Food and Agriculture Organization of the United Nations


# SUPPORT TO THE PLANTING FOR FOOD AND JOBS CAMPAIGN

## May 2020

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| SDGs: |   |
| Countries: | Ghana |
| Project Code: | TCP/GHA/3607 |
| FAO Contribution | USD 434 000 |
| Duration: | 25 October 2017 - 31 December 2019 |
| Contact Info: | FAO Representation in Ghana<br>FAO-GH@fao.org |

### Implementing Partner

Ministry of Food and Agriculture (MoFA).

### Beneficiaries

MoFA, district agriculture units, research institutions, regulatory bodies and private entities.

### Country Programming Framework (CPF) Outputs

Priority Area 1: Food and Nutrition Security
Outcome: 1.1: Medium and smallholder agricultural productivity sustainably increased.
Output 1.1.1: Access to agricultural inputs and adoption of Good Agricultural Practices are increased.
Output 1.1.2: Capacities of agricultural extension agents and researchers are strengthened.
Output 1.1.4: National capacity to collect, analyse and disseminate data and statistics on food and nutrition is strengthened.


## BACKGROUND

Dramatic changes are taking place in farming worldwide as a result of globalization, liberalization and rapid urbanization. Farmers are intensifying production and diversifying their farm enterprises in order to improve their livelihoods. Technical knowledge is no longer enough: to be competitive and take advantage of new marketing opportunities, farmers need to adapt their farming practices and the crops they produce in response to market shifts. While Ghana is a food-deficit country, there are many opportunities in the agricultural sector for employing the country's large youth population and increasing domestic production of marketable, nutritious foods.

Attaining food security through self-sufficiency has been a policy priority in Ghana. The country's long-term agricultural sector-specific policy objectives are elaborated in Ghana's Food and Agriculture Sector Development Policy (FASDEP I and II). The Medium-Term Agriculture Sector Investment Plan (METASIP I and II) for implementation of FASDEP I and II provides a roadmap for the implementation of the Comprehensive Africa Agriculture Development Programme (CAADP) in Ghana. This plan focuses on investments for addressing constraints on productivity, market access and sustainable production. The Government, with support from FAO, recently validated the policy matrices for METASIP I and II, and developed a roadmap for METASIP III (2018-2021) known as "Investing for Food and Jobs". The Planting for Food and Jobs (PFJ) Campaign represents a flagship programme under METASIP III aimed at ensuring sustainability.

Increasing farmers' incomes by taking advantage of market opportunities and enhancing efficiencies requires capacity building to improve farmers' decision-making and business skills in this rapidly changing environment. This includes better farm management skills for market competitiveness. In order to support them and create an enabling environment for agricultural investment, decision makers need to access quality data that can assist them in decision-making and planning.

Ghana's Government has prioritized the attainment of food security through self-sufficiency for many years. However, Ghana's agricultural population is aging, and despite high youth unemployment, the sector has failed to attract younger people. At the same time, changes in the global trade environment are widening the gap between the needs of private agribusinesses and existing labour supplies. This gap represents an opportunity for unemployed youth to enter the agricultural sector by utilizing new approaches and market opportunities to earn decent incomes..

Access to credit is a key constraint to expanding agricultural production, especially among youth. Factors limiting access to credit include a lack of collateral (since farmers own few assets), poor financial management and risks associated with farmers' lack of experience in business planning. External factors include high interest rates, the high cost of service delivery to the sector and financial services providers' perception of about farming as being high risk.

Upon the Government's request, and in support of its PFJ Campaign, FAO developed this Technical Cooperation Programme (TCP) project to assist the Government in providing an enabling environment for job creation within the agriculture and related sectors. The project aimed to help Ghana overcome its food deficit by reducing the importation of basic food commodities that the country has a comparative advantage in producing. To this end, it sought to build institutional capacity within the agricultural sector while directly building the capacity of seed growers. By developing capacities along the value chain, the project's ultimate aim was to improve farmers' livelihoods and create more jobs in the agricultural sector.

Seed producers were provided with inputs and training on Good Agriculture Practices in the cultivation of certified seeds of soya bean, sorghum, maize and rice. The project also included the profiling of crops with market potential that were suitable for cultivation in agro-ecological zones within the project area, and linking them to available markets and financing. Business models were proposed for the profiled commodity value chain, and stakeholders were engaged early on to generate buy-in. Through a follow-up TCP Facility (TCPf) project, a business model will be selected and rolled out as a national framework with the engagement of identified stakeholders.

At the national level, the project enhanced the outreach capacities of regulatory and standard-setting agencies for training and working with farmer organizations, with a view to ensuring that farmers' produce meets quality standards and can sustainably increase the incomes of value chain actors. It also sought to promote the use of e-agriculture by coordinating the Ministry of Food and Agriculture (MoFA) electronic information platform with other e-platforms. The aim was to harmonize the exchange of important information on markets, weather and extension services with farmers and other value chain actors.

In order to ensure the ownership of results and long-term sustainability, the project was implemented through existing government structures, institutional frameworks and policy directives. Its outcomes were: (i) a sustainable agricultural system for food crops to improve productivity, household incomes and food security of farmers; (ii) enhanced farmer capacities for employing locally certified seed production techniques; (iii) market-driven agriculture and market access promoted; and (iv) harmony in information sharing among e-platforms.

## IMPACT

ultimate aim of improving food producers' livelihoods and generating employment.

Its implementation built significant capacity among government and non-state actors in the agricultural value chain, strengthening domestic food production and market integration. Supporting institutions strengthened include the Council of Scientific and Industry Research (CSIR) and the Grains and Legumes Development Board (GLDB). In addition, it built the capacity of seed producers for the production, handling and storage of high-quality seeds of improved varieties, which were identified through the project as having market potential.

With the introduction of the commodity value chain business model, farmers are being encouraged to take advantage of these market opportunities and become better decision makers and more competitive in the global space. Stakeholders' increased awareness regarding the Government's policy direction for seed production ensured that the private sector plays an increasingly important role in implementing government policies and plans for producing high-quality seeds.

The new investment framework created through the project is expected to facilitate the expansion of value chains and Ghanaian farmers' integration into them through a country-specific business model. Finally, the harmonization of Ghana's agricultural data platforms has improved the Government's access to critical information for supporting farmers in capitalizing on market demand. Staff within the MoFA resource centre now have the capacity to deliver evidence-based e-extension services through this harmonized e-agriculture platform. Collectively, these project impacts are contributing to strengthened food security and employment in Ghana, in pursuit of SDG 1: No poverty, and SDG 8: Decent work and economic growth.

## ACHIEVEMENT OF RESULTS

Project activities included capacity building, development of an investment framework, crop profiling and harmonizing data platforms, which strengthened institutional capacity for supporting farmers in the production of crops with high market potential and agro-ecological suitability. The project's focus on assessing and selecting high-potential crops, along with capacity building of seed-sector and other value-chain actors, investment planning, seed analysis and harmonization of agricultural information systems, contributed to stronger institutional support for farmers, increased access to the information needed to support them and enhanced the Government's ability to ensure food and nutrition security through more market-oriented food production.

Seed analysts from the national Plant Protection and Regulatory Directorate were trained to detect, analyse and use appropriate and approved testing methods for seed certification to ensure quality standards of these inputs before delivering them to farmers for cultivation. Selected crops were profiled with a view to strengthening production capacities and unlocking financing for these crops through an enterprise-based approach.

The capacities of seed producers were enhanced for the production, handling and storage of high-quality seeds of the selected varieties. Major actors in the seed sector were trained to propagate quality seeds with a view to increasing demand for these seeds from programmes such as the PFJ Campaign. In addition, the project strengthened capacity within six government agencies and among two non-state actors for supporting the production and marketing of certified seeds, including the Council of Scientific and Industry Research, Grains and Legumes Development Board. These actions improved the productivity of PFJ-selected crops by 15 percent of the Government's target for this programme.

An investment framework for the selected commodities was developed and discussions initiated with government counterparts, financial institutions and other stakeholders for developing business models based on maize, rice, cassava, livestock, poultry, soybean, tomatoes, groundnut, onion, sorghum, peppers and aquaculture, with clear investment areas linked to commodity value chains. The capacities of agricultural extension agents were built to train farmers in improving the production of PFJ-approved crops.

In addition to building MoFA staff capacity for delivering e-extension through its e-agriculture platform, the project harmonized the MoFA electronic platform and other national e-platforms in order to streamline the sharing of information on markets, weather and e-extension with farmers and other value chain actors. This focus on harmonization of information allows agricultural extension agents to enhance their support to farmers. An analysis of the MoFA's use of the system - and its effectiveness in supporting the PFJ Campaign - helped to identify e-agriculture administrative structures, the ways that data are being interpreted and how these data influence decision making to benefit farmers and other stakeholders.

District directors, management information system (MIS) officers and agricultural extension agents were trained on the data-collection process, raising their awareness on how to access information via e-platforms to support the Government's farmer database. The MoFA and National Disaster Management Organization (NADMO) were also supported in the development and use of a digital integration platform for early warning and information transfer to local farmers.

These achievements were made possible through FAO's close collaboration with the MoFA's PFJ Secretariat, along with key stakeholders in academia, research, crop services and the private sector. Such collaboration helped the project team to identify critical beneficiaries along the agricultural value chain in order to enhance their capacities and support market-responsive food production in Ghana.

Project implementation was government driven to ensure ownership and sustainability. It involved collaboration with government counterparts and non-state actors in order to build lasting partnerships and foster mutual accountability. The project strengthened collaboration with the Council of Scientific and Industry Research, the Grains and Legumes Development Board, Kwame Nkrumah University of Science and Technology, NADMO, the Plant Protection and Regulatory Directorate, telecommunication companies, seed production companies, district voluntary groups and farmers.

The project greatly contributed to the capacity development of stakeholders (including researchers, regulators, producers and farmers) within the seed sector. It empowered seed-sector players to harness their potential in developing quality seeds, in view of the increasing demand for certified seeds from programmes such as the PFJ Campaign. Demonstration fields were established to display released crop varieties to farmers. These fields also enabled stakeholders to understand the performance of selected varieties in order to widen their choice of seeds. Seed analysts received training in the detection, analysis and use of approved methods in their testing exercises.

## Implementation of work plan

The overall costs of planned activities fell within the original budget allocated to the project. During the inception workshop, stakeholders proposed additional collaborators to expand the implementation modalities. In addition, timelines for implementation of some activities were noted to be unrealistic. As a result, new timelines were proposed within the overall project timeline.

Of the three project outputs, the first on strengthening capacity in the seed sector was implemented as planned without delay. However, due to differences in rainfall patterns during the planting season, there were some delays in setting up demonstration sites for showcasing new seed varieties to farmers. Even though this activity was completed before the project's originally envisioned end date, the later-than-expected establishment of demonstration sites caused further delays in the development of a hybrid maize seed manual; the design of the manual is currently ongoing.

The second and third outputs faced delays in implementation. The second output on development of business models for value addition and marketing needed to be structured using the framework being developed for the National Agricultural Investment Plan (NAIP). Yet NAIP development had encountered challenges stemming from overlapping national policy frameworks. Once these challenges were overcome, the MoFA had a clear direction to pursue the development of the NAIP, thereby contributing to commodity value chain profiling and business model development. An investment framework for the selected commodities has now been developed and discussions with Government counterparts, financial institutions, and other key stakeholders are ongoing for the choice of a business model.

The third output on enhancing and harmonizing e-agricultural platforms for extension and input delivery also faced delays in implementation due to corresponding delays in the Government's National Farmers Database registration exercise. Since farmers were not registered within the expected timeframe, training of stakeholders including agricultural extension agents on real-time data collection and reporting could not proceed as planned. However, an agricultural e-learning expert was engaged to analyse the MoFA's use of the existing e-agriculture system and its effectiveness in PFJ Campaign implementation. Recommendations from this exercise, including the development of an e-learning module to train sector players such as agricultural extension agents on e-agricultural systems, has been proposed. In view of these delays, an extension in time was requested from 24 September 2019 to 31 December 2019 to enable the country office, national partners and consultants to finalize the implementation of all activities.

Through close collaboration with the MoFA, key stakeholders were involved from inception to the end of the project. The project promoted networking among stakeholders and all deliverables were made transparent to all concerned parties. Regarding the project's participatory approach, all stakeholders noted the importance of this technical support in enhancing capacities and therefore contributing to national ownership and sustainability of implementation.

## Follow-up for government attention

Uneven rainfall patterns during the planting season delayed the establishment of demonstration sites for farmer capacity building in the cultivation of market- and climate-adapted varieties. Although these demonstrations were completed within the allotted timeframe, the delay postponed the development of a hybrid maize seed manual, which is still ongoing. Continuous monitoring and support will ensure that the manual is completed and made available to maize producers.

An investment framework for the selected commodities has been developed through this project. Discussions are still ongoing with government counterparts, financial institutions and other key stakeholders, aimed at the adoption of an explicit business model. Multi-stakeholder consultations should continue with a view to selecting the most appropriate business model for expanding and sustaining market-oriented agriculture that enhances the livelihoods of smallholders and creates additional employment opportunities in the sector.

The project's analysis of the MoFA's institutional operations related to the use of its existing e-agriculture system - and its effectiveness in supporting the PFJ Campaign - helped to identify the full range of e-agriculture structures present in the country. This in turn provided evidence of how access to data on factors determining agricultural productivity and marketability influences government decision-making to benefit farmers and other stakeholders. As a result of training provided through this project, staff within the MoFA resource centre now have the capacity to deliver e-extension services through a harmonized and comprehensive e-agriculture platform. Recommendations from this exercise, including the development of an e-learning module to train sector players such as extension agents on e-agricultural systems, require follow up by the government.

## SUSTAINABILITY

### 1. Capacity development

The project was well aligned to the MoFA's policy priorities and the PFJ Campaign - a flagship programme implemented under the Government's medium-term plan and embedded in its agriculture-sector policy objectives.

Project implementation was based on existing government structures, institutional frameworks and policy directives to ensure ownership of the results and long-term sustainability. The National Project Coordinator was a government employee, and other key personnel from government ministries were empowered to lead project implementation from the start. The implementation team was encouraged to align project activities with ongoing government initiatives so that the project's outcomes would transcend the project lifespan.

FAO also collaborated with other United Nations agencies including the United Nations Development Programme (UNDP) and the World Food Programme (WFP) to support the development of a practical and technological-based digital integration platform for early warning and information transfer to local Farmers.


Finally, the capacities of agricultural extension agents and other stakeholders were built to practice Good Agricultural Practices and assist farmers in increasing production of market-oriented crops to expand their farm business. Capacities of implementing partners from the MoFA and research institutions were also enhanced to provide technical support through extension services and access critical, up-to-date information on weather, markets and other factors influencing crop production. Finally, capacity was built among seed producers to continue researching preferred and adapted varieties for farmers' fields. Given the high priority Ghana's Government places on food security, FAO has collaborated closely with the MoFA with a view to sustaining the capacity built along the value chain.

### 2. Gender equality

With gaps identified in the design stage, the interventions met the diverse needs of men and women in their respective districts and communities. The project advocated for equal representation of men and women in implementation of activities. In achieving this, the project strengthened the institutional capacities of government stakeholders to ensure the equitable participation of men and women in capacity building and the distribution of inputs.

### 3. Environmental sustainability

The project was implemented in a low-risk zone and in close collaboration with government counterparts. Access to sites and sources of information to implement the project in an efficient and environmentally sustainable were easily accessible. The project team worked closely with regulatory bodies including the Plant Protection and Regulatory Directorate to provide technical support to producers on safe environmental practices.

### 4. Human Rights-based Approach (HRBA) – in particular Right to Food and Decent Work

The project advocated for and respected the rights of all stakeholders during implementation, from the national to the regional and district levels. With government human right policies in place and in line with the project, all activities implemented through the project respected and prioritized human rights. Project activities built the capacities of involved stakeholders throughout all stages of the crop production cycle for the production of high-yielding and nutritious crop varieties. It focused on achieving high crop yield for selected commodities, aimed at boosting food and nutrition security for all, and creating employment opportunities along the value chain.

### 5. Technological sustainability

In line with existing Government structures, institutional frameworks and policy directives, all technologies employed by the project were adapted to the country context. Capacity-building support to stakeholders along the value chain (in collaboration with the MoFA, other partners and research institutions) focused on and adaptable seed production practices for selected crops, maintenance of early-generation seeds and viable seed-testing methods, with the aim of promoting more sustainable production systems and greater livelihood opportunities.

The project also provided targeted support to the MoFA and NADMO in the development and use of a practical, technology-based digital integration platform. Such platforms hold great potential for early warning and information transfer to local farming communities, and the Government should ensure that this platform is widely used and kept up to date.

### 6. Economic sustainability

The PFJ Campaign, the Government's flagship programme under the medium-term plan (Investment for Food and Jobs) for implementation of Ghana's Food and Agriculture Sector Development Policy, is focused on strengthening commodity value chains to minimize leakage at different points in the system.

Building stakeholder capacities all along the value chain in Ghana enables small-scale food producers to intensify production and diversify their farm enterprises for job creation and sustainable food systems. Through the engagement of diverse government entities, the project's implementation strategy ensured that national government counterparts and non-state actors were actively involved in building stronger value chains for employment and food security - and therefore took ownership of the project outputs.

The introduction of an innovative commodity value chain investment framework provided a foundation of support for farmers to take advantage of identified market opportunities, improve business decision making and become more competitive in the global space. These efforts were complemented by hands-on demonstrations of seeds of promising varieties to ensure that farmers have the technical as well as business-management skills required to meet market demand.

These investments in the capacity of farmers to adapt crops with market potential to their fields with Good Agricultural Practices, and value chain players' capacity to provide support and critical information, are expected to produce clear economic benefits for the country. In addition to greater incomes for food producers and more employment opportunities, they include a decreased reliance on food imports and an enhanced institutional capacity among government agencies and non-state counterparts to plan and adapt to weather, market and other factors impacting agriculture.

FAO is providing further technical support to Government through a TCPf to facilitate the development of the commodity value chains profiled through the PFJ Campaign. This will bring together all stakeholders along the value chain in a well-structured network system to access inputs, services and markets.

As a result, Ghana's farmers will have the seeds, information and support they need to be competitive in the global space, and to become integral members in value chains for nutritious foods. This will in turn contribute to more resilient livelihoods for reduced vulnerability and rural poverty.


## DOCUMENTS AND OUTREACH PRODUCTS

- Planting for Food and Jobs Operational Performance (2017-2018), Ministry of Food and Agriculture - PFJ Secretariat, 38 pp.
- Catalogue of Crop Varieties Released and Registered in Ghana (2019), Ministry of Food and Agriculture - National Seed Council, 80 pp.
- Hybrid Maize Seed Production Manual (2019), Ministry of Food and Agriculture – Crop Services Directorate, 60 pp.
- PFJ Newsletter (2019). Ministry of Food and Agriculture - PFJ Secretariat, 2 pp.

## ACHIEVEMENT OF RESULTS - LOGICAL FRAMEWORK

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| **Expected Impact** | **Food and nutritional security safeguarded and livelihood empowerment ensured** | | |
| **Outcome** | Sustainable food productivity and job creation | | |
| | Indicator | Food productivity increased. | |
| | Baseline | 2 782 411 tonnes of selected crops produced. | |
| | End Target | Improve the productivity of selected crops by at least 15 percent. | |
| | Comments and follow-up action to be taken | | |
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| **Output 1** | Institutions, mechanisms and systems to deliver inputs to PFJ supported | | |
| | Indicators | Target | Achieved |
| | Capacity of stakeholders in the seed subsector enhanced. | Five state and two non-state actors' capacity enhanced. | Yes |
| **Baseline** | 0 | | |
| **Comments** | Capacities of 6 state and 2 non state actors strengthened for production and marketing of certified seeds. | | |
| **Activity 1.1** | Institutional capacity building and support for key actors in the seed industry | | |
| | Achieved | Yes | |
| | Comments | Capacities of state and non-state actors including; Council of Scientific and Industry Research (CSIR), Grains and Legumes Development Board (GLDB), and seed producers were enhanced on production, handling and maintaining of high-quality seeds of improved varieties. | |
| **Activity 1.2** | Capacity building of agricultural extension agents and awareness creation for certified seed use | | |
| | Achieved | Yes | |
| | Comments | Capacities of agricultural extension agents were built to train farmers to improve the conduct of on-farm activities of some improved Planting for Food and Jobs approved crops. | |
| **Output 2** | Business model to facilitate value addition, marketing and smart financing developed | | |
| | Indicators | Target | Achieved |
| | Business model for selected crops finalized and in use. | | Partially |
| **Baseline** | | | |
| **Comments** | Investment framework for the selected commodities has been developed and there are ongoing discussions with Government counterparts, financial institutions, and other key stakeholders for an explicit business model to be adopted. | | |
| **Activity 2.1** | Profiling of selected crops along the value chain, production capacities and financing to inform enterprise-based approach | | |
| | Achieved | Partially | |
| | Comments | 12 commodities including maize, rice, cassava, livestock, poultry, soybean, tomatoes, aquaculture, groundnut, onion, sorghum and pepper were profiled to come up with clear investment areas linked to commodity value chains with explicit business models. Proposed business models were developed from the commodity value chain profiled. However, relevant stakeholders were engaged for their buy-in before a model was accepted and rolled out as a national framework. The TCPf initiative developed to ensure the economic sustainability of this project is currently supporting this stakeholder engagement process. | |
| **Activity 2.2** | Enhance the capacity of extension officers, standards and regulatory agencies to support and train farmers to achieve and maintain quality standards of produce for improved market demand and food safety | | |
| | Achieved | Yes | |
| | Comments | Seed analysts from the Plant Protection and Regulatory Directorate were trained to detect, analyse and use appropriate and approved test methods of testing seeds for certification to ensure quality standards of this inputs before getting to farmers for cultivation. | |

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| **Output 3** | Enhanced and harmonized e-agriculture platforms to better deliver e-extension | | |
| | Indicators | Target | Achieved |
| | Real time data collection platform improved and operational. | Platform operational. | Yes |
| **Baseline** | | | |
| **Comments** | The capacity staff of the MoFA resource centre has been strengthened to better deliver e-extension through its e-agriculture platform. | | |
| **Activity 3.1** | Assess the existing e-platforms and facilitate a coordinated approach led by MoFA for information sharing to farmers and other value chain actors | | |
| | Achieved | Yes | |
| | Comments | The consultancy analysed the institutional operations of the MoFA in relation to the usage of the existing e-agriculture system and its effectiveness to the PFJ Campaign. This assignment helped identify existing e-agriculture administrative structures, how data is being interpreted and how it influenced decision making to benefit the farmer and other stakeholders. | |
| **Activity 3.2** | Building the capacity of extension officers to promote the use of the various harmonized/linked e-platforms | | |
| | Achieved | Yes | |
| | Comments | This activity supported the Government's farmer database exercise through the training of District directors, MIS Officers and Extension Officers on the data collection process and also created awareness on how to access information via e-platforms. | |
| **Activity 3.3** | Support MoFA and other related agencies in building a system to ensure real-time data collection and reporting that can be operated effectively and efficiently | | |
| | Achieved | Yes | |
| | Comments | 2 state institutions - including the MoFA and NADMO - were supported with the development and usage of a practical and technological-based digital integration platform necessary for early warning and information transfer to local communities (farmers). | |

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