

AFRICA LEAD II PROGRAM REVIEW

GHANA – KEY FINDINGS

Introduction and Methodology

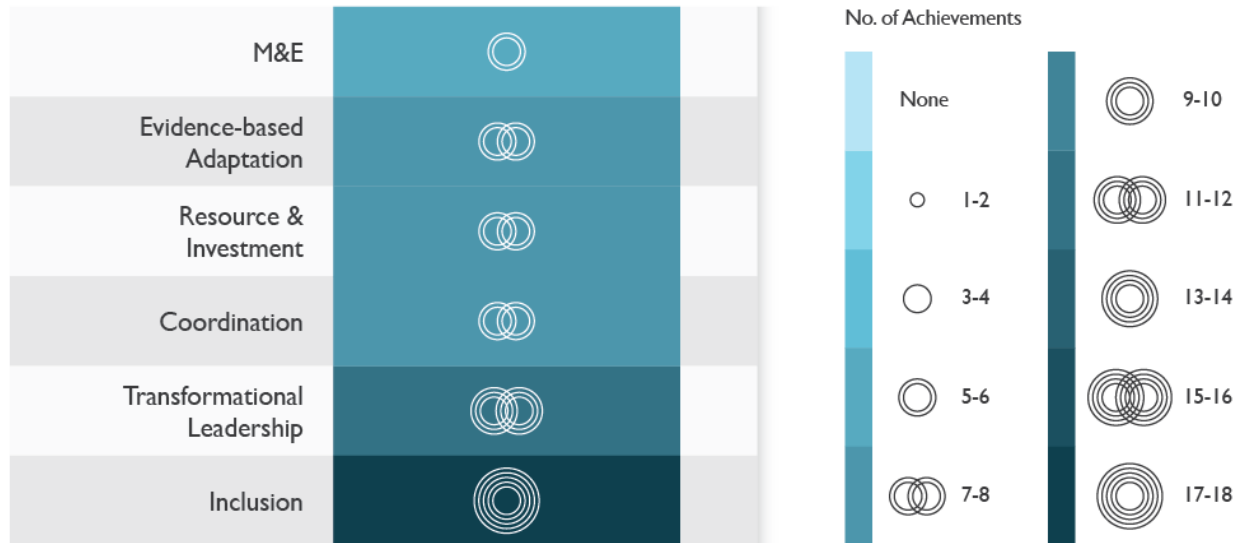
Africa Lead's program review presents important findings and recommendations from the Ghana program and its partners. Fieldwork for the program review was carried out in Accra and Tamale from 20 – 30 March 2017. Key informant interviews (KIIs) and small group discussions (SGDs) were carried out with the following beneficiary institutions:

- African Youth Network for Agricultural Transformation (AYNAT)
- Fisheries & Aquaculture Alliance Network (FAANG) / Inland Culture Fisheries Association of Ghana (ICFAG)
- The Ghana Livestock Development Network (GLIDEN)
- Agriculture and Agribusiness Unit at the Real Sector Division of Ministry of Finance (MinFin)
- Savanna Agricultural Research Institute (SARI)
- University of Cape Coast (UCC) Department of Fisheries and Aquatic Sciences (DFAS)
- Women in Agribusiness Network Ghana (WIANG)
- Business and Development Consultancy Centre (BADECC), host of the Agricultural Advisory Services Network (AASN)
- Savanna Integrated Rural Development Aid (SIRDA)
- University of Ghana (UofG)
- Ministry of Food and Agriculture (MoFA)

Examples of Significant Achievements Influenced by Africa Lead

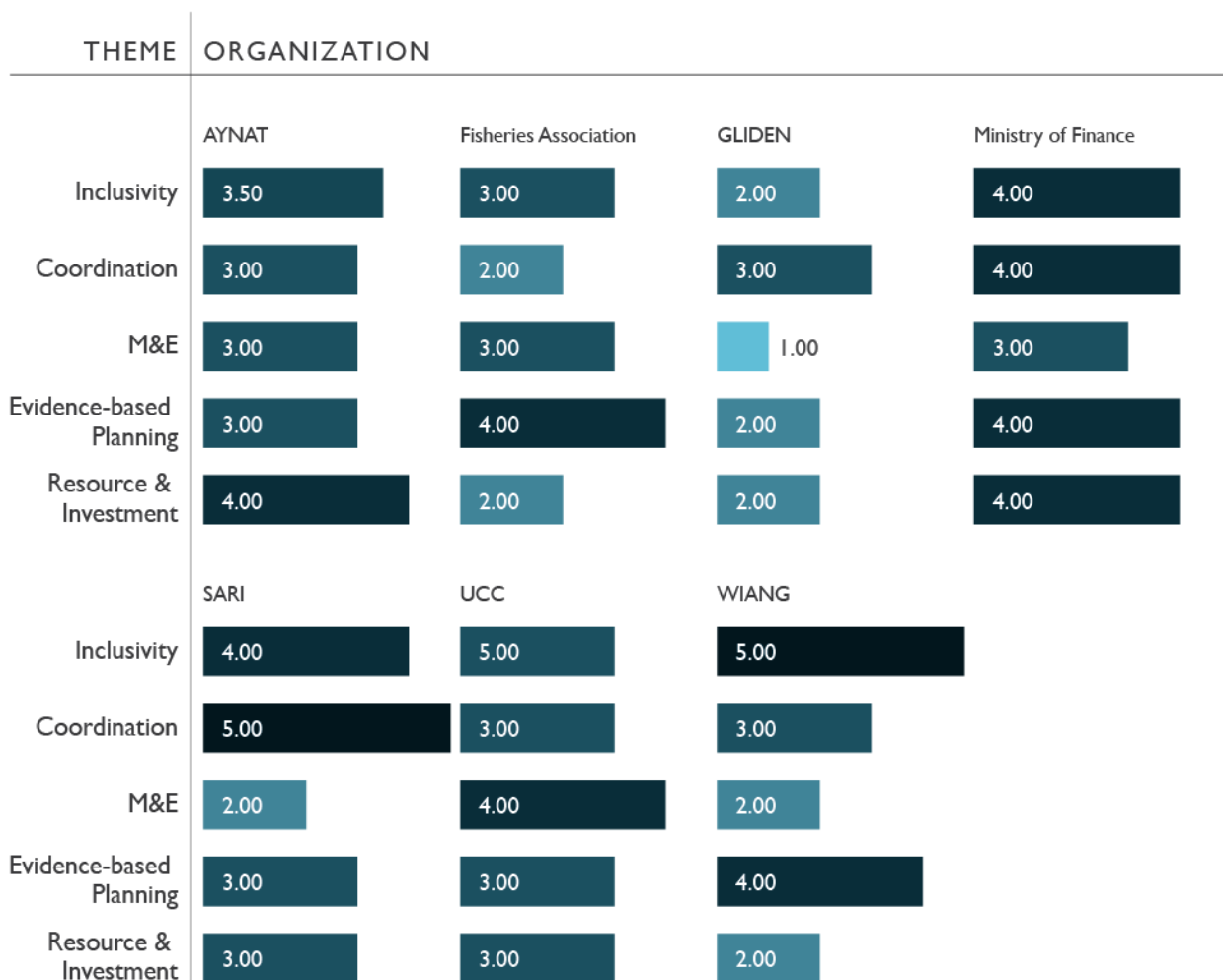
The Ghana program beneficiaries detailed 29 significant achievements influenced by Africa Lead. The graphic below characterizes these achievements into thematic areas of focus, counting the frequency with which each of the six themes of agricultural transformation are cited within the achievement examples. Detailed definitions as well as findings and recommendations for each of the six themes can be found in the accompanying summary booklet.

GHANA



Benchmarking Performance for Agricultural Transformation (BPAT)

Seven of Africa Lead’s key partners in the Ghana program carried out a self-assessment, and mapped their performance against five of the six agricultural transformation themes in the BPAT tool. The BPAT tool allows organizations to rate themselves a score out of 5. A score of “1” is given to an organization that is performing insufficiently in a certain area. In contrast, a score of “5” is given to organizations whose performance is in accordance with best practices at the top international level. The BPAT tool also asks partners to provide evidence and examples of change to substantiate their scores. The following sections present a summary of the most significant changes presented by each partner.



Most Significant Changes

African Youth Network for Agricultural Transformation (AYNAT)

AYNAT’s vision is to build a network of youth in agriculture who are empowered to lead change towards achieving food security, sustained economic growth and agricultural transformation in Africa. AYNAT seeks to achieve this goal by eradicating hunger, influencing livelihoods, and creating agribusiness opportunities for youth.

Since 2015, Africa Lead has provided skills building training to key individuals at AYNAT. AYNAT staff and senior management participated in the report writing and Champions for Change (C4C) leadership courses as well as the C4C Training of Trainers training, the Public Policy Advocacy and Engagement training, and program design assistance training. Since April 2016, Africa Lead has provided capacity building support to AYNAT to help the network design and launch an incubator focused on youth in agribusinesses. The goal of the incubator, known as Growing Sustainable Horticulture Agribusinesses

(GrowsHort), is to provide training and coaching services to improve the entrepreneurial skills of youth in agribusinesses.

Most Significant Changes

- Africa Lead's 2013 C4C leadership training inspired the founders to create a platform to improve youth advocacy and engagement efforts on food security policy. Since then, AYNAT has grown and flourished – raising awareness about Comprehensive Africa Agriculture Development Programme (CAADP) implementation in Ghana, actively engaging new members, and presenting information at national platforms including the JSR.
- The network applied the knowledge acquired from the Public Advocacy and Engagement training to organize a youth dialogue program. The aim of the program was to promote inclusive dialogue, and encourage the government to provide information on current agriculture policies and plans.
- Africa Lead's coaching and capacity development support (through a grant to AYNAT) is enabling the platform to support youth in agriculture.
- Africa Lead's leadership training inspired a member of the AYNAT leadership team to seek opportunities to mobilize and engage youth in the agricultural sector.
- AYNAT cited the launch of the GrowsHort Incubator as a significant achievement that resulted from Africa Lead support. In early 2017, AYNAT launched an incubation center to encourage youth to start new agribusinesses in fruit and vegetable production and processing. With Africa Lead support, AYNAT is providing networking, mentoring, and coaching services for youth in agribusiness.

The Fisheries and Aquaculture Alliance Network (FAANG) / Inland Culture Fisheries Association of Ghana (ICFAG)

FAANG is a network of small-scale fishers, fish farmers, clam farmers, fish processors and traders, researchers, scientists, and agribusinesses in Ghana. It is organized around six rural epicenters. FAANG is hosted by The Inland Culture Fisheries Association of Ghana, which is a farmer's organization that aims to enhance fish production by advancing "responsible fisheries" according to the Food and Agriculture Organization's code of conduct. FAANG currently has a membership of more than 6,000 individuals throughout Ghana. Compared to other food-production sectors, aquaculture has been overlooked in Ghana's agricultural development agenda, which has led to a lack of growth and development in the sector.

Africa Lead has provided technical assistance to FAANG, and supported the development of a network of non-state actor (NSA) stakeholders working to promote the fisheries sector in Ghana. Since April 2016, Africa Lead has provided capacity building support to ICFAG to build its leadership and institutional capacities to serve as the host of FAANG. Africa Lead targeted ICFAG with key capacity building exercises, such as the C4C training and the Alliance Building and Networking training. An organizational capacity assessment of ICFAG was carried out in November 2014, which included findings and recommendations to further develop ICFAG as an organization.

Most Significant Changes

- Following two workshops facilitated by Africa Lead, ICFAG leadership reported that they were able to identify priority policy issues and interventions using an inclusive consultation process with FAANG members in rural areas.
- With Africa Lead support, FAANG provided capacity building training on the generation of policy and position papers, as well as basic training in the use of the Farmers Advocacy Consultative Tool (FACT) for staff and members.
- ICFAG's leadership noted that Africa Lead played a critical role in helping to restructure the governance of ICFAG, which has resulted in better leadership through the establishment of an executive-based board system, and the development of a strategic plan. With critical governance gaps identified and addressed, ICFAG is now better positioned to sustainably lead change in the fisheries sector.
- With support from Africa Lead, FAANG has established rural "epicenters" in Mepe and Tamale to facilitate information sharing, and strengthen communication among its network members. This contributes to FAANG's strategy to generate evidence-driven policy recommendations through inclusive consultation with farmer-based communities.
- As a result of Africa Lead support, FAANG is now championing the campaign for the formation of the Lower Volta Basin Authority in the countries that share the Volta Basin (including Ghana, Ivory Coast, Mali, Togo, Burkina Faso, and Benin), and has gained high-level government support.

The Ghana Livestock Development Network (GLIDEN)

GLIDEN's goal is to develop and promote the livestock sector in Ghana through the following objectives: (1) advocating for the review and passage of livestock legislation; (2) sensitizing livestock farmers on the adoption of and compliance with livestock legislation; (3) promoting and scaling up livestock production in Ghana; and (4) conducting livestock census that will be used in the development of a livestock database in Ghana.

Using evidence-based findings and input from an inclusive set of stakeholders, GLIDEN advocates for the the government to regulate the livestock industry and reduce imports from other countries. Africa Lead has supported GLIDEN to conduct inclusive policy dialogue around the new livestock bill, provided coaching on Public Policy and Advocacy Engagement, and facilitated a training on Network and Alliance Building in February 2016.

Most Significant Changes

- With Africa Lead support, GLIDEN convened working groups and facilitated consultative discussions with relevant stakeholders to discuss and provide input on a draft livestock strategy and policy document. The inclusive dialogue helped to strengthen GLIDEN's engagement with MoFA, and led to the joint development of an action plan for the livestock policy.
- With Africa Lead support, the network organized a stakeholder consultative workshop to review and draft the Veterinary and Animal Production Bill, and the Ghana Livestock Policy and

Strategy. According to key informants at GLIDEN, the Cabinet has approved the strategy, and the government has now officially launched it.

- As a result of the Africa Lead Network and Alliance Building workshop, GLIDEN members have started using improved communication technologies, such as *WhatsApp*. This has increased member response rates and information flow between members. GLIDEN reports that improved communications skills are now contributing to the effectiveness and efficiency of the network.

University of Cape Coast (UCC) Department of Fisheries and Aquatic Sciences (DFAS)

Since October 2014, The UCC/DFAS has been implementing the five-year Integrated Coastal Management Project with USAID. The objective of the project is to improve training and research on fisheries and coastal management, increase scientific knowledge for policy and technical advisory services, and establish a center for coastal management.

Africa Lead supported the development of the UCC work plan, and provided coaching and training on RBM and M&E. In April 2016, Africa Lead also supported the development of the UCC M&E framework. In addition, Africa Lead conducted an Institutional Capacity Assessment of UCC/DFAS in 2017.

Most Significant Changes

- With Africa Lead support, the department developed a strategic plan and is now implementing research activities. One key informant noted that the support services received from Africa Lead “have helped to develop a workplan that puts the university on the map”. The department is also able to carry out useful and relevant activities.
- With the support of Africa Lead, DFAS is now effectively monitoring and implementing 22 activities under the Integrated Coastal Management project.
- The Africa Lead support and training in M&E and RBM skills has enabled the DFAS team to meet the M&E requirements of USAID. DFAS is now delivering on targets and achieving key milestones according to their work plan. In fact, the fisheries undergraduate program is now extremely popular among students.

Women in Agribusiness Network Ghana (WIANG)

WIANG was established to serve as a national resource platform to assist women in developing their agribusinesses, provide capacity building training, offer mentorship to females and youth in agribusiness entrepreneurship, and advocate for inclusive, gender-based policies. The goal of the network is to facilitate networking, coaching, mentoring, business advisory services, knowledge-sharing, marketing, and business linkages among its members.

Starting in 2013, many WIANG members participated in C4C training under the first phase of Africa Lead. In 2016, Africa Lead facilitated the CAADP sensitization workshop, and engaged WIANG members as key stakeholders. WIANG members and leaders started working with Africa Lead in 2015 to develop and conceptualize the network, and with help from the project, it was formalized in 2016.

Most Significant Changes

- According to WIANG key informants, Africa Lead supported the formation of a national advocacy platform that strengthens the voice women in agriculture. WIANG is now meeting regularly, taking active steps to consolidate membership and plan support services that address gaps between women and men in agriculture. WIANG support services address issues surrounding market linkages, access to policy information, skills training, and land and extension services.
- Key informants at WIANG indicated that the C4C training series were instrumental to the founding members. Key informants also mentioned that the composition of their leadership team has been key to their success so far.
- According to one key informant at WIANG, "Before Africa Lead's training, women were not in the know. Transformation of agriculture depends on land. If you do not have land, you cannot transform agriculture."

Business and Development Consultancy Centre (BADECC), host of the Agricultural Advisory Services Network (AASN)

AASN is a network that brings together actors in agriculture to share best practices, strategize common ways to reach rural people, and coordinate activities for better results. AASN is hosted by BADECC, which is an NGO based in Tamale. The organization initially gained trust in the community as a peace builder, and now shifted its focus to improving agricultural extension services in rural communities in Ghana. BADECC's goal is to enhance the institutional capacity of agribusinesses by facilitating the exchange of information, and implementing programs that specifically target women and children. BADECC activities are focused primarily in six districts of Northern Ghana, but the organization also covers districts in the upper east and west regions of the country.

Africa Lead has provided critical inputs to nurture and facilitate the development of AASN. Starting in 2014, Africa Lead signed a Memorandum of Understanding with BADECC to support the formation of AASN. Africa Lead also facilitated a workshop to raise awareness and build consensus among stakeholders about the purpose and objectives of the network. In addition, Africa Lead trained four staff members from BADECC on network and alliance building skills in June 2016. In early 2016, Africa Lead facilitated a "mini-parliament" among AASN's key stakeholders to debate and discuss issues in agricultural extension, and to highlight the perspectives of smallholder producers. Staff from the MoFA, including the Director of Agriculture and District Assembly staff, attended the "mini-parliament" and participated in the debate. In 2016, Africa Lead awarded a grant to support BADECC to further support the AASN. BADECC staff also participated in C4C leadership courses and an NSA mapping workshop in April 2016.

Most Significant Changes

- AASN and BADECC reported that farmers now have increased access to inputs and information. With Africa Lead support, the network is facilitating negotiations with input suppliers to improve access for small-scale producers and vulnerable groups.

- Thanks to their involvement in the network, AASN leadership reports that specialized financial services are now offered to farmers. As a result, strengthened market linkages among value chain actors can lead to more competitive agribusinesses, reduce food insecurity, and can help position farming as a profitable sector.
- With Africa Lead support, AASN has been able to reach out to more marginalized areas. The Northern and Southern chapters of the network are launched, and there are plans to expand to the Volta region.
- According to leadership staff at AASN and BADECC, awareness-raising activities have encouraged network members to see government services as demand-driven. Since the network is helping to involve more small-scale farmers in extension services, outreach and awareness-raising efforts help farmers recognize the services and support they need from the government. As a result, BADECC also reports that they are better able to track and monitor the effectiveness and quality of extension services, as farmers are now more aware of their needs and are participating in data collection and tracking efforts.
- AASN is now contributing to evidence-based policy advocacy in Ghana. AASN is collecting feedback from members on food security policy issues, and using this data to effectively advocate for change within the public sector. With support from Africa Lead, AASN produced a documentary that featured farmers voicing their concerns, and calling on the government to recruit more extension officers as a way to improve productivity and food security in the country.

Savanna Integrated Rural Development Aid (SIRDA)

SIRDA is a nonprofit organization in Northern Ghana that offers a variety of community-based programs to improve rural incomes, including the following: i) awareness and educational activities on governmental agricultural policies and opportunities in the sector; ii) provision of credit; iii) training and capacity building of rural farmers; and iv) natural resource management and extension services. The group also helps farmers organize and independently raise funds using the Village Savings and Loans Association (VSLA) model. Additionally, SIRDA carries out agricultural policy advocacy in collaboration with other farmers organizations and NGOs.

Since 2016, Africa Lead has provided the following workshops to SIRDA staff members: i) C4C; ii) Cascade/Facilitators Training program; iii) Public Policy Advocacy and Engagement; iv) Networking and Alliance Building; and v) coaching skills. In April 2016, Africa Lead also facilitated the CAADP sensitization workshop for SIRDA staff. Africa Lead is providing capacity development support to SIRDA through a grant awarded in May 2016.

Most Significant Changes

- With support from Africa Lead, SIRDA has trained 73 women's groups in market-based approaches to farming, financial literacy, and alternative sources of income.
- With Africa Lead support, SIRDA has made significant progress in organizing and establishing women's groups. The women's groups are trained in record keeping, and hold meetings regularly.

- SIRDA is facilitating linkages between the women’s groups and local Agricultural Extension Agents (AEAs) as well as the Women in Agriculture Development (WIAD) program. Once the groups enroll in the program, WIAD will continue to monitor the groups.
- The SIRDA Executive Director credits Africa Lead with improving her transformational leadership skills. The leadership training has helped her to improve her understanding that it is possible to bring about change in agriculture with the right leadership. As the Executive Director and founding member of the AASN, she is now able to identify several networks in agriculture, create more space for improvements in the agricultural sector, and achieve targeted goals.
- The activity with Africa Lead also provided a valuable learning and adaptive management opportunity for SIRDA. The organization now tracks project progress more effectively, and staff have refocused on delivering results. The SIRDA team is now conducting follow-up and monitoring activities, which in turn enables them to identify proactive members of the VSLA.

University of Ghana (UofG)

Since 2015, the UofG’s School of Agriculture has been implementing the five-year USAID Institutional Capacity Building for Agricultural Productivity Project. The project also brings together the West Africa Center for Crop Improvement and the UofG’s Economics Department. Key components of the project include capacity building programs for farmers and agriculture extension officers; training in economic policy management for the Ministry of Finance, Bank of Ghana, and the National Planning Commission; and the development of programs for graduate students. Through the USAID-funded project, the UofG is also spearheading innovative research and farm technologies targeted at small-scale producers to improve productivity and yields, and to enhance overall food security. The UofG is coordinating closely with the Ministry of Food and Agriculture to ensure uptake and dissemination of research, and improve decision-making and policy initiatives.

Africa Lead is supporting UofG to ensure that they can effectively manage and leverage an interdisciplinary team across a diverse set of departments within the university. Africa Lead is providing coaching and mentoring support to ensure that UofG develops effective operational and implementation strategies to achieve results. In 2016, Africa Lead collaborated with leadership at UofG to propose recommendations for an improved management and coordination structure for the project. Since then, Africa Lead has provided ongoing coaching and mentoring on working with USAID, as well as work planning and M&E and RBM training.

Most Significant Changes

- UofG reported that Africa Lead training helped achieve buy-in and alignment among various departments on the project workplan and implementation strategies. As a result of Africa Lead’s training, UofG developed effective and feasible activities. This enabled UofG to meet the USAID requirements, and ultimately develop a workplan for the third year of the project.
- One key informant from the UofG stated, “Africa Lead was able to engage and spark interest across the team, and get them energized and interested in M&E and work planning.”

- The UofG team now recognizes the usefulness and value of developing targets. This has enabled UofG to carry out capacity building efforts with key districts in Ghana, and play a key role in generating policy-relevant research. For example, one of UofG’s key activities is to conduct trials by growing various crops in each target district in Ghana. Based on these studies, the project then disseminates and brings to scale what works.
- Based on the suggestions of Africa Lead, a new coordinator was brought onboard to ensure strategic management of the project across the various units and departments within the University.
- According to one key informant at the UofG, “A year passed without much being done. There was a lot of back and forth between UofG and USAID. At the recommendation of Africa Lead, a program manager position was brought in to help coordinate the project among the various departments at the beginning of the second year of implementation [in 2016]. With the support of Africa Lead, team cohesion improved over time.” The team developed an understanding of the value of working together – and as one key informant claimed, “otherwise we fail together.”

Key Findings

1. **One of the most significant areas of change partners cited was the project’s role in building the capacity, reach and representation of NSA beneficiaries.** To achieve this result, Africa Lead provided support to strengthen NSAs that: (1) provide evidence base for policy and program formulation; and (2) bring policies, programs, and information to scale in rural areas by involving women and youth.
2. **Over time, individual behavior change by junior staff can also have a profound effect on others.** In Ghana, C4C trainees formed new inclusive networks such as AYNAT and WIANG.
3. **Evidence can be used by NSA as a powerful advocacy lever.** NSA networks in Ghana have developed evidence-based advocacy campaigns to push for reform in the fisheries and livestock sectors, as well as improve extension services in rural areas.
4. **Work planning and M&E training enabled partners to provide meaningful contributions to the evidence base, allowing them to create strong workplans, unlock activity funding, and better monitor and evaluate their results.** All four of Africa Lead’s partners that received training on M&E/RBM and work planning reported that the support helped them to understand how to develop a high quality workplan, and improve M&E performance at their organizations.
5. **The Farmers Advocacy Consultative Tool approach was useful in the Volta Basin, and could be useful for other NSA networks across Africa Lead.** The FACT approach facilitates a process to generate input from rural constituents, prioritize issues, develop compelling policy recommendations backed by evidence, and generate an action plan for

advocating with the government. There is early evidence this approach was effective, as FAANG and other stakeholders are making progress with the government on their proposal for a management authority in the Volta River Basin. This positive experience provides useful learning, and suggests that other NSA networks may benefit from using FACT to structure their advocacy process.

- 6. If NSA can present a convincing case backed by evidence of the importance of a specific sector or value chain to improving food security, this may lead to changes in policy and increase funding and investment to the sector.** The UCC/DFAS and ICFAG/FAANG key informants emphasized the importance of the fisheries sector in enhancing food security and employment opportunities in the agriculture sector. Each of them strongly articulated this benefit in a compelling way during the Program Review. It will be interesting to track if this clear articulation leads to more funding over time.