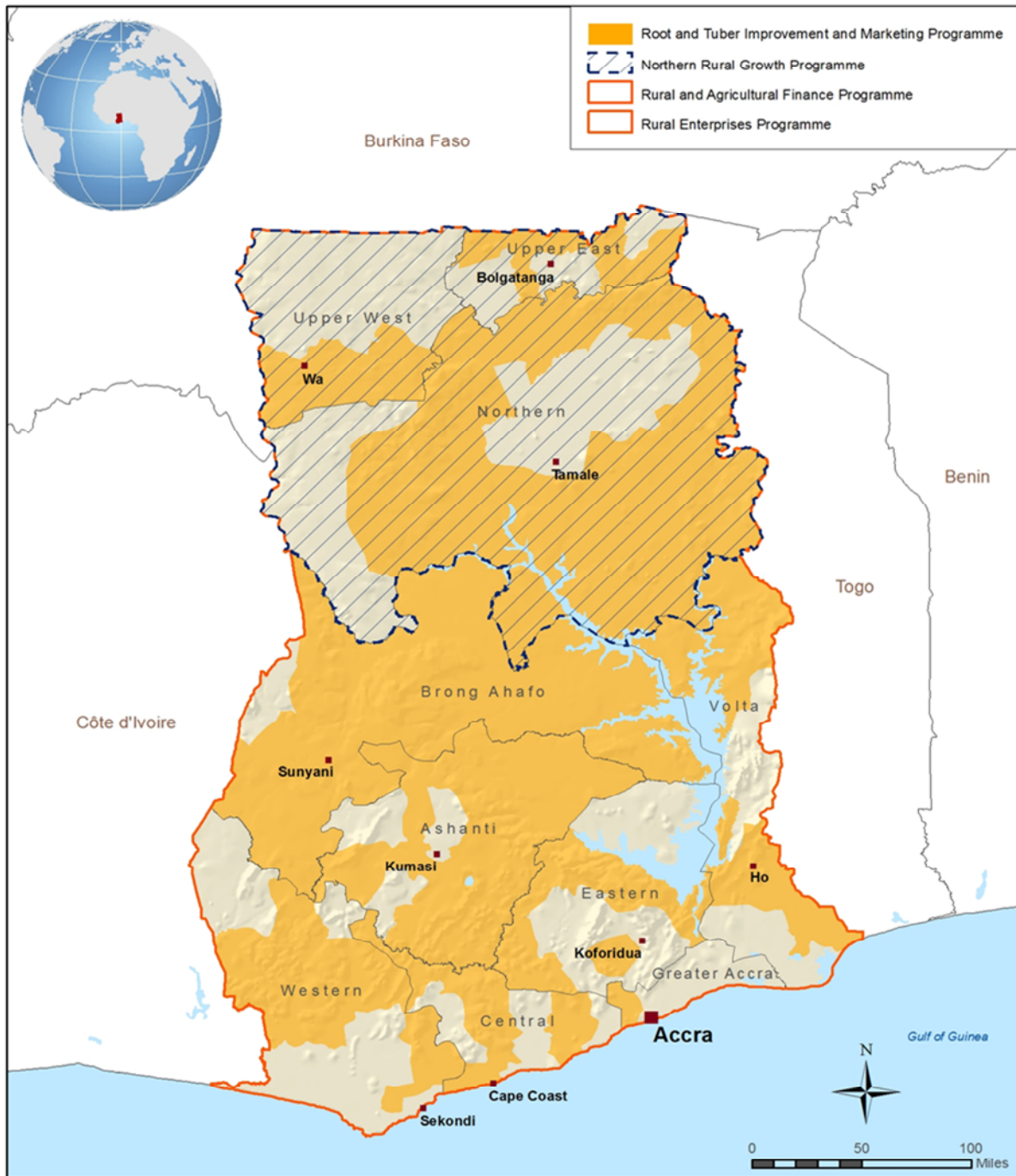
Abbreviations and acronyms

ACP	agreement at completion point
ASWG	Agricultural Sector Working Group
BAC	business advisory centre
CAADP	Comprehensive Africa Agriculture Development Programme
COSOP	country strategic opportunities programme
CPE	country programme evaluation
CPMT	Country Programme Management Team
CSO	civil society organization
DANIDA	Danish International Development Assistance
DP	development partner
FAO	Food and Agriculture Organization of the United Nations
FASDEP II	Food and Agriculture Sector Development Policy
FBO	farmer-based organization
GIZ	German Agency for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit) – (the former GTZ)
GRATIS	Ghana Regional Appropriate-Technology Industrial Service
GSGDA	Ghana Shared Growth and Development Agenda
ICO	IFAD country office
M&E	monitoring and evaluation
METASIP	Medium-Term Agriculture Sector Investment Plan
MIC	middle-income country
MLGRD	Ministry of Local Government and Rural Development
MOFA	Ministry of Food and Agriculture
MOFEP	Ministry of Finance and Economic Planning
MOTI	Ministry of Trade and Industry
NBSSI	National Board of Small-Scale Industries
RAFIP	Rural and Agricultural Finance Programme
REP	Rural Enterprises Programme
SADA	Savannah Accelerated Development Authority
SAKSS	national Strategy Analysis and Knowledge Support System
SME	small- and medium-sized enterprises
UNDP	United Nations Development Programme
WFP	World Food Programme

Map of IFAD-funded operations

Ghana

IFAD-funded ongoing operations



16-03-2012



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD

Summary of country strategy

1. The country strategic opportunities programme (COSOP) supports the Ghana Shared Growth and Development Agenda with a focus on two pillars: (i) accelerated agricultural modernization and sustainable natural resource management, and (ii) enhancing the competitiveness of Ghana's private sector. The COSOP is also aligned with key sector policies and investment plans, particularly the Medium-Term Agricultural Sector Investment Plan. Based on the conclusions of a country programme evaluation (CPE) confirming the relevance of IFAD's programme in Ghana, the COSOP focuses on consolidating IFAD's support to the Government within a very dynamic development context. Obtaining Ghana's contribution to IFAD's commitment to bring 80 million people out of poverty by 2015 requires increased attention to quality in implementation, to the development of effective partnerships, and to policy dialogue as a means to enhance effectiveness and efficiency.
2. The programme builds on IFAD's comparative advantage and experience as an institution that finances government-owned programmes in the following areas: (i) pro-poor agricultural value chains, (ii) rural and agricultural finance and (iii) rural enterprise development and employment creation – providing an operational framework for innovation, learning and scaling up. Emerging successes and lessons will be leveraged through a programmatic engagement aiming to mainstream inclusive institutional development at grass-roots and district levels and to provide an effective support system for private-sector-led growth.
3. The programme will focus on achieving impact in the reduction of rural poverty. Consistent with this, two overarching strategic objectives have been defined:
 - **Strategic objective 1.** Small farm and off-farm enterprises have access to markets and adequate technologies, allowing them to improve their commercial and environmental sustainability in agricultural value chains. This will be implemented in two major outcome areas: (i) small rural enterprises have access to improved agricultural technologies that increase their competitiveness and sustainability; and (ii) they adopt effective organizational approaches to access competitive agricultural input and produce markets, with which they profitably engage.
 - **Strategic objective 2.** Small farm and off-farm enterprises have access to efficient, sustainable services to strengthen their capacity, skills and financial assets. This objective, which has national scope, focuses on two major outcomes: (i) small rural enterprises have access to appropriate and sustainable financial services; and (ii) the number of small rural enterprises and their aggregate revenue and profit are increased, and employment is generated.
4. Support to agriculture will be consolidated in one large programme to enhance efficiency and mainstreaming within the national institutional system. In line with the recommendations of the CPE, future investments will strive to achieve the right balance between geographical focus on the poorer North and other deprived areas, on the one hand, and harnessing opportunities for institutional mainstreaming through sector-wide support at the national level on the other (i.e. mainstreaming rural enterprise development and inclusive rural finance in institutional systems). The investment programme is geared to leverage cofinancing for complementary investment in infrastructure.
5. Innovation and the defining of pathways for systematic scaling up are main focuses under the new COSOP. This implies increased attention to participatory planning, testing and the design of performing monitoring and evaluation systems that generate evidence and lessons to be refined, "packaged" and effectively scaled up. The IFAD country office will focus on exploiting opportunities for enhanced implementation support, partnership and policy dialogue in support of this agenda.

Republic of Ghana

Country strategic opportunities programme

I. Introduction

1. In 2011 the Independent Office of Evaluation of IFAD carried out the second country programme evaluation (CPE) since IFAD began operations in Ghana in 1980. Its conclusions were discussed at a national round-table workshop held in Accra in November 2011. The present COSOP builds on those CPE recommendations and describes the agreement reached with the Government of Ghana on IFAD's programme for the period 2012-2018. The process of development of the COSOP is presented in detail in appendix I. The agreement at completion point (ACP) is presented in appendix V.

II. Country context

A. Economic, agricultural and rural poverty context

Country economic background

2. Since the mid-1980s, Ghana has been one of the strongest economic performers in Africa. It attained middle-income country (MIC) status in 2011, following three decades of robust economic growth. This can be attributed to increasing direct foreign investment, due to political stability and a relatively conducive investment climate compared with most other countries in sub-Saharan Africa.
3. At the national level, the prevalence of poverty fell from 51.7 per cent in 1990 to 28.5 per cent in 2005/06, the latest period for which data are available (from 63.6 to 39.2 per cent in rural areas). The country is thus on track to reduce poverty by half, in line with the poverty Millennium Development Goal. However, success has been largely skewed in favour of the south, where the number of poor declined by 2.5 million between 1992 and 2006. In the three regions constituting North Ghana (the Northern, Upper East and Upper West Regions), the number of poor increased by 900,000. From 1991/92 to 2005/06, the prevalence of poverty in the Upper West Region remained at 88 per cent, whereas it increased from 67 to 70 per cent in the Upper East.
4. Ghana is enjoying solid growth, with main export commodities including gold and cocoa. With the advent of oil and the risk of a loss of export competitiveness associated with currency appreciation (the "Dutch Disease"), the modernization of agriculture is imperative. Demand for food, especially for higher-valued items such as horticulture and livestock products, will increase as incomes rise. Urbanization and the associated shift in consumer preferences will increase demand for processed foods with greater domestic value-added. Well-managed oil revenues can fund complementary public investment and reverse the chronic underinvestment in public goods that has constrained agricultural growth.

Agriculture and rural poverty

5. Agriculture has driven Ghana's aggregate economic growth in recent years and remains the primary livelihood for most of the population (of 22.5 million), especially the poorest. Agricultural GDP grew by about 6 per cent per annum over 2007-2010, driven largely by liberalization of the sector. With about 90 per cent of farm holdings at less than 2 hectares (ha), agriculture in Ghana is characterized by traditional and diversified smallholder farming systems, although there are large farms and plantations, particularly for rubber, oil palm, coconut, and to a lesser extent, rice, maize and fruits. Recent agricultural growth has been driven primarily by area expansion rather than productivity gains. In line with the usual structural transformation of agrarian economies, non-agricultural sectors grew more rapidly,

with the result that the share of agriculture in overall economic activity declined. The recent revision of national accounts has resulted in agriculture now accounting for 30 per cent of GDP (from 39 per cent under the old measure), while its share of total employment is 60 per cent, indicating a significant and growing labour productivity gap with other sectors, and emphasizing the need to attract more capital investment into the agriculture sector.

6. Ghana is reasonably food secure at the national level, although household food insecurity is a concern in certain regions. Significant food imports are rice (400,000 tons in 2010) and poultry (88,000 tons in 2008). Ghana enjoys surpluses in certain raw commodities, particularly roots and tubers, due mainly to limited processing capacity to respond to the demand for processed goods. However, in the Northern, Upper East and Upper West Regions, 10 per cent, 15 per cent and 34 per cent of households, respectively, are food insecure. Vulnerability to food insecurity is also observed in other regions, for example Ashanti and Brong Ahafo.
7. Poor rural households consist mainly of smallholder food-crop farm families with limited access to markets. Particularly in the northern part of the country, smallholder agriculture is characterized by production predominantly for subsistence, with weak access to productive assets, information and skills, low levels of adoption of modern technologies and mechanization, small farm sizes, deficits in productive infrastructure and limited access to water for agriculture. These factors result in low yields and low return on labour – and a deteriorating agroecological environment in view of climate change and soil degradation. Subsistence farmers are the most vulnerable to shocks and trend shifts (climatic variability and change, price volatility, etc.), which are strongest towards the country's north. Women and girls usually contribute significantly to a household's labour, particularly in view of the high migration rates of working males. In addition, women and girls are generating income through light farming activities, small ruminant and poultry husbandry/fattening, agroprocessing, collection of forest products (including specific commodities such as shea nuts), trading, and other small businesses that can contribute significantly to household cash flow. Illiteracy rates are highest among the poor, particularly among women and girls in the northern part of Ghana.
8. Lack of opportunities is causing an increasing exodus from rural to urban areas of the country. As with every migration, this trend is highly selective, with mainly young and dynamic men and fewer women leaving their villages, resulting in an aging and generally less dynamic population in rural areas, high rates of youth unemployment and social inequality. This implies that a special focus is needed on the creation of employment and business opportunities for young women and men living in rural areas in activities complementary to or outside of farming.
9. Moreover, weak institutional capacity and decades of supply-driven and production-focused development interventions, with inadequate attention to private-sector development, have not helped graduate farmers and their organizations into entrepreneurial entities. Development interventions by the Government and donors are largely perceived as a means to obtain financial benefits in the short run (soft loans and grants, subsidized inputs, etc.). Weak capacity of the public extension system to respond to technical assistance needs and weak mediation with private operators along value chains have left a climate characterized by high production and transaction costs for farmers, with high levels of aid dependency and mistrust that undermine the scope for contractual relationships between the various value-chain actors.
10. Food-crop production needs to be given a commercial orientation to enhance the incomes of producers. Market-oriented agriculture supported by enhanced financial services; access to inputs and quality infrastructure; and technical assistance can generate income and reduce food insecurity. Commodities such as poultry, maize, sorghum, soybean, fruits and vegetables, cotton, cassava, yam, sweet potato, cocoa

yam, shea nuts, gum Arabic, and their products, have high market potential in domestic and subregional markets.

11. Ghana's solid track record of social and political development, and the associated interest by donors and private investors as pledged in the recent Group of 8 commitments, constitute an opportunity. But only if the partnership between public and private actors results in improved coordination and incentives for market integration, economically viable entrepreneurial behaviour and inclusion of small enterprises. Cost-effective, affordable and environmentally sustainable technologies provide good opportunities if accompanied by market linkages, financial mediation and technical assistance, as well as infrastructure that reduces transaction costs and risks along the value chains.

B. Policy, strategy and institutional context

National institutional context

12. The Ministry of Food and Agriculture (MOFA) is mainly responsible for regulation and development of the agriculture sector. Its central line and technical directorates are complemented by regional and district directorates or district agricultural development units. The ongoing efforts to decentralize the latter as directorates under the district assemblies imply strong linkages to the Ministry of Local Government and Rural Development (MLGRD). MOFA's field presence is among its key strengths, although the number of agricultural extension agents, their qualifications and operational resources are far from adequate to provide reliable technical assistance. Institutional strengthening of MOFA is needed in the areas of monitoring and evaluation (M&E), policy analysis and coordination.
13. In addition to the responsibilities of MOFA, there are important roles for the Ministries of Health (for nutrition), Roads and Highways (feeder roads), Environment, Science and Technology (research), Employment and Social Welfare (food security), Trade and Industry (MOTI – private-sector development, including value chains and marketing) and Finance and Economic Planning (MOFEP). IFAD is supporting MOTI – including the National Board of Small-Scale Industries (NBSSI) and the Ghana Regional Appropriate-Technology Industrial Service (GRATIS) – through the Rural Enterprises Programme (REP). With this support, MOTI is strengthening the institutional support structure for rural small and microenterprises through district level small- and medium-sized enterprises (SME) subcommittees that have the technical backing of business advisory centres (BACs).
14. MOFEP and the Bank of Ghana are the key institutions responsible for strengthening the financial sector. The focus is on policy, regulation and supervision, and institutional strengthening as the basis for creating an enabling environment for sustainable economic growth. IFAD financing has helped develop apex structures, such as the Apex Bank of the Association of Rural and Community Banks (ARB Apex Bank) and the Ghana Microfinance Institutions Network (GHAMFIN), which provide technical assistance and services to their members.
15. Rural private-sector institutions are generally weak. Local business associations and farmer-based organizations (FBOs) serve mainly as an entry point for access to project services. They have not succeeded in providing socially and financially useful services to their members, nor have they become sustainable, with the few exceptions in which considerable economic benefit has occurred (e.g. the cocoa and mining sectors). Apex organizations at the national level have generally weak linkages with their constituencies and depend on external support and resources to advocate and participate in policymaking. However, the Private Enterprise Foundation, which represents a range of private-sector associations, is recognized for its strong leadership and advocacy.
16. The national agricultural research system is governed by the Council for Scientific and Industrial Research (CSIR), which includes representatives of the various

ministries and reports to the Ministry of Environment, Science and Technology. Close linkages have been developed between MOFA's technical and regional directorates and the various CSIR centres. While plans exist to commercialize the system at least partially, little progress has been made and the system continues to depend on funding from the Government and donors. In an attempt to strengthen responsiveness of the research agenda, research and extension linkage committees have been created. However, the weak capacities of agricultural extension agents, an aging stock of researchers and intermittent funding seem to limit the performance of this arrangement.

17. In recognition of the need to ensure effective stakeholder participation and coordination, and a performance-based implementation of the Medium-Term Agriculture Sector Investment Plan (METASIP, see below), four levels of implementation governance have been proposed: (i) steering committee, (ii) policy dialogue, (iii) national Strategy Analysis and Knowledge Support System (SAKSS), and (iv) a METASIP secretariat. The composition of the steering committee includes 13 representatives of key ministries, the parliamentary Select Committee on Food, Agriculture and Cocoa Affairs; the private sector; FBOs; civil society organizations (CSOs); traditional rulers; development partners; financial institutions; research institutions and academia. While this partnership is a good step towards increased collaboration and coordination among the various sector ministries and with private-sector representatives, the role of the METASIP steering committee requires further strengthening if the business community, including financial institutions, is to be linked with development in the sector.

National rural poverty-reduction strategy

18. The Government is committed to reducing rural poverty through agricultural and rural development. The Ghana Shared Growth and Development Agenda (GSGDA – 2010-2013) stresses that, for poverty reduction, the Government should focus on agriculture, fisheries, small enterprises, sanitation and the savannah region. It acknowledges the centrality of macroeconomic stabilization in generating the fiscal space to invest in policies, programmes and projects related to enhancement of Ghana's private-sector competitiveness, accelerated agricultural modernization, natural resource management, improved infrastructure development, human resource development and job creation, and the consolidation of a transparent, accountable and efficient government.
19. The GSGDA emphasizes the importance of the Food and Agriculture Sector Development Policy (FASDEP II – 2009-2015). This policy became the departure point for the country's Comprehensive Africa Agriculture Development Programme (CAADP) process, which helped Ghana become one of the first countries to sign a CAADP compact in October 2009. In September 2010, METASIP was designed as the national investment plan to implement FASDEP II and underwent a CAADP technical review. METASIP covers the period 2011-2015 and comprises the following six programmes: (i) food security and emergency preparedness; (ii) improved growth in incomes; (iii) increased competitiveness and enhanced integration into domestic and international markets; (iv) sustainable management of land and environment; (v) science and technology applied in food and agriculture development; and (vi) enhanced institutional coordination.
20. In an attempt to rectify Ghana's poverty and social development divide by targeting the north, in 2009 the Government established the Savannah Accelerated Development Authority (SADA) as part of its overall Northern Development Strategy – a long-term endeavour (2010-2030) to align economic and developmental progress between the south and north, with the aim of attracting investments to growth corridors in the north. In addition, the Government has increasingly recognized the importance of private-sector investment and of supporting the development of value chains.

Harmonization and alignment

21. Despite the increasing macroeconomic stability and growth that led to MIC status in 2011, official development assistance will continue to contribute significantly to Ghana's development agenda. Efforts to enhance aid effectiveness through better harmonization and alignment have led to the Ghana Joint Assistance Strategy, and recently to the Government of Ghana – Development Partners Compact 2012-2022.
22. With more attention to the use of country systems to increase the effectiveness of development aid, in 2003 a group of donors agreed with the Government to establish a Multi-Donor Budget Support Programme (MDBS) as a framework for general budgetary support. The MDBS is linked to a Performance Assessment Framework, which is reviewed and updated annually by the MDBS secretariat, the co-chairs of sector working groups, and the Government under the lead of MOFEP. Currently, two donors, the International Development Association and the Canadian International Development Agency (CIDA), also provide sector budget support for MOFA – since 2011 with harmonized triggers. These triggers are increasingly discussed among key development partners and harmonized with the MDBS targets, giving additional momentum to harmonization and collaboration in policy dialogue.
23. Ghana has a very active Agricultural Sector Working Group (ASWG), which meets on a monthly basis. It comprises members of the ministries, departments and agencies, and wide range of donors and development partners (DPs). The ASWG serves as the most comprehensive policy forum for the sector. It is closely involved in the organization and conduct of the annual joint sector reviews, which make recommendations for policy action. Since 2011, IFAD has been an active member of the ASWG and its subgroups. It is also holding regular donor consultations to enhance harmonization. Other relevant working groups include the Private-Sector Working Group, the Ghana Rural and Microfinance Forum, which has been revitalized through the Rural and Agricultural Finance Programme (RAFIP), and the Working Group on Deprived Areas, which is still in its infancy.
24. As a member of the United Nations Country Team, IFAD is a co-signatory of the United Nations Development Assistance Framework (UNDAF) and the UNDAF Action Plan, in recognition that this framework provides partnership opportunities with IFAD-financed programmes. Potential linkages with the Food and Agriculture Organization of the United Nations (FAO), World Food Programme (WFP) and United Nations Development Programme (UNDP) exist in the area of climate change and value-chain development, as well as of policy dialogue. Also, initial discussions are ongoing to develop a proposal to collaborate with FAO and WFP in the area of post-harvest processing.

III. Lessons from IFAD's experience in the country

A. Past results, impact and performance

25. The CPE assessed the relevance of IFAD-supported projects and programmes as moderately satisfactory. While the objectives are well-aligned with both Ghana's policies and IFAD's goals, the portfolio has progressively shifted away from smaller, geographically-targeted projects to sectoral programmes, covering the entire country or larger regions. This has expanded the coverage of institutional and policy issues, while investments in the poorest northern part of the country, particularly the Upper West Region, have been reduced. Major areas of concern largely confirmed the findings of regular supervision missions:
 - Insufficient detail at the design stage and lack of implementation manuals and procedures for the implementation of certain components;
 - Over-optimistic expectations regarding the implementation capacities of government agencies and partners, particularly in developing commercially based approaches and engaging with the private sector;

- Lack of sound M&E systems with readily measurable indicators.
26. Programme effectiveness was rated moderately satisfactory in view of variations in the achievement of results:
- **Rural enterprise support.** IFAD-supported interventions were successful at the microlevel in increasing enterprise numbers, output and profitability, as well as at meso- and macrolevels in promoting national legislative initiatives that linked support to local government with enterprise development and created opportunities for private/public initiatives to foster microenterprise development.
 - **Rural finance.** The most significant results were at meso- and macrolevels, where projects/programmes have helped strengthen regulatory and oversight bodies (Bank of Ghana and MOFEP), as well as the capacity of apex bodies of rural banks and credit unions. From an institutional standpoint, the IFAD portfolio contributed to building a more solid microfinance subsector, although, at the microlevel, access to credit, particularly for small-scale farmers, is still perceived as insufficient.
 - **Agricultural value-chain development.** Progress in implementing a more commercialized and market-driven value-chain approach has been hampered by limited familiarity of implementing staff and partners with the private business environment. However, initiatives that focused on existing value chains (e.g. roots and tubers) have produced some encouraging outcomes, and have allowed technology upgrading in the processing of agricultural produce. While pilot-testing of market-oriented models has also delivered some encouraging results in industrial crops, as well as shea nuts in northern Ghana, the scaling-up pathway is weakly developed, with insufficient attention given to outcome monitoring and risk management.
27. Impact and sustainability were rated moderately satisfactory, with important results in the areas of institutions and policy. A viable system for support to small private entrepreneurs at the district administrative level has been developed and is being mainstreamed and scaled up to national coverage under the REP. Also, the financial sustainability of rural financial institutions and their apex organizations has improved. On the other hand, in the case of agricultural value chains, weak business plan preparation was identified as a key issue by the CPE, which concluded that a greater involvement of private-sector experience and business skills was required before these partnerships can become sustainable.
28. The performance of non-lending activities was assessed as moderately satisfactory overall, with policy dialogue and partnership-building rated as moderately satisfactory and knowledge management as moderately unsatisfactory. IFAD-supported projects have fostered innovative approaches and features in Ghana, and many of them show initial potential for scaling up. Country presence and outpostting of the CPM provide new opportunities for partnerships, including those that support the scaling up of innovations.

B. Lessons learned

29. Building on the assessment and recommendations of the CPE, but also incorporating more recent trends and experience gathered through direct supervision, implementation support, partnership and policy dialogue, key lessons relevant to higher-level programming include:
- Supply-driven support to poor, vulnerable people and production-oriented “food-security” interventions often lead to aid dependency instead of to sustainable development. In order to enable commercially viable, inclusive and sustainable development to occur, subsidies and subsidized services need to be transparent and carefully targeted, using demand-driven approaches and graduation schemes that respond to the specific needs of targeted clients. An approach capable of being scaled up needs to focus on capital investments, combined with

strengthening of institutions that support targeted clients in analysing their opportunities and making their choices, while developing sustainable linkages to input and output markets, as well as to private service providers and investors.

- Community-driven development efforts aiming at building local capacities and coordination mechanisms are unsustainable if not embedded in a larger institutional decentralization project. With a view to enhancing impact on specific areas of IFAD's comparative advantage (rural enterprise development, agricultural value chains and rural finance), IFAD's support to decentralization should focus on strengthening district- and community-level capacities in these areas.
- Technical assistance must be strengthened to ensure quality and focus on outcomes throughout implementation, including for programme management, implementing partners, and at the level of service delivery to target clients and their organizations in order to mitigate production-related and commercial risks.
- Effective involvement and support for FBOs requires close technical supervision and implementation support to ensure their empowerment and transformation into sustainable and credible business units. Further analyses should focus on contact time with facilitating agents and the quality of the support obtained from agricultural extension agents – in order to address their needs for technical assistance based on clear outcome objectives.
- Vibrant sector development and changing contexts and opportunities imply the need for longer-term engagement with more flexible approaches, and a focus on much greater private-sector engagement in service provision for targeted programme clients. To ensure faster learning and continuous fine-tuning of programme delivery instruments, a more flexible approach has to rely on solid M&E systems.
- There is scope for more systematic scaling up through longer-term engagement – to ensure a smooth transition between programme phases and capitalize on the capacity and momentum built.

IV. IFAD country strategic framework

A. IFAD's comparative advantage at the country level

30. IFAD has acquired experience in Ghana and globally in the development of: (i) pro-poor agricultural value chains; (ii) rural and agricultural finance; and (iii) rural enterprises and employment creation, often in very remote and deprived areas. Its comparative advantage as an institution that finances government-owned programmes could be leveraged into a longer-term engagement seeking to mainstream institutional development at grass-roots and district levels in order to provide an effective support structure for smallholder farmers and rural enterprises, with a view to private-sector-led growth.

B. Strategic objectives

31. IFAD's support relates to the GSGDA thrusts: (i) accelerated agricultural modernization and sustainable natural resource management; and (ii) enhancing competitiveness of Ghana's private sector. It is aligned with METASIP's programmes on food security, growth and incomes, access to markets, sustainable resource management, science and technology, and institutional coordination. IFAD's support to these programmes will be guided by its mandate, which is the reduction of rural poverty, and consistent with this, two overarching strategic objectives:
32. **Strategic objective 1.** Small farm and off-farm enterprises have access to markets and adequate technologies allowing them to improve their commercial and environmental sustainability in agricultural value chains. Based on participatory, pro-poor and gender-equitable, inclusive approaches, the major strategic focus will remain on connecting urban and rural markets, transforming traditional subsistence

- farming into market-oriented agriculture. Where particular opportunities exist, the regional and international markets will be targeted on a pilot basis. This will be implemented in two major outcome areas: (i) small rural enterprises have access to improved agricultural technologies that increase their competitiveness and sustainability; and (ii) they adopt effective organizational approaches to access competitive agricultural input and produce markets, with which they profitably engage.
33. While the key challenge remains to make smallholder producers more competitive – by increasing their ability to respond to market demand in terms of both quality and timely availability of needed quantities – the focus will be on technologies that (i) reduce production cost per unit of output; and (ii) increase environmental sustainability and resilience to climate change, in particular in view of the high variability of precipitation, particularly in the northern part of the country. This will be achieved through the promotion of adequate technologies, including conservation farming, agroforestry systems, irrigation, improved seed and inputs, and technical assistance through partnerships between aggregators or “off-takers”, public extension services and input dealers. A particular effort will be made to embrace and collaborate with MOFA’s Youth into Agriculture Programme, particularly in view of enhancing its sustainability through private service delivery and financing. Attention will be given to developing effective cofinancing partnerships to enhance investment in productive infrastructure, particularly in the northern part of the country.
 34. Partnership with the private sector will be deepened through investment analyses highlighting the profitability and risk profile of an engagement, and through public goods (infrastructure, support to FBOs, technical assistance) to develop an attractive business case with interested investors. The programme will build solid, sustainable mutually beneficial commercial linkages among farmers, processors and other actors in the supported value chains through contractual arrangements, increased collaboration, trust and transparency, with embedded mechanisms to mitigate and manage risk. Outgrower schemes and various forms of interprofessional bodies (i.e. district value chain committees) are emerging as institutional models that can link smallholder farmers to markets through arrangements incorporating access to finance, inputs and technical assistance. The reduction of post-harvest losses at various levels (handling, processing, storage, etc.) will be addressed through adequate infrastructure, technologies, capacity-building and improved logistics along the value chains.
 35. Policy dialogue will focus on: (i) removing obstacles and providing incentives to private investment (transparent markets, financial discipline and smart subsidies); (ii) investing in productive infrastructure, particularly in the Upper West Region; (iii) ensuring competition on a level playing field through transparent regulations and communication, as well as incentives and reduced risks for private investment; (iv) enhancing the role of private actors in service provision, including technical assistance, seed production, input trade and finance; and (v) strengthening FBOs to provide effective and competitive services to their members, and building capacity for advocacy and representation in local policy forums.
 36. **Strategic objective 2.** Small farm and off-farm enterprises have access to efficient, sustainable services to strengthen their capacity, skills and financial assets. This objective, which has national scope, focuses on two major outcomes: (i) small rural enterprises have access to appropriate and sustainable financial services; and (ii) the number of small rural enterprises and their aggregate revenue and profit are increased, and employment is generated.
 37. The first outcome will be achieved through continued support to policies for and institutional capacity-strengthening of rural financial institutions (RFIs). Support will focus on strengthening RFI capacity (and performance) to increase sustainability, outreach and value-chain linkages, and to serve the bankable population in the rural

sector by promoting an inclusive financial system with attention to responsible practice and healthy competition. Poor people need affordable payment systems for remittance, savings and insurance products, as well as cash-flow-based credit. IFAD will support innovation to deepen and broaden rural financial services with reduced transaction costs. Apex organizations will be strengthened to provide support to RFIs, as well as to improve governance, monitoring and reporting. Attention will also be paid to strengthening the regulatory environment for RFIs, credit unions and other emerging microfinance institutions. These activities are backed by a systemic approach, providing incentives for consolidation, institutional development and policy dialogue on good practices in the rural finance sector. Innovative approaches to value-chain finance will be evaluated for scaling up. Collaboration with the International Finance Corporation, International Development Association, Development Credit Authority, United States Agency for International Development (USAID); Danish International Development Assistance (DANIDA); German Agency for International Cooperation (GIZ); and Kreditanstalt für Wiederaufbau (KfW) will be strengthened to support the creation of risk-mitigation mechanisms that will enable commercial banks and other financial institutions to diversify into agriculture, including incentives and offsetting instruments, such as partial guarantees, leasing and insurance products such as index-based weather insurance. At the same time, small farm and off-farm enterprises will be supported to become more bankable through financial literacy and savings.

38. The second outcome under this objective focuses on increasing the number of rural and small enterprises and their growth in aggregate revenue and profit, as well as their capacity to create decent employment. A district-based model for SME promotion has been piloted by the REP since 1995. The model is based on three building blocks: (i) access to business development services through district-based BACs; (ii) technology transfer through technical skills training and demonstrations, mainly delivered by rural technology facilities, which generally cover three districts; and (iii) access of SMEs to rural finance through linkages with participating financial institutions. IFAD will support the Government in: (i) further mainstreaming a demand-driven SME-sector support system within the public and private institutional systems at district, regional and national levels; (ii) replicating the BAC concept nationally; (iii) promoting further efficiency gains in the BAC/rural technology facility model; (iv) facilitating continued access to finance by SMEs that have already been linked and further expand access in the additional districts, with particular focus on supporting rural women's group enterprises and youth start-ups; and (v) developing synergies with other initiatives in the field of vocational skills training and agricultural value-chain development.

C. Opportunities for innovation

39. IFAD's support in Ghana focuses on developing models to enable small rural entrepreneurs to overcome constraints on their asset base and on becoming more competitive players in the rural economy. Detailed planning, testing, M&E of financial, economic and environmental outcomes are integral parts of the approach towards successful scaling up. BACs promoted by the REP demonstrate that learning and refining have resulted in structures at the district level that can be replicated and scaled up. Opportunities for further refinement and scaling up under the present COSOP include:
- District value-chain committees and outgrower schemes that facilitate stable and transparent business relations leading to improved logistics, timing and trust in order to reduce risks and transaction costs. Embedded financial services and private technical assistance in the business relationships between these actors have emerged as a new feature in Ghana. These institutional models are to be refined towards balanced investments that address the need to raise farm productivity with finance and market potential to match along the value chain;

- Improved technology, including improved varieties, biological pest control and irrigation techniques allowing farmers to increase their productivity and incomes, and innovative market niches (off-season green maize, butternut squash), as well as refined root and tuber processing technologies to enhance the quality, efficiency and profitability for local processors engaged in agricultural value chains;
 - Agricultural finance models, in particular aimed at linking financial products with technical assistance, insurance products, and guarantee and venture capital funds.
40. Strengthened technical linkages between implementation partners and policymakers and a proactive engagement of the IFAD country office (ICO) in developing broader partnerships for learning, sharing and policy dialogue are critical in creating the knowledge, institutional, financial, policy and political space for scaling up and generating synergies.

D. Targeting strategy

41. The programme will continue to focus on smallholder farmers, particularly subsistence farmers, and resource poor rural people, including women and particularly rural youth, who will be offered support to respond to livelihood opportunities within their communities, with appropriate combinations of technical skills, business management, equipment and access to finance. The selection of commodities and income-generating opportunities to be supported will be guided by their relevance to IFAD's target groups' livelihoods. BACs will be enabled to help targeted clients make practical decisions regarding their income-generating activities based on local opportunities and their interests and skills. This implies that the operational focus on entrepreneurial poor people will be maintained through demand-driven approaches. Self-targeting will be used by promoting skills, activities, technologies and interventions that are of priority interest to these target groups. Efforts will be made to ensure transparency in the processes used.
42. Participatory community/target group demand-led approaches and gender-sensitive analysis and planning will be used to ensure inclusiveness of the targeting strategy and to select investment priorities based on market demand and opportunities for public/private partnerships. Gender-disaggregated monitoring and outcome analyses will be conducted by each programme to inform periodic updates of the gender action plans to ensure inclusiveness throughout programme implementation.
43. Based on the CPE recommendation, a careful balance will be sought between supporting sector-wide intervention at the national level – to drive broader institutional reform – and geographical targeting of rural poverty. Special attention will be given to the northern part of the country, particularly the Upper West and Upper East Regions, where high rates of poverty have persisted over recent decades.

E. Policy linkages

44. IFAD support to policies will take a focused, two-pronged approach that aims to create synergies between investment and a more direct participation in policymaking. IFAD will support implementing agencies in enhancing learning and knowledge management based on lessons learned in the field, and in empowering producer and business organizations to advocate for their members' interests. These will be complemented by directly helping the Government shape its policy agenda through the ASWG and other working groups, joint sector reviews, the Ghana Rural Finance and Microfinance Forum and existing Government-led processes in partnership with other donors and the United Nations system. A particular focus will be on strengthening linkages with the business community, including banks, representatives of the corporate private sector, and producer and business organizations. The ICO will also enhance dialogue with the METASIP steering

committee and secretariat, as well as with the parliamentary Select Committee for Agriculture.

45. In the short to medium term, IFAD will: (i) contribute to developing an agricultural inputs policy based on principles of competitiveness in input markets; (ii) support the promotion of sustainable resource management practices; (iii) advocate for targeted investment in rural infrastructure; (iv) support the mainstreaming and institutional anchorage of private-sector-led district value-chain committees, and other mechanisms that stabilize linkages among value-chain operators; and (v) support the Ghana Standards Board in building its capacity for certification of high-value products, where opportunities exist to reach regional or international markets. In the context of CAADP, and in collaboration with the International Food Policy Research Institute (IFPRI), IFAD will (vi) support the METASIP steering committee and MOFA in strengthening the SAKSS to make it an effective framework for analyses and knowledge management in support of evidence-based decision-making processes that include private-sector representatives and FBOs. With regard to rural finance, policy dialogue with MOFEP and the Bank of Ghana will aim to (vii) incorporate apex organizations in a more inclusive financial system; (viii) strengthen the regulatory regime for RFIs and microfinance; and (ix) minimize inconsistencies between government credit programmes and financial sector development policies in order to reduce distortions of financial markets and manage expectations of beneficiaries/clients. Institutional support and policy dialogue with regard to rural enterprise development will (x) focus on institutional strengthening of NBSSI and GRATIS.

V. Programme management

A. COSOP monitoring

46. The Country Programme Management Team (CPMT) will lead the annual COSOP review. Implementation of the COSOP will be monitored using several instruments, including: (i) the COSOP results management framework and Results and Impact Management System (RIMS) reports; (ii) supervision and implementation support and other mission reports; (iii) programme reviews and surveys; and (iv) thematic studies. The CPMT will hold annual review meetings that will feed into the country programme review process. It will also be involved in supervision and implementation support missions, and be invited to the wrap-up meetings of each mission's findings and conclusions.
47. The baseline data and targets of the results management framework will be verified and adjusted based on surveys carried out by the programmes, triangulated with available secondary sources. A joint Government/IFAD COSOP midterm review will be organized in 2015/16 to assess the relevance, effectiveness and efficiency of IFAD's country programme and make any necessary adjustments to the COSOP.

B. COSOP management

48. The COSOP will be managed by the Ghana Core Country Team, composed of the ICO team, programme/project coordinators, and representatives of government partner agencies (i.e. MOFEP, MOFA, MOTI and MLGRD). As and when needed, other stakeholders will be mobilized as resources (FBOs and other private-sector representatives, service providers, civil society, research institutions, and implementation and development partners).
49. The CPMT, consisting of the Ghana Core Country Team, and representatives of FBOs, the private sector, research institutions, civil society and district administrations, will continue to meet on a regular basis to provide advice and direction on programme implementation. The ICO, together with the donor coordination office in MOFA, the desk officer in MOFEP and programme coordinators will be responsible for: (i) ensuring regular communications between IFAD, government agencies and

relevant partners; (ii) coordinating supervision and implementation support activities for IFAD-funded operations; (iii) facilitating the sharing of information and lessons learned under IFAD-supported activities; and (iv) identifying opportunities for innovation and scaling up, and developing strategic partnerships.

50. The CPMT will regularly review the effectiveness and efficiency of programme design and implementation. CPMT members will work to enhance coordination in order to maximize the complementarity and efficiency of programme actions and facilitate collaboration between the diverse implementing agencies.

C. Partnerships

51. With the establishment of an ICO with an outposted country programme manager, IFAD's partnership with government agencies, CSOs, FBOs, DPs, the corporate private sector, academia and research institutions has increased significantly. IFAD is now engaging in policy dialogue and knowledge management, and in building linkages with programmes supported by other DPs. These will be continued in order to harness opportunities for harmonization and scaling up. While programme linkages with the national agricultural research system exist, IFAD will expand and strengthen its relationships with social and economic research institutions to strengthen analysis and evidence-based learning, in support of innovation and scaling up.
52. As indicated in other sections, deepened partnerships are an integral part of IFAD's engagement in Ghana: with the private sector, including producer and business associations at different levels, apex organizations of financial institutions, and organizations/representatives of the corporate sector. Associations and national platforms of FBOs will be supported in engaging in policy dialogue. To effectively advocate for their constituency, however, these organizations have to strengthen links to their membership and their technical capacities.
53. Among donors and development partners, key partnerships and areas of collaboration at the country level are listed in appendix VII.

D. Knowledge management and communication

54. The complex nature of the challenges faced by IFAD target groups requires innovation and adaptive management based on continuous learning and knowledge-sharing. IFAD will continue to serve as a hub to link practitioners in Ghana to international forums, arrange exchange visits, particularly in the field of value-chain development and successful engagement with the private sector, fund training for programme, ministry, department and agency staff, organize workshops and learning events, and mobilize national, regional and international technical assistance. A particular focus of the CPMT will be to capture, document, analyse, share and encourage the replication of successful innovations.
55. Knowledge management and innovation play a central role in IFAD's scaling up agenda. M&E systems will be strengthened to focus on outcomes and provide effective evaluation and learning mechanisms backed by rigorous data collection and scientifically accepted evidence, to fine-tune the models developed by the programme and to allow "packaging" of them for systematic scaling up. Knowledge management is also at the heart of IFAD's partnership efforts and policy dialogue.

E. PBAS financing framework

56. The present COSOP will cover two PBAS cycles: 2013-2015 and 2016-2018. While the PBAS allocation will be complemented by supplementary resources (i.e. US\$10 million from the Adaption for Smallholder Agriculture Programme (ASAP), it is crucial that county programme scores for implementation performance and the policy sector be enhanced. This will be done through the introduction and implementation of relevant reforms in the institutional and regulatory framework –

and also in view of Ghana's steady move towards achieving full MIC status and the gradual decline of official development assistance.

Table 1
PBAS calculation for COSOP year 1

<i>Indicators</i>		<i>COSOP year 1</i>
Rural-sector scores		
A(i)	Policy and legal framework for rural organizations	4.25
A(ii)	Dialogue between government and rural organizations	4.00
B(i)	Access to land	3.50
B(ii)	Access to water for agriculture	4.00
B(iii)	Access to agricultural research and extension services	4.00
C(i)	Enabling conditions for rural financial services development	4.25
C(ii)	Investment climate for rural businesses	4.50
C(iii)	Access to agricultural input and produce markets	4.50
D(i)	Access to education in rural areas	4.50
D(ii)	Representation	4.00
E(i)	Allocation and management of public resources for rural development	3.75
E(ii)	Accountability, transparency and corruption in rural areas	4.00
Average of combined scores		4.10
Project-at-risk (PAR) rating		5.00
Country policy and institutional assessment rating		3.88
Estimated annual allocation (millions of United States dollars)		13.5

Table 2
Relationship between performance indicators and country score

<i>Financing scenario</i>	<i>PAR rating (+/- 1)</i>	<i>Rural-sector performance score (+/- 0.3)</i>	<i>Percentage change in PBAS country score from base scenario</i>
Hypothetical low case	4	3.80	-21%
Base case	5	4.10	0%
Hypothetical high case	6	4.40	24%

F. Risks and risk management

57. The following risks and risk mitigation strategies will need to be managed during the COSOP period: (i) climatic risks will be managed through supporting farmers and other rural businesses in the proper management of natural resources, conservation of biodiversity, promotion of low tillage and agroforestry systems and adoption of other adaptive responses with a potential to increase revenues; (ii) the negative impact of macroeconomic shocks will be mitigated through diversification of agriculture and livelihoods; and (iii) the risk that inconsistencies between policies and programmes negatively affect entrepreneurial decision-making will be mitigated through policy dialogue carried out in coordination with other stakeholders (FBOs, DPs, NGOs and the private sector) focusing on transparent incentive systems (subsidies) and markets.
58. Programme specific risks include: (iv) the risk of a too-slow shift from supply-driven to demand-driven programme delivery, particularly in the agriculture sector, which will be mitigated through careful M&E and implementation support by practitioners with private-sector experience, as well as exchange visits to learn from successful programmes in other countries; (v) weak M&E capacities, which will be mitigated

through technical assistance and the development of partnerships with qualified research institutions, as well as support to SAKSS; and (vi) weak implementation capacities at the local level, which will be addressed through greater involvement of private operators in the delivery of technical assistance, and through institutional strengthening at the district level.

59. Given the scaling-up and institutional mainstreaming objectives, risks associated with (vii) the emerging decentralization policy framework will be mitigated through close involvement and support to this process at the local level. The tendency towards (viii) long start-ups and implementation delays in IFAD projects/programmes will be mitigated by longer-term engagement through programmes with stabilized implementation teams that are involved in design.

COSOP consultation process

The COSOP design process was led by the Country Team, based on the conclusions and recommendations by the Country Programme Evaluation in 2011. The document has been prepared by the IFAD Country Office, in close consultation with the Country Team, and other relevant stakeholders. Key milestones of the process included the following:

Date	Milestone
02 November 2011	Country Programme Evaluation Roundtable Workshop
03 November 2011	Official launch workshop for the COSOP Design
5 December 2011	In-Country CPMT meeting
15 February 2012	Signing of the Agreement at Completion Point
February 2012	Country Team Retreat in Tamale
27 March 2012	Country Team Meeting, Progress review
04 May 2012	Draft COSOP Report circulated for review by Country Team and IFAD CPMT
24 May 2012	Comments received from IFAD CPMT members; Country Team Meeting
15 June 2012	Draft 2 COSOP submitted for QE
27 June 2012	Presentation to IFAD's Evaluation Committee
06 July 2012	QE review completed
6 July 2012	Presentation and discussion with key donors
13 July 2012	Draft 3 COSOP submitted to CPMT and country team for comments and information
24 August 2012	Meeting with MOFA Management to discuss COSOP and Concept note
27 August 2012	Final Draft COSOP submitted for OSC review
06 Sept. 2012	OSC Review Meeting
20 Sept. 2012	In country validation with the Agriculture Sector working Group
03 Oct. 2012	Validation by Country Programme Management Team
17 Oct. 2012	Submission of final COSOP to SEC for final editing, translation and dispatch to EB
12 Dec.2012	Presentation of final COSOP at the 107 th session of IFAD's EB for review and information

Country economic background

Land area (km² thousand) 2010 1/	227.54	GNI per capita (USD) 2010 1/	1 250
Total population (million) 2010 1/	24.39	GDP per capita growth (annual %) 2010 1/	5
Population density (people per km²) 2010 1/	107	Inflation, consumer prices (annual %) 2010 1/	11
Local currency Ghana Cedi (GHS)		Exchange rate: USD 1 = GHS	
Social Indicators		Economic Indicators	
Population growth (annual %) 2010 1/	2	GDP (USD million) 2010 1/	32.31
Crude birth rate (per thousand people) 2010 1/	32	GDP growth (annual %) 1/	
Crude death rate (per thousand people) 2010 1/	8	2000	3.7
Infant mortality rate (per thousand live births) 2010 1/	50	2010	7.7
Life expectancy at birth (years) 2010 1/	64		
Total labour force (million) 2010 1/	10.37	Sectoral distribution of GDP 2010 1/	
Female labour force as % of total 2010 1/	48	% agriculture	30
		% industry	19
		% manufacturing	7
		% services	51
Education		Consumption 2010 1/	
School enrolment, primary (% gross) 2010 1/	n/a	General government final consumption expenditure (as % of GDP)	9
Adult illiteracy rate (% age 15 and above) 2010 1/	n/a	Household final consumption expenditure, etc. (as % of GDP)	76
		Gross domestic savings (as % of GDP)	15
Nutrition		Balance of Payments (USD million)	
Daily calorie supply per capita	n/a	Merchandise exports 2010 1/	7 896
Malnutrition prevalence, height for age (% of children under 5) 2008 1/	29	Merchandise imports 2010 1/	10 073
Malnutrition prevalence, weight for age (% of children under 5) 2008 1/	14	Balance of merchandise trade	-2 807
Health		Current account balances (USD million)	
Health expenditure, total (as % of GDP) 2010 1/	n/a	before official transfers 2010 1/	-5 022
Physicians (per thousand people) 2010 1/	0	after official transfers 2010 1/	-2 700
Population using improved water sources (%) 2010 1/	86	Foreign direct investment, net 2010 1/	2 527
Population using adequate sanitation facilities (%) 2010 1/	14		
Agriculture and Food		Government Finance	
Food imports (% of merchandise imports) 2010 1/	15	Cash surplus/deficit (as % of GDP) 2010 1/	n/a
Fertilizer consumption (kilograms per ha of arable land) 2010 1/	n/a	Total expense (% of GDP) a/ 2010 1/	n/a
Food production index (2004-2006=100) 2010 1/	n/a	Present value of external debt (as % of GNI) 2010 1/	18
Cereal yield (kg per ha) 2010 1/	1 814	Total debt service (% of GNI) 2010 1/	1
Land Use		Lending interest rate (%) 2010 1/	n/a
Arable land as % of land area 2010 1/	n/a	Deposit interest rate (%) 2010 1/	n/a
Forest area as % of total land area 2010 1/	22		
Agricultural irrigated land as % of total agric. land 2010 1/	n/a		

a/ Indicator replaces "Total expenditure" used previously.

1/ World Bank, *World Development Indicators* database CD ROM 2012-2013

COSOP results management framework

GSGDA alignment	Strategic Objectives	Outcome Indicators*	COSOP Milestone Indicators*	Institution/Policy Reforms
Accelerated Agricultural Modernization and Sustainable Natural Resource Management	SO 1: Small farm and off-farm enterprises have access to markets and adequate technologies allowing them to improve their commercial and environmental sustainability in agricultural value chains	Outcome 1: Smallholder farmers have access to improved agricultural technologies which increase their competitiveness and sustainability METASIP Programme 1: Food security and emergency preparedness <ul style="list-style-type: none"> - Post-harvest losses reduced from ...% to ...% (by crop) METASIP Programme 4: Sustainable management of land and environment <ul style="list-style-type: none"> - # farmers have adopted sustainable resource management practices METASIP Programme 5: Science and technology applied in food and agriculture development <ul style="list-style-type: none"> - Ratio between revenue and production cost increased by 25% - Productivity per hectare increased by ...% (by crop) 	<ul style="list-style-type: none"> - 40 000 targeted farmers/processors reduced their production costs per unit of output by 25% by 2015 - 10 000 targeted farmers use improved seeds/ inputs and benefit from effective TA by 2015 - Profitable production of crops under irrigation increased by 2 500 ha by 2015 - 5 000 targeted farmers (by gender) have adopted environmentally sustainable technologies, adapted to climate change by 2015 	<ul style="list-style-type: none"> - Policy enables private sector to develop, commercialize, and use improved inputs to increase smallholder productivity and incomes based on principle of competitiveness in input markets - Climate change and sustainable resource management mainstreamed in agricultural extension system
		Outcome 2. Small rural enterprises, including farmers, have adopted effective organizational approaches to access competitive agricultural input and produce markets, with which they profitably engage METASIP Programme 2: Increased growths in incomes <ul style="list-style-type: none"> - Farmers income increased by #% METASIP Programme 3: Increased competitiveness and enhanced integration into domestic and international markets <ul style="list-style-type: none"> - # tons of crops (by crop) aggregated through private off-takers METASIP Programme 6: Improved institutional coordination <ul style="list-style-type: none"> - # farmers effectively linked to apex organizations 	<ul style="list-style-type: none"> - Volume of commodities marketed by targeted farmers increases by 30% by 2015 - 20 000 farmers own FBOs with credibility to monitor members' activities and cost-effective services enhancing their profitability by 2015 - 2 000 FBOs participate in Public-Private Partnerships by 2015; - 40 000 farmers are linked to markets through contracts facilitated by the district value-chain committee or SPVs 	<ul style="list-style-type: none"> - District Value Chain Committees mainstreamed to facilitate VC linkages at District level - Commodity chain leadership through apex bodies - Transparent, inclusive, evidence-based policy formulation process based on quality data and sound evidence, i.e. SAKSS
Enhancing competitiveness of Ghana's Private Sector	SO 2: Small farm and off-farm enterprises have access to efficient and sustainable services to strengthen their capacity, skills and financial assets	Outcome 3. The access of smallholder farmers and small and micro entrepreneurs to appropriate financial services is enhanced <ul style="list-style-type: none"> - # of targeted rural enterprises (farmers and SMEs) who have access to financial services (operate a loans/ saving account) - Agricultural lending increased by ...% - Portfolio at Risk (NPL30+written off-loans<5%) Outcome 4: The number of rural small and microenterprises that generate profit, growth and employment opportunities is increased <ul style="list-style-type: none"> - # enterprises in operation after 3 years (sustainability measure) - # enterprises graduating from survival to normal and rapid growth categories 	<ul style="list-style-type: none"> - Financial data available for key value chains of 5 commodities (financial overlays) by 2013, 10 by 2014 - 20 000 members of targeted FBOs have accessed appropriate financial services - Term lending by participating financial institutions has increased by 30% with PAR <5% by 2015 - At least 150 operational BACs by 2015 - 20 000 employment opportunities created (by gender & age)* by 2015 - 15 000 businesses created (by gender & age)* by 2015 	<ul style="list-style-type: none"> - Financial sector reform/ liberalization fostering competition resulting in interest rates reduction - Credit programs consistent with financial sector policies, to reduce distortions and clients' expectations. - Pro-poor SME support institutions and policies in place

* Targets will be reviewed and completed as additional baseline data becomes available from on-going baseline surveys; this will include disaggregation by gender/crops.
 Note: Previous COSOP results management framework not applicable, as previous COSOP was not results-based.

CPE agreement at completion point

Agreement at Completion Point¹

A. Background and Introduction

1. The Independent Office of Evaluation (IOE) of IFAD conducted a country programme evaluation (CPE) in Ghana in 2010/2011. The CPE had two basic objectives: (i) to evaluate the performance and impact of IFAD's operations in the country; and (ii) to generate lessons and recommendations to inform the next country strategic opportunities programme (COSOP) for Ghana.

2. The agreement at completion point (ACP) reflects the agreement between the Government of Ghana (represented by the Ministry of Food and Agriculture) and IFAD Management (represented by the Programme Management Department) on the main evaluation findings (see section B below), as well as the commitment to adopt and implement within specific timeframes the recommendations included in part C of this document. The ACP contains inputs gathered at the national round-table discussion held on 2 November 2011 in Accra, Ghana. It is noted that IOE does not sign the ACP, although it facilitated the process leading up to its conclusion. The recommendations agreed upon will be tracked through the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions. In addition, this ACP will be submitted to the Executive Board of IFAD as an annex, along with the new COSOP for Ghana.

B. Main Evaluation Findings

3. This country programme evaluation (CPE) relates to IFAD's strategy and operations in Ghana since the COSOP of 1998. The CPE is based on a review of two COSOPs (1998 and 2006), six IFAD-funded projects/programmes and nine grants. Following the IFAD Evaluation Manual, the CPE has considered three levels of analysis: (i) the performance of the portfolio; (ii) the assessment of the non-lending activities (policy dialogue, partnership building and knowledge management) and (iii) the performance of the COSOP.

4. In terms of **portfolio performance**, the CPE found that the projects' objectives were relevant but identified shortcomings in the concrete design approaches. In rural finance, attempts to replicate successful experiences from India in linking informal and formal financial organisations were not properly tested and adapted to the local context. Support to decentralisation and local development did not sufficiently take into account the weak decentralisation framework at the time of the formulation. Effectiveness of the portfolio has varied within and between projects. Solid results were achieved in rural enterprise support, not only contributing to increasing enterprise numbers, output and profitability, but also promoting public-private initiatives to foster microenterprise development. In rural finance, the most significant results consisted of strengthening the regulatory and oversight framework for the sector and the apex bodies of rural banks and credit unions, but, at the micro level, access to lending products has not increased according to expectations. Results in developing *value chains* were mixed, more encouraging for existing value chains (e.g. roots and tubers) but more challenging for

¹The Ghana Country Programme Evaluation report was finalized in October 2011 and the Agreement at Completion Point was signed by IFAD and the Government of Ghana on (15 February 2012).

new ones (e.g. vegetables): constraints were the low familiarity of project staff with the private business environment and the limited support provided to them.

5. Efficiency was identified as a weaker area of the portfolio, due to higher-than-expected unit costs and longer start-up and implementation delays in IFAD projects/programmes compared with those of other international financial institutions. This was due to design lacunae, such as over-optimistic assumptions, funding gaps and weak traditional supervision arrangements before the advent of direct supervision by IFAD (2008).

6. The most successful impacts of the portfolio have been on social capital, institutions and policies. In rural finance, the portfolio has contributed to upgrading the competencies and standards of regulatory bodies, developing a national policy for microfinance, and to professionalizing the subsector. In the area of decentralization, the portfolio helped develop models of collaboration between communities, local governments and NGOs in planning basic infrastructure geared to very poor and marginalized groups. The available evidence suggests mixed results on income and assets and both positive and potentially detrimental effects on environment. The work done on strengthening institutions (notably in rural finance and enterprises) is expected to bolster sustainability prospects. On the other hand, public-private partnerships on value chains are only now emerging and suffer from weak business plan preparation and poor coordination among value chain actors, and will require a major infusion of private-sector experience and business skills before they can become sustainable.

7. The portfolio has been active in introducing innovative products, technology, and processes. Yet pilot testing and foresight analysis has not been done to a sufficient extent before upscaling and there has been a tendency of IFAD to upscale innovations country-wide on its own rather than involving other donors, generating a risk of scattering limited resources over a large territory. Projects have attempted to mainstream gender equality and introduce gender action plans. The most significant achievements pertain to expanding women's access to and control over productive assets and improving women's well-being and easing their workload by facilitating their access to basic services and infrastructure. Progress in strengthening women's organizations, decision-making in the community and representation in local institutions was more limited.

8. Regarding **non-lending activities**, there have been significant results in policy dialogue and partnership-building while knowledge management has been found as a weaker area. Policy dialogue has received increased attention as the portfolio has shifted towards sector-specific national programmes with policy dialogue components. The most significant activities and results have been found in the area of rural enterprise development, helping shape new legislative instruments for public support to private rural enterprises at the district level. Although policy dialogue in rural finance has sensitized the Government to the distortionary effects of subsidized interest rate programmes, the latter continue to exist. Matching grants, if properly implemented, could provide lessons to inform policy dialogue on subsidies in rural finance. In particular, matching grant could provide an example of "smart subsidies" that facilitate access of poor borrowers to financial services but do not distort financial markets.

9. IFAD has forged solid partnerships with government agencies at the national and sub-national levels. Financial partnerships with the African Development Bank and World Bank have generally been to mutual benefit. Both organizations were expected to co-finance the recent Rural and Agricultural Finance Programme (RAFIP) but this did not materialize, potentially reducing policy dialogue "weight". Partnerships with the private sector are emerging initiatives. Early implementation experience suggests that working with the private sector calls for a small "cultural revolution" and the need to scout for and involve more proactively experienced private-sector partners has been underestimated.

Knowledge management was hampered by the lack of an IFAD field presence until 2010, poor M&E systems at the project/programme level and the absence of any portfolio-wide review. In the absence of focused data collection, and analysis at the household, community and sector levels, projects have pursued innovative and previously unexplored activities based more on good intuition than on well-grounded analysis. New knowledge management can be supported through IFAD's country presence, established in early 2011.

10. Finally, in terms of **COSOP Performance**, the objectives of the 1998 COSOP fully corresponded to the overarching mission of IFAD as it targeted the regions of Northern Ghana where extreme poverty continued to be pervasive. At that time, however, the Government's strategy was to accelerate economic growth by modernizing the agriculture sector but without targeting specific geographic pockets of poverty. Instead, the 2006 COSOP was fully aligned with the Government's broad based growth strategy at that time, while also reducing the emphasis on geographical targeting, particularly in the Upper West, the region with the highest prevalence of poverty, practically unchanged in 20 years. The 2006 COSOP emphasized value chain development, an important and well-deserved choice. It did not sufficiently elaborate on the implications and constraints such as the limited experience of project staff with private sector business practices (and to some extent the limited skills of emerging local entrepreneurs). While the 1998 COSOP strategy to target the extremely poor in the North has posted varying results—quite satisfactory in Upper East but only modest in Upper West—there are signs that focusing on these areas, notably the Upper West, is not only desirable but also feasible. The 2006 COSOP strategy was far more effective in institutional development and policy dialogue through sectoral and larger programmes, although at the cost of reducing emphasis on the Upper West Region.

C. Agreement at Completion Point

Recommendation 1

Bolstering the next COSOP and the programme with more analytical work

11. As part of *COSOP* preparation, in addition to IFAD's normal procedure of developing strategic and operational choices based on sound analysis of the country poverty, macro and sector policies, IFAD should commission specific studies, action-research or "intelligence-gathering" work to support major strategic decisions and changes. A priority for the forthcoming COSOP should be to analyse value chain gaps and scout for successful private-public partnership experience, in the region or elsewhere, in subsectors relevant to IFAD. At the *project design* level, similar work should help fill knowledge gaps and investigate areas of risk. Finally, systematic data collection and analysis is needed to *assess the impact* of projects and programmes, including quantitative data on income and food security. All this calls for partnerships with international subject matter specialists and Ghana-based (national and international) social science research institutes, and to a far greater extent than observed to date.

Proposed follow-up:

The Country Team agrees with the relevance of enhancing data availability for improved management, learning, policy development and scaling up, and several activities have already been initiated: In 2011, the Ministry of Food and Agriculture (MOFA) together with GIZ and IFAD have undertaken a review of Value Chain approaches and models in Ghana. The review outcomes fed into the Joint Sector Review and led to the creation of a Thematic Working Group on Value Chains as part of the Agriculture Sector Working Group. Further, the Joint Country Programme Supervision and Implementation Support mission in November-December 2011 recommended that an in-depth analysis of selected relevant value chains be carried out in 2012 under RAFiP which is expected to provide

vital information to the various operators involved in the implementation of NRGP and RTIMP.

The Country Programme Management Team (CPMT) will emphasise the need for action research, market and value chain analyses in the new COSOP to ensure that decisions in design and implementation are sufficiently backed by knowledge and relevant intelligence. The CPMT will ascertain that this be anchored in the emerging institutional framework for learning and policy making under CAADP to foster country ownership and effectiveness. The Implementing Agencies will continue to strengthen the project and programme M&E systems to generate quantitative data on income and food security.

Deadline date for implementation:	December 2012
Entities responsible for implementation	CPMT: MOFA, Ministry of Trade and Industry (MOTI), Ministry of Finance and Economic Planning (MOFEP), IFAD

Recommendation 2

Balancing between sectoral and geographic focus and building a model for Upper West

12. In view of their proven benefits to institutional development and policy dialogue, IFAD should continue to support subsectoral programmes with countrywide scope. However, it should combine countrywide programmes with specific interventions focusing on the north of the country, particularly the Upper West region, and further cooperate with relevant Government initiatives (e.g. Savannah Accelerated Development Initiative). Synergies between geographically-targeted interventions and countrywide programmes will need to be clearly specified.

13. Specifically, IFAD should concentrate on devising an intervention model suitable for the Upper West region. Drawing on the findings of past evaluations, the model should concentrate on: (i) transportation infrastructure; (ii) water management and irrigation (river gardens, water pumping, small dams where feasible); and (iii) strengthening existing value chains more suitable for the poor (e.g. tuber cultivation, higher humidity crops, tree crops, small livestock such as guinea fowl, small ruminants).

Proposed follow-up:

The Upper West Region is currently covered by several projects co-financed by IFAD, and most Development Partners are reorienting their activities to focus more strongly on the SADA region. (i) As an immediate step, all ongoing IFAD funded projects revisit their AWPBs to include specific activities to target the rural poor populations in the Upper West Region, Upper East region, and poverty pockets in other regions, seeking complementarities and synergy. (ii) Supervision and implementation support will focus on the specific needs of the region and strengthen IFAD's leverage as a broker and facilitator for potential public-private partnerships to enhance market access and private investment in the Region. (iii) MOTI will give priority to the Upper West Region, Upper East Region and poverty pockets in other regions in the initial planning and implementation phase and scaling up the district-based MSE support system. (iv) During the COSOP work, including development of the concept notes for the new projects, GoG and IFAD will discuss further the specific needs and opportunities for the Upper West Region, focusing on complementary support to the interventions already operating in the region.

Deadline date for implementation:	December 2012
Entities responsible for implementation:	CPMT: MOFA, MOTI, MOFEP, IFAD

Recommendation 3

Engage more in partnerships with the Government and donors for scaling up innovations

14. IFAD should seek greater support from other donors, the private sector and the Government as well as from other similar initiatives in the region for the scaling up of its most successful innovations. In developing or introducing new initiatives, IFAD and its partners should adopt a more cautious approach based on pilot testing, particularly for approaches new to Ghana. The CPE recommends the following priority areas in this regard. *Matching grants* in rural finance which have important potential for policy dialogue on support to micro and small businesses without distorting the market. In this sense, IFAD and its partners should consider a joint review of the experience with matching grant across IFAD's portfolio as well as of RAFIP implementation experience in order to better devise non-distortionary tools to foster agricultural financing; *special savings and credit financial products* that appeal to the poor, such as "susu" collection and group lending, may help improve the coverage of very poor categories. The promotion of the concept of *farmers' field fora* to support pro-poor technology transfer in agriculture is another promising innovation which, however, requires further refining.

Proposed follow-up:

IFAD has already started to work more closely with development partners in 2011, which was strongly facilitated by the establishment of a country office with an out-posted CPM. The CPMT will consider key successful innovations that could form the agenda of policy dialogue and joint learning initiatives with in-country partners under the new COSOP.

With regard to the proposed emphasis on matching grants and special savings and credit financial products, MOFA plans a review of current practices in the agricultural financing sector, as a priority theme for the analytical work jointly conducted by the GoG, IFAD and potentially other development partners such as KfW (Kreditanstalt für Wiederaufbau) and other members of the Agriculture Sector Working Group. RAFiP should play a key role in view of its mandate. RAFiP should also introduce these topics in the agenda of the Ghana Rural and Micro Finance Forum, to foster sharing of information and knowledge as well as harmonization. Regarding the concept of the farmers' field fora, MOFA will conduct a review of the experience under RTIMP to assess the potential and possible pathways for scaling up.

Deadline date for implementation	December 2012
Entities responsible for implementation	CPMT: MOFA, MOFEP, IFAD

Recommendation 4

Engage in more fruitful partnerships with the private sector

15. IFAD and its partners should first review successful experiences in the Africa region with a view to developing pro-poor value chains and engaging with private-sector operators. Successful approaches could then be piloted in Ghana, using grants if necessary, so as to garner real-world knowledge and resources from successful private entrepreneurs. IFAD should also explore opportunities for collaborating with AGRA, which, although not a private operator, is implementing an integrated programme of seed distribution, soil conservation, education and extension, and market access (encompassing value-chain activities) in Ghana, with a substantial private-sector cooperation element.

Proposed follow-up:

The value chain approach adopted by NRGIP is based on a detailed design which has involved private operators. It has also benefited from a small grant programme, in which different models were tested. However, since value chain programmes are driven by

private operators, the transfer of approaches to new regions requires close attention to ensure adaptation to the specific context. Also it is important to note that different value chains have different characteristics, based on the type of commodities (staples vs. traditional cash crops, number and level of organization of producers, suppliers, markets etc.). IFAD will review experiences elsewhere in Africa through its knowledge management system for possible introduction in Ghana.

Partnership opportunities with AGRA have been explored in October 2010 through a joint field visit with IFAD, AGRA and NRGF. As a follow-up, NRGF has started to develop joint activities with AGRA's implementing agencies, i.e. the International Fertilizer Development Center (IFDC) and the Savanna Agricultural Research Institute (SARI). The 2012 AWPB includes the collaboration with the "Farmer-To Market Project", the "E-Platform" and joint siting of warehouses with IFDC. Also, NRGF is linking the beneficiaries of SARI's "Integrated Soil Fertility Management Programme" to Extension Services and participating financial institutions to allow them access important complementary services and support.

Deadline date for implementation: December 2012
 Entities responsible for implementation MOFA

Recommendation 5 Mainstream environmental protection in IFAD's strategy

16. The problem of environmental degradation in Ghana is a serious one. Increasing focus and presence in the Northern and Upper West regions implies that interventions will have to cope with a very fragile environment. This CPE recommends that an environmental assessment should form part of the COSOP, even before the subject is dealt with at the project design stage. Building on its findings in this regard, the CPE recommends that such an assessment should also deal with areas of potential negative impact, such as polluting effluents from cassava processing and chemical processing of small enterprises, soil erosion, and water-borne disease in the case of irrigation.

Proposed follow-up:

The CPMT will include an Environmental Assessment for the coverage of the COSOP, including the particularities of the Northern Regions, in the preparatory analyses for the new COSOP, which will be deepened in project design.

Deadline date for implementation: December 2012
 Entities responsible for implementation CPMT, IFAD

Recommendation 6 Bring to bear IFAD's country presence and outposted CPM

17. For all the foregoing recommendations to be possible, IFAD-supported modalities will need to change. The Fund has recently approved a new business model, which, inter alia, hinges upon direct supervision, country presence and non-lending activities (policy dialogue, partnership building and knowledge management)². IFAD has a very good opportunity to spearhead the new business model in Ghana. It established a country office in 2010, outposted the CPM, which will also facilitate exchanges within the sub-region and engagement in South-South cooperation. IFAD should take the country office and CPM outposting opportunity to further support its country programme, including non-lending activities. In terms of knowledge management, it should further mobilize expertise and analytical resources from within Ghana and the region as a whole, both for

² http://www.ifad.org/gbdocs/repl/9/ii/ppt/business_model.pdf

COSOP preparation and project design. Country presence should also contribute to policy dialogue and partnerships building, areas to which IFAD will need to devote more attention in future. And finally, IFAD will need to take advantage of its country presence to support the assessment of results, notably impact, at the project level and make a systematic review of the programme as a whole. This would facilitate better assessment of performance progress, generate evidence of achievements and raise more attention among potential partners.

Proposed follow-up:

Given the CPE's general endorsement regarding the strategic focus of IFAD's Country Programme for Ghana, the design of the new COSOP will focus on enhancing the effectiveness of IFAD lending in Ghana through increased focus on non-lending activities, including a more proactive engagement in policy dialogue, partnership building and the mobilization of national and regional expertise to back up design and implementation with qualified technical assistance. This has already started with the out-posting of the CPM, and will be further articulated in the new COSOP. Furthermore, the new COSOP will be based on a result framework, which provides a framework for annual programme reviews with focus on results and impact.

Deadline date for implementation: December 2012
Entities responsible for implementation: CPMT, IFAD

Indicative investment pipeline

The present COSOP will cover two PBAS cycles, namely 2013-15 and 2016-18. Based on the current PBAS scores and criteria, the IFAD core funding available for the period 2013-15 is expected to be at the level of about USD 36 million (+/- USD 10 million). The PBAS allocation will be complemented by supplementary resources (i.e. from the ASAP fund, where an additional USD 10 million have been earmarked to address Climate Change).

To enhance the efficiency of IFAD financing in Ghana, investments will be consolidated in fewer and larger programmes (max 1 programme per implementing agency) with greater focus on policy dialogue and institutional development. This shift will be achieved through a restructuring of existing projects in programmes that are more fully mainstreamed in the Government's delivery systems.

The value chain programmes NRGD and RTIMP, implemented by MOFA will be consolidated in one national programme. NRGD will be restructured and serve as a first component of this programme, while RTIMP will be completed follow-up investments will be integrated in the national programme, which will provide a mechanism to absorb a large proportion of the forthcoming and future PBAS allocations through tri-annual reviews of the result framework which determine the scope for supplementary funding over time. This will reduce design costs, start-up delays and potential loss of momentum between project interventions, increase economies of scale, reduce overheads for programme coordination, and enhance mainstreaming of programmes in the institutional system. The partnership with AfDB will be maintained and strengthened, with the aim to enhance joint planning and implementation support. However, the Government will also initiate dialogue with OFID and BADEA, to accompany the periodic investments with funding for productive infrastructure.

It is still early to assess the opportunities and needs to continue IFAD's support to the financial system development pursued under RAFiP. The completion of RAFiP is scheduled for 2016. However, the long term nature of institutional capacity building – in retail, apex and supervisory institutions --and its outcomes for IFAD's target groups, mean that continued engagement with additional financing during the 2016-18 PBAS cycle could be envisaged. MOFEP's efforts to develop and lead a broad partnership among the various agencies supporting the sector are expected to facilitate the design of a future intervention, with the aim to further harmonize and collaborate at the sector level, whether under a common sectoral approach or possibly through cofinancing.

EB Approval	Programme title	Implementing agency	IFAD Financing	Cofinancing
April 2014	Ghana Rural Growth Programme	Ministry of Food and Agriculture	US\$ ~35m	ASAP: US\$10m AfDB (tbd) OFID/BADEA (tbd)
September 2016	Rural and Agricultural Finance Programme II*	Ministry of Finance and Economic Planning	TBD	TBD
April 2017	Ghana Rural Growth Programme (Suppl. Loan)	Ministry for Food and Agriculture	TBD	TBD
April 2020	Ghana Rural Growth Programme (Suppl. Loan)	Ministry of Food and Agriculture	TBD	TBD

*to be confirmed, depending on evolving context, IE recommendation and opportunity

Potential linkages and areas of collaboration with key donors

A comprehensive overview of current projects in the agriculture sector is presented in Key file 3. The following list highlights specific areas of collaboration beyond the harmonization and field-level collaboration objectives, and also includes planned and forthcoming initiatives.

- AFD: Policy dialogue, rural finance and value chain development (rice);
- AfDB: Cofinancing partnership (infrastructure) and rural technology development;
- BADEA/OFID: Potential cofinancing for infrastructure;
- CGIAR: IFPRI – policy analysis on market access and climate change, support to country SAKSS; IWMI – water management; IITA – Roots and tubers,
- CIDA: Institutional strengthening for MOFA, Coordination/harmonization in the North; support to FBOs
- DANIDA: Cofinancing and policy linkages on rural finance and private sector development; linkage/coordination in the North (AGRA); Potential cofinancing (TA) for Ghana Rural Growth Programme;
- FAO: Knowledge management (value chain development), Cassava; Joint initiative to reduce post-harvest losses;
- GIZ: Strategic partnership on knowledge management/policy dialogue, particularly value chains, financial literacy, agricultural insurance, private sector development, rural technology; support to FBOs;
- JICA: Policy dialogue, value chain development (rice), private sector development including TA for BACs;
- KFW: Policy dialogue and harmonization/collaboration on rural finance and technology skills development;
- UNDP: General policy dialogue, climate change and environment;
- USAID: Policy dialogue (agriculture, rural finance), including Grow Africa and programme linkages (Feed the Future, GCAP, credit risk management (Development Credit Authority [USAID])); SAKSS and joint evaluation and learning framework;
- WFP: Expansion/linkage of Purchase for Progress programme with value chain development; joint programme to reduce post-harvest losses

World Bank: Policy dialogue and commercial value chain development in the North, incl. land tenure (GCAP); agricultural research (WAAPP), technology skills development; policy dialogue (AgDPO), macroeconomic issues;

Key file 1: Rural poverty and agricultural/rural-sector issues

Priority Area	Affected Groups	Major Issues	Actions Needed
Low Agricultural production and productivity	<ul style="list-style-type: none"> • Small scale farmers (crops and horticulture) • Women processors • Livestock farmers 	<ul style="list-style-type: none"> • Inefficient water utilization • Declining soil fertility and poor soil management • High pressure on land resources and deforestation (due to population pressure, overgrazing, bushfires, inappropriate farming systems) • Low crop yields and extensive livestock systems • Production largely aimed at subsistence • Low land and labour productivity • Low yielding plant varieties and animal breeds • Pests and diseases incidence • Dry season shortage of pasture and water • Poor livestock housing, nutrition and health • Limited access to remunerative markets • Failed input markets and volatile output markets • Inadequate promotion of primary value-addition and agro-processing strategies • Poor market prices for unprocessed primary farm produce 	<ul style="list-style-type: none"> • Promoting small-scale water management systems • Promoting community water retention and irrigation systems and capacity building on operation and maintenance • Promoting water harvesting among households in rural communities • Improving crop production and protection to enhance productivity • Developing and promoting improved crop varieties and animal breeds • Promote IPM principles for pests and diseases management • Promoting low-input, high-output technologies/innovations • Diversifying farming strategies to spread risks (including cash crops, drought resistant varieties and new cultivars) • Diffusion of improved livestock stock (guinea fowl, small ruminants) • Training and capacity building • Effective extension and business advisory services • Promoting dry season feed production, conservation and supplementary feeding (livestock) • Identification and organising for niche markets
Environmental degradation management	<ul style="list-style-type: none"> • Rural communities, • Small holder producers • Artisanal fishermen and women 	<ul style="list-style-type: none"> • Deforestation, • Land degradation • Climate change • Erosion and soil pollution • Bushfires and charcoal burning (fuel wood) • Mining (sand winning band surface mining) • Lack of environmental awareness • Poor institutional management 	<ul style="list-style-type: none"> • Promoting environmental protection and management • Promotion of conservation agriculture Especially, soil conservation practices. • Sensitization of rural communities and farmers on environmental degradation in relation to farming practices and climate change • Promotion of alternative energy source/power conservation technology • Enhancement of water conservation.

Priority Area	Affected Groups	Major Issues	Actions Needed
		<ul style="list-style-type: none"> • High exposure to climatic hazards (e.g. floods, drought); • Increased competition for land resources. • Biodiversity loss 	<ul style="list-style-type: none"> • Promoting capacity building in using better soil and crop management practices and developing adapted technologies and inputs • Promoting sustainable systems for irrigation/improved water use and management • Promoting participatory management of natural resources • Effective enforcement and implementation of environmental regulations/laws
Rural Infrastructure	<ul style="list-style-type: none"> • Rural communities • small scale farmers/producers • physically challenged persons • women and youth 	<ul style="list-style-type: none"> • Poor (feeder) road networks • Poor rural/community development • Poor technical features of rural infrastructure. • Poor planning and management of rural infrastructure (power, roads, potable water) • Absence of rural-based storage facilities for farm produce, including livestock products • 	<ul style="list-style-type: none"> • Rehabilitation of rural infrastructure (rural roads, potable water supply, power, education and health). • Mobilization of communities to support development and maintenance of rural infrastructure • Increased budgetary allocation for rural infrastructure • Improved governance • Enhancing planning and management capacity at MMDAs and Regional levels • Promoting farm gate storage and post-harvest management of farm produce through farmer groups and co-operatives • Promoting rural-based primary processing and marketing, through commodity groups/associations
Agricultural and Rural savings and Credit (Microfinance)	<ul style="list-style-type: none"> • Smallholder farmers, producers • Traders, processors, service providers, women, youth 	<ul style="list-style-type: none"> • Inadequate enabling conditions for banking services/development • Poor investment climate for rural businesses • Limited operation of Commercial banks in agricultural sector • Limited coverage of Rural Banks operations • Inadequate arrangements for agricultural input supplies 	<ul style="list-style-type: none"> • Capacity building FBOs to access financial and marketing services • Capacity building of FBOs on savings and credit mobilization • Grant financing to capitalize FBOs (within a business context). • Mainstreaming of value chain processes among farmers • Improvement of rural banking infrastructure • Policy dialogue on agric financing and developing financing models and strategies

Priority Area	Affected Groups	Major Issues	Actions Needed
		<ul style="list-style-type: none"> • Poor credit access and management • Poor marketing arrangement and trade structures • Weak private sector linkages • High technical and credit risks • Inadequate or lack of collateral • Poor savings culture among small scale farmers and producers • Weak agricultural lending policy and strategies • Weak self-financing capacity of rural households 	<ul style="list-style-type: none"> • Improving production and marketing systems (pricing, market information) to limit technical and credit risks • Promotion of SPV model
Agricultural marketing	<ul style="list-style-type: none"> • Small scale farmers and producers • Women processors and marketers • Input dealers • Service providers 	<ul style="list-style-type: none"> • Poor access to inputs and markets due to distance, limited transport opportunities • Limited market information and not easily accessible to small producers. • Poor product quality, often below that demanded, especially internationally • Policies/legislation not conducive to free, dynamic market and not supportive of producers' associations • Lack of harmonised policy and fragmentation of donor action in rural finance sector • Limited availability, accessibility and risk of marketing credit • High cost of rural financial services • Segmented domestic markets and volatile prices • Lack of commodity chain infrastructure enabling producers to meet commercial requirements • Competition from imported products/foodstuffs • Unfavourable policies on imports on staple foods • Poor bargaining power of rural farmers • Lack/inadequate buffer stocks • High post-production losses 	<ul style="list-style-type: none"> • Improve roads network, transport services and local marketing facilities (via group/private sector) • Promote competition between traders and linkages between farmer groups/associations and buyers • Improve market information • Provide training/exposure on quality and packaging (as part of group activity) • Develop a strategic policy/legal framework and support innovative approaches in rural finance • Facilitate greater outreach of banks/financial intermediaries and capacity build/support institutions • Improve farmers access to credit (in conjunction with improved farming practices/technology) • Incorporate financial awareness/control principles in farmer group training • Develop and encourage agricultural marketing cooperatives • Develop marketing chain between producers and consumers and appropriate commodity chain infrastructure • Encourage the establishment of outgrower schemes between small farmers and private operators • Encourage the creation of small processing units and use of

Priority Area	Affected Groups	Major Issues	Actions Needed
			<p>equipment to improve labour productivity</p> <ul style="list-style-type: none"> • Improve value addition and post-harvest through cold storage
Community and Rural-based farmer organizations	<ul style="list-style-type: none"> • Rural communities • FBOs, • MMDAs • Private sector actors 	<ul style="list-style-type: none"> • Weak producer groups due to economic individualism • Producer organizations are project related and not sustainable • Complex FBO registration regulation discourage small farmer producer groups • Small rural producer groups in remote areas not attractive to financial and support services organizations • Focus of NGOs and development partners on peri-urban producer groups • Lack of literacy and language barrier discourage remote producer groups from accessing centralised public goods • Women under-representation in producer groups • Limited number of performing producer groups/organizations able to provide sustainable services to its members • Low level of FBO structuring (lack of second-tier and upper levels organizations) • Limited farmer groups participation in local and district governance • Lack of linkages between central and local levels 	<ul style="list-style-type: none"> • Promote FBO development and build institutional capacities to provide services to their members • Promote participation of producers' organizations in consultation platforms at local/district/national level, and assist them in developing their own (policy) positions • Encourage and strengthen FBOs and creation of commodity specific Interprofessional bodies •
Gender	<ul style="list-style-type: none"> • Rural women • Rural men • Youth • People with disability 	<ul style="list-style-type: none"> • Gender imbalance in educational system • Low access to basic education (regional, tradition) • Relatively high adult illiteracy levels • Unemployment of active youth • Women are socially disadvantaged and have very limited access to productive 	<ul style="list-style-type: none"> • Promote group formation amongst women, men and the youth and assist the groups to mobilize savings and negotiate with rural microfinance institutions and service providers for continuous business partnerships. • Promote women adult literacy and girl-child education, vocational skill training and involve women in all development processes.

Priority Area	Affected Groups	Major Issues	Actions Needed
		<ul style="list-style-type: none"> assets and resources • Poor/under representation in policy framework formulation and decision making processes (local/community institutions) • Women memberships of rural organizations are generally weak and are seldom in leadership positions. • Pervasive cultural and social prejudice • Inadequate representation of women and their interests in producers' groups and management committees • Limited opportunities for livelihood diversification and profitable activities • Limited access to agricultural support services and other formal services • Traditional gender ideologies constrain women's mobility and access 	<ul style="list-style-type: none"> • Develop technologies that are gender sensitive and friendly for micro-enterprises. • Promote greater visibility of women at all levels of governance • Promote women in leadership positions and representation of their interests in rural organizations • Promote livelihoods diversification by improving women's participation in trading/processing • Assist women to gain and maintain access to productive resources
Technology generation and dissemination	Small scale farmers (crops, livestock), Processors Extension officers Researchers	<ul style="list-style-type: none"> • Inadequate and weak extension services • Ineffective and unsustainable extension methods, centred on agricultural production • Top down, scientific/technocratic research approach, not aligned to farmers' needs or realities • Inefficient demonstration, dissemination methods • Focus on rainfed subsistence agriculture and smallholder livestock systems • No real farmer voice in services provision • Limited relevance of most research/technology development • Absence of effective research-extension-farmer linkages 	<ul style="list-style-type: none"> • Re-orient extension to community focus with locally resident farmer and women extensionists/resource persons • Facilitate, support and optimize the provision of support services by private, farmers' organizations and NGOs through outsourcing/contract services • Empower farmer groups/associations to link to service decision makers • Intensify dialogue on research and means of dissemination • Focus on farmer defined subjects, including socio-economic/market aspects • Strengthen information, communications and marketing advisory services

Key file 2: Organizations matrix (strengths, weaknesses, opportunities and threats [SWOT] analysis

Organization	Strength	Weaknesses	Opportunities/Threats	Remarks
Enabling agencies				
Ministry of Food and Agriculture (MOFA)	<ul style="list-style-type: none"> Developed strategic plan for the sector High commitment to agricultural sector Experience in selection and multiplication of planting materials Skilled technical staff Experience in working with IFAD- and donor funded projects and programs 	<ul style="list-style-type: none"> High turnover of trained and effective staff because of low remuneration Lack of capacity for policy, economic and marketing analysis Limited skills in quality assurance and Certification Limited experience working with agribusinesses except smallholder farmers Lack of business orientation and analysis Weak support for agro-industrial development 	<ul style="list-style-type: none"> Strong political goodwill towards development and modernization the sector Possibility to build on experiences of projects Collaboration between MOFA projects (e.g. AgSSIP) Opportunities for linking up with NGOs Regional set-up for M&E Strong political and donor support for commercial agriculture 	<ul style="list-style-type: none"> Limited involvement in agro-processing Limited experience in working with private sector Building of capacity primarily for services to be maintained Need to improve work attitude of field staff
District Agricultural Development Units	<ul style="list-style-type: none"> Established structures in all districts Experience in working with IFAD-financed projects 	<ul style="list-style-type: none"> Weak linkages with District Assembly 	<ul style="list-style-type: none"> Implementation of project activities at the district level Strong political support for full decentralization 	<ul style="list-style-type: none"> Involved in implementation of IFAD-funded projects
Ministry of Finance and Economic Planning	<ul style="list-style-type: none"> Main IFAD financial partner Committed and responsive in the dialogue with IFAD 	<ul style="list-style-type: none"> Limited capacities in follow-up over project implementation Insufficient involvement in setting a coherent rural finance policy 	<ul style="list-style-type: none"> Development of a strong pro-poor rural finance policy Involvement in raising country programme efficiency and effectiveness 	<ul style="list-style-type: none"> Implementing agency for RAFIP

Organization	Strength	Weaknesses	Opportunities/Threats	Remarks
			<ul style="list-style-type: none"> Develop partnership in implementation of rural finance programmes 	
Ministry of Local Government and Rural Development	<ul style="list-style-type: none"> Trained staff to organise people in associations and cooperatives 	<ul style="list-style-type: none"> Limited coordination with MOFA activities Limited number of technical staff at the district level Limited operational, institutional and policy capacity 	<ul style="list-style-type: none"> At district level, collaboration with Business Advisory Centres (BACs) and Rural Technology Facilities (RTFs) 	<ul style="list-style-type: none"> Implementing agency of NORPREP Involved in other IFAD-funded projects (REP II, RTIMP...)
Ministry of Industry and Trade	<ul style="list-style-type: none"> Interest in promoting industrial use of agricultural products and agro-processing Strong political leadership and commitment for scaling up rural enterprises development institutional See more on NBSSI 	<ul style="list-style-type: none"> Weak linkage with MOFA activities Limited experience in the Root and Tuber Sector Limited policies to foster micro-enterprises development Weak policy environment for agro-industry 	<ul style="list-style-type: none"> Promotion of enabling trade and investment policies Promotion of quality standards and grades Promotion of Micro-Enterprise development 	<ul style="list-style-type: none"> Implementing agency under REP
Ministry of Women and Children Affairs	<ul style="list-style-type: none"> Commitment to enhancing livelihood of rural women and children 	<ul style="list-style-type: none"> No or limited presence at district level Limited number of personnel with capacity in gender analysis Difficulty in mainstreaming gender issues in MMDAs 	<ul style="list-style-type: none"> Promote rural women entrepreneurship in agribusiness 	
Ministry of Environment, Science and Technology (MEST)	<ul style="list-style-type: none"> Experience in building rural entrepreneurial capacity Research institutes with trained staff 	<ul style="list-style-type: none"> Ineffective linkages with MOFA Limited budget Limited mechanisms to foster micro-enterprise development 	<ul style="list-style-type: none"> Agricultural research Collaboration with MOTI and MOFA on environment and technology aspects 	

Organization	Strength	Weaknesses	Opportunities/Threats	Remarks
Service Providers				
Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> Proximity to vulnerable groups and project targets Cost-effective implementation Experience in participatory community work, agricultural development 	<ul style="list-style-type: none"> Limited scope and varying quality of operation Presence and activities dependent on funding partners 	<ul style="list-style-type: none"> NGOs can be effective in the operational areas Collaborative relationship at field level 	<ul style="list-style-type: none"> Positive collaboration with NGOs during implementation of IFAD-financed projects
Business' NGOs	<ul style="list-style-type: none"> Business development approach Experience with commodity chain analysis and interventions. Capacity for delivery of training in entrepreneurship development, business management and marketing 	<ul style="list-style-type: none"> Not active in all geographical areas Varying capacity to provide quality services 	<ul style="list-style-type: none"> Commodity chain linkages, business development services, interesting opportunities for partnership to increase outreach and impact of Business NGO interventions 	<ul style="list-style-type: none"> Previous work and contacts with OISL, SNV, World Vision and TechnoServe, etc. were positive; Opportunity to work with ADVANCE
National Board for Small-scale Industries (NBSSI)	<ul style="list-style-type: none"> Main government organization for small enterprise promotion Skilled staff 	<ul style="list-style-type: none"> Limited staff and high staff turnover Little presence in rural areas Bureaucratic Not motivated staff 	<ul style="list-style-type: none"> Entrepreneurial training and business advisory services 	<ul style="list-style-type: none"> Key implementing partner under REP (for BACs)
Universities and Research	<ul style="list-style-type: none"> Trained staff Experience in research 	<ul style="list-style-type: none"> Limited government funds Approach often supply-driven 	<ul style="list-style-type: none"> Applied and client-oriented research 	<ul style="list-style-type: none"> So far very varying experience, and limited

Organization	Strength	Weaknesses	Opportunities/Threats	Remarks
Institutes	<ul style="list-style-type: none"> and development of R&T issues. Capacity to conduct training and to carry out consultancies 	<ul style="list-style-type: none"> and not responding to the needs of the poor Limited collaboration. Internal organizational and logistical problems (eg. availability of computers). 	<ul style="list-style-type: none"> Training programmes Socio-economic studies (including back-stopping) 	<ul style="list-style-type: none"> success to carry out complex assignments in in time Need for continuous, solid monitoring (e.g. delivery quality often inadequate)
Ghana Microfinance Network (GHAMFIN)	<ul style="list-style-type: none"> Restructured with support from RFSP Committed members (GHAMFIN is an apex of apexes) 	<ul style="list-style-type: none"> Limited policy and political leverage Limited professional staff Weak financial base 	<ul style="list-style-type: none"> Key policy stakeholder Risk of marginalization as a result of persistent policy incoherence 	<ul style="list-style-type: none"> Major partner in RAFiP
Apex Bank of Rural and Community Banks (RCBs)	<ul style="list-style-type: none"> Provides economies of scale to rural banks to address the generic constraints related to their operations Develops new products (e.g. money transfer) Committed members Committed to achieve sustainability and increased outreach of rural banking 	<ul style="list-style-type: none"> Manages too many facilities under ad hoc mechanisms Need for improved institutional capacities including management, monitoring systems Need to develop tailor-made responses to improve capacities and rural banks efficiency 	<ul style="list-style-type: none"> Key implementing partners in the capacity strengthening and outreach development of RCBs Key policy stakeholder Openness to partnership with international cooperative banking partners 	<ul style="list-style-type: none"> Major partner for REP, RAFiP and Ag VC programmes
Rural banks and other financial services providers	<ul style="list-style-type: none"> Experienced provision of financial services to smallholders, rural processors and women groups. Presence in rural areas 	<ul style="list-style-type: none"> No complete coverage of RTIP intervention area Little experience with other lending instruments e.g. Matching Grants, Micro Leasing, Venture capital Weak capacity to manage risk, and high operational cost lead to relatively high interest rates; 	<ul style="list-style-type: none"> Collaboration in the field of enterprise development Presence of Rural Financial Services Project (RFSP): capacity building Relatively weak incentives and high risks to invest in agriculture 	<ul style="list-style-type: none"> Capacity Building/Training in new lending instruments; RAFiP can facilitate this activity
Private sector equipment	<ul style="list-style-type: none"> Skills in the fabrication of equipment. 	<ul style="list-style-type: none"> Require skills upgrading to manufacture specialized 	<ul style="list-style-type: none"> Expansion of manufacturing, repair & 	<ul style="list-style-type: none"> Local engineering capacity is of critical

Organization	Strength	Weaknesses	Opportunities/Threats	Remarks
producers and service providers	<ul style="list-style-type: none"> • Interventions are demand-led and more sustainable. • Creation of rural employment 	<p>equipment.</p> <ul style="list-style-type: none"> • Limited equipment base, leading to inconsistent quality of goods and services. • Not always open to innovation. 	<p>maintenance of existing and new types of R&T processing equipment.</p> <ul style="list-style-type: none"> • GoG supports private sector development. GRATIS has Emerging good practices involving private sector service providers for enterprise development. 	<p>importance for agricultural development (e.g. manufacturing and repair of agricultural implements) and economic growth in rural areas.</p>
Private sector Business Development Service providers	<ul style="list-style-type: none"> • Business development approach; • Some experience in marketing and private sector linkages 	<ul style="list-style-type: none"> • Mainly urban-based, with often little interest to work in rural areas. 	<ul style="list-style-type: none"> • Foreseen involvement of private sector entities 	<ul style="list-style-type: none"> • Strong focus to strengthen the linkage to IFAD-financed programme
District structures: Business Advisory Centres (BAC), Rural Technology facilities (RTF)	<ul style="list-style-type: none"> • Presence at district level. • On-hand information on commodity marketing in district. • Skilled staff. 	<ul style="list-style-type: none"> • Only in limited number of districts 	<ul style="list-style-type: none"> • BAC: Training and capacity building in entrepreneurship. • RTF: training in manufacturing, installation and repair of small-scale equipment. 	<p>BAC staffed by district assemblies and NBSSI and RTSC staffed by GRATIS and district assemblies.</p> <ul style="list-style-type: none"> • Possibility of cost sharing with REP
Ghana Regional Appropriate Technology Industrial Service (GRATIS)	<ul style="list-style-type: none"> • Main national agency in the field of technology development for small-scale industries. • Experienced engineers. • Presence in regional capitals. • Autonomous structures. 	<ul style="list-style-type: none"> • Tradition of ineffective bureaucracy, as organization lacks business approach. • Weak in enterprise development and technology transfer. • Often competing with its target group. • Slow in meeting customer request. Rural presence only through REP-II 	<ul style="list-style-type: none"> • Production of prototypes and new processing equipment • Manufacturing, installation and maintenance/ repair of processing equipment 	<ul style="list-style-type: none"> • Institutional strengthening under of REP
International	<ul style="list-style-type: none"> • International leadership 	<ul style="list-style-type: none"> • No low-cost solution for certain 	<ul style="list-style-type: none"> • Mandate for research and 	<ul style="list-style-type: none"> • Received regional

Organization	Strength	Weaknesses	Opportunities/Threats	Remarks
Institute for Tropical Agriculture (IITA)	<ul style="list-style-type: none"> in research on root and tuber crops. Wide array of improved varieties of crops for tropical environment. Largest bio-control centre in Africa. 	<ul style="list-style-type: none"> key constraints at post-harvest level (e.g. harvesting of roots). Shortage of funds and therefore reduction in research staff and research topics. 	<ul style="list-style-type: none"> introduction of new varieties. Continued technical backstopping in agricultural research and development. 	grants from IFAD
Client Organizations				
Farmer-based organizations (FBO)	<ul style="list-style-type: none"> Presence in all districts. Focus on core business. Indigenous technology and knowledge. Communal spirit and support for one another. 	<ul style="list-style-type: none"> Lack of appropriate organizational and entrepreneurial skills. Weak linkages business community and markets. Weak governance Weak financial base Often weak ownership and unclear value added (mainly project-supported FBOs) 	<ul style="list-style-type: none"> Potential as strong pressure groups. Potential for upgrading cultivation practices Potential for improved access to markets and services Potential for building business and financial capacity 	<ul style="list-style-type: none"> Key focus area for IFAD-GoG
Water Users' Associations (WUAs)	<ul style="list-style-type: none"> A model promoted under IFAD projects that has proven to work in securing access to land and water Strong member base Involvement in discussions over land tenure at local level 	<ul style="list-style-type: none"> Lack of capacities to maintain infrastructural works Insufficient management capacities 	<ul style="list-style-type: none"> Involvement in policy dialogue over land tenure to secure access to land and water in the long run. WUAs can be used as channels for other community development activities. 	<ul style="list-style-type: none"> Promoted under LACOSREP and UWADP projects
Women processing groups	<ul style="list-style-type: none"> Presence in all districts. Focus on processing, at least partly for local markets (rest home 	<ul style="list-style-type: none"> Lack of appropriate organizational and entrepreneurial skills. Weak linkages with markets. 	<ul style="list-style-type: none"> Potential as strong pressure groups. Potential for ease of technology transfer. 	<ul style="list-style-type: none">

Organization	Strength	Weaknesses	Opportunities/Threats	Remarks
	<ul style="list-style-type: none"> • consumption). • Indigenous technology and knowledge. • Communal spirit and mutual support. 	<ul style="list-style-type: none"> • Inappropriate processing skills. • No linkages with credit providers. 	<ul style="list-style-type: none"> • Potential as market facilitators. • More readily access credit. 	
Small and medium scale private processors (groups and individuals)	<ul style="list-style-type: none"> • Product development and innovation (individuals). • Competition between groups. • Share market information. 	<ul style="list-style-type: none"> • Weak processing technology • Substandard products • Poor environmental awareness and/or concern. 	<ul style="list-style-type: none"> • Potential for organized market information systems. • Partners (individuals) for product development and innovation. More readily access credit. Potential for ease of technology transfer. 	<ul style="list-style-type: none"> •
Local Business Associations (LBAs)	<ul style="list-style-type: none"> • Access to market information. • Representative business bodies of target groups. • Commodity based groups of traders in each market. 	<ul style="list-style-type: none"> • Sometimes other interests than those of farmers and consumers (collusion). 	<ul style="list-style-type: none"> • Potential for enhanced efficiency of supply lines and access to credit. • Potential partners for organized market information systems, improving equipment, upgrading technical and business skills. 	<ul style="list-style-type: none"> • Support/Strengthening under REP
District Assemblies	<ul style="list-style-type: none"> • Strong local political institutions • Strong local leadership 	<ul style="list-style-type: none"> • Limited implementation capacities (planning and management, monitoring, quality control) • Limited capacities at sub-district level. Limited response to the grassroots' needs. Bureaucratic, unmotivated staff, Political patronage in service delivery 	<ul style="list-style-type: none"> • Critical link in improving the institutional mechanisms to deliver public goods to the communities. Catalysing local public-private partnerships 	<ul style="list-style-type: none"> • Key partners under IFAD-financed Programmes

Key file 3: Complementary donor initiative/partnership potential

Project ID	Title	Category	Subcategory	Main Objectives	Components
GTZ/DED 1	Market Oriented Agriculture Programme (MOAP)	Value Chain		Agricultural producers and other actors in the agricultural sector involved in processing and trade improve their ability to compete in national, regional and international markets	1. Promotion of selected value chains 2. Strengthening of private sector organizations 3. Improve service delivery of public sector institutions
KFW 2	Outgrower and value chain fund (Successor of "Promotion of Perennial Crops")	Value Chain		1. Poverty Reduction 2. Integration of Smallholders into commercial agric. 3. Improve access to Agri-Finance	Outgrower
USAID 1	Agricultural Development & Value Chain Enhancement (ADVANCE)	Value Chain	Value Chain Competitiveness, Market Access and Development, Financial Services	To transform Ghana's agricultural sector through increased competitiveness in domestic, regional and international market.	Value Chain Competitiveness; Market Access and Development; Access to Financial Services
USAID 2	Integrated Coastal Fisheries Governance Management (ICFG) Program	Fishery	Governance, fisheries management, food security, biodiversity conservation, spatial planning	Support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable fisheries management and biodiversity conservation	Develop a Nested Governance Systems for Fisheries and Landscape Governance and Co-Management from the community to the District and Regional Levels. Landscape Governance (with a focus on conservation and managed areas and species with possibilities , climate change adaptation planning and alternative livelihoods that enhance food security and poverty reduction in the region). Seascape Governance (with an emphasis on fisheries management and planning and a preparing for a marine protected areas network).Capacity building within regional institutions and civil society organizations as well as national universities.

Project ID	Title	Category	Subcategory	Main Objectives	Components
USAID 3	Ghana Strategic Support Program (GSSP)	Policy Research	Agricultural Research and policy	Agricultural research and policy programs designed to help Ghana develop an informed policy agenda that promotes agricultural modernization.	Increase the availability of information and knowledge, strategy design and policy formulation
USAID 5	Business Sector Advocacy Challenge Fund (BUSAC II)	Other	Advocacy, Private Sector, Agricultural Sector	A grant mechanism for the Ghanaian private sector to advocate at the local, regional and national levels for changes in the legal and regulatory framework.	
USAID 6	Development Credit Authority	Agricultural Finance		To increase short, medium, and long-term financing to SME's, group-lending loan product targeting rural farmers, guarantee key credit enhancement for new rural loan products.	
USAID 8	Feed the Future Initiative Partnership	Other	Increased Agriculture Productivity, 2. Accelerate Participation of the Ultra Poor in Rural Growth, 3. Improving Nutrition, Cross-Cutting Theme: Engaging Women	1. Assist increased food production in Ghana, in amount and nutritional value, and the capacity of communities to sustain higher production in the long term. 2. Facilitate agricultural producers' increased technical expertise and access to the resources needed for professional development. 3. Raise communities' ability to generate income by enhancing the value of agricultural goods. 4. Improve communities' capacity to insulate themselves from food price and production fluctuations through improved organization, planning and coordination. 5. Increase communities' capacity to reduce malnutrition through improved agricultural and agroforestry practices and dietary education.	Intervention at the grass-roots level, this program aims to increase the capacity of partner communities to address their food security needs.
AFD 2	Programme for the Promotion of Perennial Crops	Non Food Crops	Rubber, Oil palm	Increase the areas planted in perennial crops, within outgrowers schemes and public-private partnerships	Outgrowers plantations : 7000 ha rubber, 3000 ha oil palm Support to FBOs Research Roads Institutional support to MOFA Miscellaneous

Project ID	Title	Category	Subcategory	Main Objectives	Components
AFD 4	Rubber Outgrower phase IV	Non Food Crops	Rubber	To promote rubber plantations at village level (10500 ha)	
AFD 5	Rice Sector Support Project (RSSP)	Food Crops	Rice	Develop rice production in the four Northern regions of the country	Support for development of lowlands; Support for MoFA decentralised entities and Coordination Unit; External technical assistant; Support for structuring stakeholders of the rice sector (other than GRIB grant); Support for Research/Development; Support for development of rural credit and partner institutions
AfDB 6	Export Marketing and Quality Awareness Project	Agriculture Export Marketing	Pineapple, Mango, Pawpaw, Vegetables	Contribute towards the goal of increasing export earnings of non-traditional agricultural projects. It is expected that the incomes of horticultural crop farmers and exporters of cassava products will be increased	Production and Productivity Enhancement Export Marketing Promotion and Infrastructure Improvement Capacity Building Project Management and Coordination
AfDB 8	Afram Plain Agricultural Development Project			The Sector goal is to contribute to the reduction of poverty and the improvement of the welfare of the rural population. Specific objective: to increase the agricultural output and incomes of the beneficiaries and contribute to the wellbeing of the people	Production Development Infrastructure Development Institutional capacity Building Project Management
AfDB 9	Northern Rural Growth Program	Agriculture and Agro-Industry	Different value chains; food crops, livestock, irrigation, private sector development	Contribute to an equitable and sustainable poverty reduction and food security among rural households, Specific objective: to increase northern Ghana area rural households' income on a sustainable basis	capacity building and development of commodity chain (small producers, processors, exporters, traders, transporters and institutional buyers) Provision of production and marketing infrastructure Improve access to rural financial services Program management
CIDA 2	SFASDEP	Other		Implementation of the Food and Agriculture Sector Development Policy	Sector Budget Support
CIDA 4	Food Security Advisory Services	Capacity Building		Support to Government of Ghana's Food and Agriculture Sector Program (FASDEP)	Technical Assistance
CIDA 7	Ghana Environment Management Project (GEMP)	Natural Resource Management		To strengthen Ghanaian institutions and rural communities to enable them to reverse land degradation and desertification trends in three regions of northern Ghana	Capacity Development

Project ID	Title	Category	Subcategory	Main Objectives	Components
CIDA 8	Food Security and Environment Facility	Natural Resource Management		To deliver and disseminate innovative food security and sustainable agricultural programming in the three northern regions of Ghana.	Support to innovative food security initiatives
FAO 4	EP/GLO/802/GEF Conservation and management of pollinators for sustainable agriculture through an ecosystem approach: FULL-SIZED PROJECT: Follow on from EP/GLO/301/GEF: PDF-B)			To develop and implement tools, methodologies, strategies and best management practices for pollinator conservation and sustainable use;	
FAO 18	UNJP/GHA/032/UNO Enhancing Human Security through developing local capacity for holistic community-based conflict prevention in Northern Ghana	Capacity building		To empower local institutions, communities and individuals to manage and prevent conflict in Northern Ghana as a means to ensuring sustainable human security in the area	
IFAD 1	Root and Tuber Improvement and Marketing Programme (RTIMP)	Food Crops	Root and Tuber-based food crop production and value chain	to enhance the food security and incomes of poor rural HH in GH, with special emphasis on women and other vulnerable groups	support to increased commodity chain linkages support to R&T production upgrading of R&T processing and marketing programme coordination and M&E
IFAD 2	Northern Rural Growth Programme (NRGP)	Value chain	Value chain development to link northern agricultural producers to domestic and export markets	Achieve sustainable agricultural and rural livelihoods and food security for the rural poor particularly those dependent on marginal lands, rural women and vulnerable groups in Northern Ghana.	food and commodity chain development natural resources management & rural infrastructure Access to rural finance Programme Management, M&E
IFAD 4	Rural Enterprises Project Phase II	Capacity building	Micro- and small food and non-food rural enterprises development	Reduce poverty and improve the living conditions and incomes of the rural poor, with emphasis on women and vulnerable groups, through increased self- and wage-employment.	business development services technology promotion and transfer rural financial services support to rural SME organizations and partnership-building project management

Project ID	Title	Category	Subcategory	Main Objectives	Components
IFAD 7	Rural and Agricultural Finance Programme (RAFIP)	Agricultural finance	Rural finance, capacity building and extension	To support improved and sustainable livelihoods of the rural poor, particularly women and vulnerable groups.	Strengthening of rural financial systems Strengthening financial and agricultural linkages and support systems Programme administration
IFAD 9	Rural Enterprises Programme	Capacity building	Micro- and small food and non-food rural enterprises development	Reduce poverty and improve the living conditions and incomes of the rural poor, with emphasis on women and vulnerable groups, through increased self- and wage-employment.	business development services technology promotion and transfer rural financial services support to rural SME organizations and partnership-building project management
WFP 4	Purchase for Progress (P4P)	Value Chain	Improve smallholder farmers income through the use of appropriate agricultural technologies and access to market.	Improve the livelihoods of participating smallholder/low-income farmers through market based interventions.	Support to small/low-income farmers
WFP 7	Nutrition Support for Vulnerable Groups	Capacity Building	Capacity building of Government Partners in meeting the nutrition needs of vulnerable groups and promotion of Infant and Young Child Feeding Practices.	Prioritise interventions targeting children, pregnant and lactating women during the critical 1000-day window of opportunity from the womb to 2 years of age and improve government capacity to manage effective and sustainable nutrition safety nets.	THR for malnourished children under 2 years and undernourished pregnant/nursing women and on-site wet feeding for children 2 - 5 years in the lean season in 5 districts in northern Ghana
WFP 8	Support for Primary Education and Girls' Education	Capacity Building	Assistance to Government in implementing School Feeding and encourage girls to complete education.	Improved attendance and completion rates for school children in grades P1 to P6 and JHS 1 to JHS 3, promotion of local food production and the use of local food.	School feeding, Take-Home ration

Project ID	Title	Category	Subcategory	Main Objectives	Components
WFP 9	Resilience to Climatic Shocks and Support for Livelihoods	Capacity Building	Assisting vulnerable groups to recover their livelihood and improve their income generation capabilities.	Increase physical and economic resilience to extreme weather events through targeted reconstruction/rehabilitation interventions, diversification of livelihood opportunities and reduction of poverty among communities	Food for Work Food for Training
WFP 10	Assistance to food-insecure households vulnerable to droughts and floods	Capacity Building	Assisting vulnerable groups to recover their livelihood and improve their health and nutritional status.	Improved food and nutritional security of food-insecure households affected by the combination of natural disasters	Food for Work Food for Training Supplementary Feeding Support to food-insecure PLHIVs Emergency response
WFP 11	Purchase for Progress (P4P)	Value Chain	Improve smallholder farmers income through the use of appropriate agricultural technologies and access to market.	Improve the livelihoods of participating smallholder/low-income farmers through market based interventions.	Support to small/low-income farmers
WFP 12	Human Security Project in Northern Ghana	Capacity Building	Improve Human security in conflict areas	The Human Security Programme seeks to empower local institutions, communities and individuals to manage and prevent conflict as a means to ensuring sustainable human security in the area.	Scale up in Milling and fortification Targeted supplementary feeding in project communities Improved Health and Nutrition education Value addition to marketed products Sentinel site data collection Rainfall monitoring Market price analysis
WB 1	Agric DPO 3-4	Policy	Other	support FASDEP and METASIP implementation	FASDEP and METASIP support
WB 2	Commercial Agriculture Program	Value chain	public/private partnership, water/irrigation,	support relevant components of METASIP	FASDEP and METASIP support

Project ID	Title	Category	Subcategory	Main Objectives	Components
			investment promotion		
WB 3	Risk Management TA Program	Value chain	Risk management in agriculture	support METASIP component on value chain development	
WB 4	West Africa Agriculture Productivity Program	Research	West Africa regional plant technology development	Technology development and dissemination	
JICA 3	Project for Sustainable Development Rain-fed Lowland Rice Production	Food Crops	Rice	Development of the model for Sustainable Rain-fed Lowland Rice Development and its dissemination within the Project areas	(1)Development of the technical package of improved rain-fed lowland rice production practices
JICA 5	Dispatch of the technical cooperation expert for plant breeder (rice) to the West Africa Centre for Crop Improvement (WACCI), University of Ghana	Research		To strengthen the research capacity on rice breeding	Dispatch of the technical cooperation expert for plant breeder (rice) to WACCI.
JICA 6	Dispatch of Technical Cooperation Expert to the School of Veterinary Medicine, UoG	Research		To strengthen the research capacity of SVM, UoG	Dispatch of the Technical Cooperation Expert to SVM, UoG

Note: The foregoing matrix represents the status of information available in August 2012. It is updated periodically.

Key file 4: Target group identification, priority issues and potential response

Typology	Poverty Levels	Coping Actions	Priority needs	Programme Response
Small-scale resource poor and food insecure farmers in the forest, transitional and savannah zones	<ul style="list-style-type: none"> • Poverty is high and sometimes at and below subsistence level. • Lack of and limited access to land and productive assets • Lack of off-farm income generating activities • Limited social/public infrastructure • Lack of access to financial services • Low productivity of land and labour • Low soil fertility and soil degradation • Low and variable rainfall • Failure to spread risk in cropping choices • Limited access and inefficient use of water resources • Insufficient marketing opportunities and low prices • Small farm sizes • Lack of appropriate processing skills • Low levels of adoption of modernized technologies including mechanization, using mainly hand tools, • High illiteracy rates among the poor, particularly among women and girls • Climate variability and change • Inadequate extension services • High production and transaction costs 	<ul style="list-style-type: none"> • Limited shifting cultivation in forest zones to maximize labour productivity • Rural-urban migration • Use of traditional production and processing technologies • Petty trading • Dependence on remittances • Dependence on food aid • Extensive livestock production • Subsistence agriculture 	<ul style="list-style-type: none"> • Marketing opportunities and access • Access to support services and inputs • Access to water for agriculture • Access to improve production and storage management systems • Skills training and development • Crop diversification • Soil fertility improvement 	<ul style="list-style-type: none"> • Focus of investments in the three northern regions, particularly Upper West and Upper East Regions • Promotion of small scale water management systems • Strengthening of FBOs to provide effective services to their members • Enhance collaboration and trust to decrease transaction costs between value chain actors, by building institutions and transparent processes (inter-professional bodies) • Enhancing the asset base of smallholder farmers • Creating business and employment opportunities in agricultural value chains and other rural services • Increase access to financial services through increasing outreach and sustainability of rural financial institutions • Promotion of modernized technologies (conservation farming, agro-forestry systems, irrigation, improved seeds and inputs) • Small-scale processing development

Typology	Poverty Levels	Coping Actions	Priority needs	Programme Response
Rural unemployed youth (women and men)	<ul style="list-style-type: none"> Poverty level is high Lack of remunerative agricultural activities and other employment opportunities Low level of education and employable skills No or limited access to land, capital and markets No or limited access to information 	<ul style="list-style-type: none"> Migration to do unskilled labour elsewhere Petty trading Casual labour in agriculture 	<ul style="list-style-type: none"> Access to information Skills training and development Access to land and financial services Business advisory services 	<ul style="list-style-type: none"> Provision of skills training and equipment through the BDS/RTFs Provision of business advisory services through BACs Provision of start-up kits for graduate apprentices Facilitation of access to financial services Promotion of rural and small enterprises and their capacity to create decent employment, Focus on supporting rural women's group enterprises and youth start-ups Developing synergies with other initiatives in the field of vocational skills training and agricultural value chains
Rural poor, especially women	<ul style="list-style-type: none"> Poverty levels are very high Limited access to capital/credit to develop own enterprise Inefficient processing technologies and low productivity of labour Lack of appropriate entrepreneurial skills Stagnation of enterprise growth lack of remunerative opportunities Inadequate market information and storage facilities High cost of transaction Poor health and nutrition Fragmented household structure due to labour migration 	<ul style="list-style-type: none"> Migration for unskilled labour (in urban areas) Premature and arranged marriages Marketing and petty trading Dependence on remittances Small scale and informal processing and marketing shea in the northern regions Diversification into other income generating activities 	<ul style="list-style-type: none"> Business and entrepreneurial skills development Access to improved technology Access to market information and investment and working capital Access to processing equipment 	<ul style="list-style-type: none"> Group formation and development Technical and entrepreneurial skills training Access to improved technology and equipment Provision of market information and linkages Access to financial and business development services Facilitation of new marketing options, and development of women-specific commodity chains Gender-disaggregated monitoring and outcome analyses to inform periodic updates of the gender action plans used and to ensure inclusiveness throughout programme implementation