

GOVERNMENT OF GHANA
AND
FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS (FAO)
COUNTRY PROGRAMMING FRAMEWORK
2013 – 2016



Country Programming Framework (2013 - 2016)

for

the Food and Agriculture Organization of the United Nations
and
the Government of Ghana

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Executive Summary

Since the beginning of its Representation in Ghana in 1978, the Food and Agriculture Organization (FAO) has cooperated with the Government of Ghana through technical assistance and advice in implementing programmes and projects in the areas of food and agriculture, nutrition and natural resource management. In order to enhance the organization's response to challenges faced by the country in its mandate areas, the Government of Ghana and FAO jointly decided to review their cooperation framework through the development of a comprehensive Country Programming Framework (CPF, 2013 - 2016), which sets out three priorities and results for FAO's medium-term assistance to Ghana. The CPF has been prepared in close collaboration with key Ministries, Departments and Agencies (Ministries of Food and Agriculture, Health, Finance, Land and Natural Resources, Environment, Science and Technology, and Local Government and Rural Development as well as NGOs and Development Partners.

The priorities are derived from nationally defined priorities and objectives, as specified in the Ghana Shared Growth and Development Agenda (GSGDA), the Food and Agriculture Sector Development Policy (FASDEP) and the Medium Term Agriculture Sector Investment Plan (METASIP). The CPF is aimed at contributing to the UN Development Assistance Framework in Ghana (2012 – 2016), and to the attainment of MDGs 1, 3, and 7 directly. The priorities are also in line with the Comprehensive Africa Agricultural Development Programme (CAADP) and FAO's Global, Regional and Sub-regional priorities.

The three priority themes of the CPF are described below.

The **Food and Nutrition Security priority** aims at supporting smallholder productivity improvements and targets small to medium scale farmers' access to inputs. FAO support will strengthen extension services, promote the application of good agricultural practices, and facilitate the expansion of irrigation agriculture to increase productivity and production. FAO will also provide technical assistance for the development and implementation of national nutrition and food safety policies, and continue to support capacity building for evidence-based decision making and policy development. Gender is of prime importance in this theme as women play crucial roles in food production and in feeding families, especially children.

The **Environment and Sustainable Natural Resource Management priority** is concerned with sustainable natural resource use, environmental governance, and climate change adaptation and mitigation. FAO will support building capacity for enhanced environmental governance, improvements in preparedness and response of agricultural communities to emergencies, especially in the context of climate change impacts. The role of women in natural resources use and environmental governance will be prioritized in the specification and delivery of activities under this theme.

The **Rural Development and Resilient Livelihoods priority** is focused on the generation of decent employment, and livelihoods diversification in rural areas to increase the resilience of agricultural communities, while focusing on women, youth and other vulnerable groups. FAO's contribution will include support for: improving the quality of jobs in rural areas; scaling up adaptive technologies; creating opportunities for livelihoods diversification and sustainability in off-farm activities such as agroprocessing and enhancing market access. Support will be provided by strengthening the capacity of relevant institutions and partnerships with other

Development Partners (DPs) to support skills development especially among rural youth and women.

The total estimated financial requirement for implementing the CPF is US\$ 31,600,000, out of which FAO has commitments of US \$3,600,000 through the Technical Cooperation Programme (TCP) global, regional and sub-regional projects. The funding gap of US \$28,000,000 will be covered through resources mobilization. The total CPF resource requirement represents an indicative cost which includes projections on approved budget for the ongoing projects and projections for pipeline projects the cost estimates of which are based on provisional figures drawn from available documentation. By endorsing the CPF 2013–2016, the Government of Ghana is committed to providing collaboration, to the fullest possible extent with regards to available capacity and resources, to facilitate the achievement of the objectives and actions proposed in this document.

The CPF will be pursued in partnerships as broadly as possible and in accordance with the joint efforts of the Government of Ghana and Development Partners for enhanced coordination and aid effectiveness. The Government of Ghana and FAO look forward to seeking collaboration and support from relevant partners' vis-à-vis the successful implementation of the CPF.

partnership at country level.

The CPF defines, in a measurable way, including financial resource needs, the kind of assistance the government, the civil society and the general public in Ghana can expect from FAO during the plan period. This enhances the predictability and transparency of FAO's interventions in the country. The CPF is formulated in line with the principles of Results-Based Management (RBM) and therefore contains a Results-Based implementation matrix and a Monitoring and Evaluation (M&E) framework that clearly articulate strategic areas of intervention, outcomes, outputs and indicators for their measurement, to which all FAO activities in the country should contribute. The framework underscores FAO's role as a lead United Nations agency in agriculture, and food and nutrition security which is critical in strengthening food self-sufficiency and reducing the need for relief and harmful coping strategies especially in areas experiencing or recovering from humanitarian crisis. The CPF is a living document that can be adjusted to reflect emerging requirements and the changes in the policies, strategies and priorities of the Government of Ghana as well as those of FAO as directed by its governing bodies. This document has been formulated and finalized through consultations with not only the relevant ministries and national institutions of the Government of Ghana but also the development partners, including donors and UN sister agencies and civil society organizations.

GHS	Ghana Health Service
GIDA	Ghana Irrigation Development Authority
GIEWS	Global Information and Early Warning System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
GLSS	Ghana Living Standards Survey
GoG	Government of Ghana
GSGDA	Ghana Shared Growth and Development Agenda
GSS	Ghana Statistical Service
IEE	Independent External Evaluation
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Center
IFPRI	International Food Policy Research Institute
ILO	International Labor Organization
IPM	Integrated Pest Management
ISFNS	Information Systems for Food and Nutrition Security
IUU	Illegal, Unreported, Unregulated
JFFLS	Junior Farmer Field and Life Schools
JICA	Japan International Cooperation Agency
KfW	Kreditanstalt für Wiederaufbau (Reconstruction Credit Institute)
M&E	Monitoring and Evaluation
MD	Millennium Declaration
MDAs	Ministries Departments and Agencies
MDG	Millennium Development Goal
MEST	Ministry of Environment Science and Technology
METASIP	Medium Term Agriculture Sector Investment Plan
MICS	Multiple Indicator Cluster Survey
MLNR	Ministry of Lands and Natural Resources
MMDA	Metropolitan Municipal District Assemblies
MOAP	Market Oriented Agriculture Programme
MoFA	Ministry of Food and Agriculture
MoF	Ministry of Finance
MoH	Ministry of Health
MOLGRD	Ministry of Local Government and Rural Development
MOTI	Ministry of Trade and Industry
NADMO	National Disaster Management Organization
NARS	National Agriculture Research System
NDPC	National Development Planning Commission
NEPAD	New Partnership for Africa's Development

NFPF	Northern Forest Protection Fund
NGO	Non-Governmental Organization
ODA	Official Development Assistance
PEF	Private Enterprise Foundation
PLHIV	People Living with HIV
RBM	Results-Based Management
REACH	Renewed Efforts Against Child Hunger
REDD	Reducing Emissions from Deforestation and Degradation
RELC	Research Extension Liaison Committee
SAKSS	Strategy Analysis and Knowledge Support System
SHEP	School Health Education Programme
SLMS	Sustainable Land Management Strategy
SRID	Statistics Research and Information Directorate
SWAp	Sector Wide Approach
TCP	Technical Cooperation Programme
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations International Children's Fund
UNJP	United Nations Joint Programme
USAID	United States Agency for International Development
USD	United States Dollar
WB	World Bank
WFP	World Food Programme
WFS	World Food Summit
WHO	World Health Organization

Preamble

The Country Programming Framework (CPF) sets forth a National Medium-Term (2013-2016) Priority Framework of the Food and Agricultural Organization (FAO) in Ghana. It identifies key interventions that FAO intends to focus on and pursue in support of the priorities set by the Government of Ghana (GoG) in the fields of FAO's mandate and expertise. It elaborates FAO's priority programme framework in Ghana for 2013-2016 together with indicative estimates of the financial resources required. The Government of Ghana and FAO jointly own this document. Hence, the CPF is framed within the national medium-term development priorities articulated in the Ghana Shared Growth Development Agenda (GSGDA 2010 - 2013) and the priority areas for public sector support identified in the Medium Term Agricultural Sector Investment Plan (METASIP 2011 - 2015). It builds on the main challenges identified and the four Areas of Cooperation proposed in the Common Country Assessment (CCA) and agreed to by consensus while maintaining consistency with the Country Programme Outcomes, Outputs and Indicators laid out in the United Nations Development Assistance Framework (UNDAF) 2012-2016 for Ghana. It is aligned with the Millennium Declaration (MD) and the Millennium Development Goals (MDGs). It is also consistent with the FAO's global strategic objectives as articulated in its Strategic Framework, its Medium-Term Plan 2010 – 2015, and its Programme of Work and Budget 2012 – 2013. It encapsulates the letter and spirit of the World Food Summit (WFS) Plan of Action as well as the priority areas of focus set out in the Comprehensive Africa Agriculture Development Programme (CAADP) of the New Partnership for Africa's Development (NEPAD). It illustrates FAO's alignment with the spirit of the March 2005 Paris Declaration on Aid Effectiveness which stresses coordination, harmonization and

partnership at country level.

The CPF defines, in a measurable way, including financial resource needs, the kind of assistance the government, the civil society and the general public in Ghana can expect from FAO during the plan period. This enhances the predictability and transparency of FAO's interventions in the country. The CPF is formulated in line with the principles of Results-Based Management (RBM) and therefore contains a Results-Based implementation matrix and a Monitoring and Evaluation (M&E) framework that clearly articulate strategic areas of intervention, outcomes, outputs and indicators for their measurement, to which all FAO activities in the country should contribute. The framework underscores FAO's role as a lead United Nations agency in agriculture, and food and nutrition security which is critical in strengthening food self-sufficiency and reducing the need for relief and harmful coping strategies especially in areas experiencing or recovering from humanitarian crisis. The CPF is a living document that can be adjusted to reflect emerging requirements and the changes in the policies, strategies and priorities of the Government of Ghana as well as those of FAO as directed by its governing bodies. This document has been formulated and finalized through consultations with not only the relevant ministries and national institutions of the Government of Ghana but also the development partners, including donors and UN sister agencies and civil society organizations.

Part I: Introduction

1.1. Background

The GoG and FAO have jointly decided to review their cooperation framework through the development of a comprehensive medium term CPF for the 2013-2016 period. The CPF represents a milestone in the implementation of FAO's decentralization reform and lays the basis for a more integrated and bottom-up approach to its Programming Process. The CPF provides the framework for FAO's support to the GoG through key ministries and agencies (Ministry of Food and Agriculture (MoFA); Ministry of Health (MoH); Ministry of Finance (MoF); Ministry of Environment Science and Technology (MEST); Ministry of Lands and Natural Resources (MLNR), Civil Society Organizations (CSOs) and the private sector. The CPF follows the *Independent External Evaluation (IEE)* and the *Immediate Plan of Action (IPA) for FAO renewal (2009-2011)* in institutionalizing organizational reforms that aim to increase the effectiveness of decentralized offices and enhance FAO's contribution to the development of national capacities in partner countries. Once completed, the CPF will provide the framework for developing the Country Work Plan (CWP), a biennial document outlining the work to be conducted by FAO.

The CPF is driven by country needs as expressed in the current national medium term development framework GSGDA, and the METASIP, and by global development priorities particularly in relation to the MDGs especially, MDG 1 (Eradicate Poverty and Hunger); MDG 3 (Promote Gender Equality and Empower Women); MDG 7 (Ensure Environmental Sustainability) and MDG 8 (Global Partnership for Development). The CPF is informed by the FAO Strategic Framework (2010–2019) and the UN Agenda in

Ghana (United Nations Development Assistance Framework (UNDAF), 2012–2016).

The thematic areas identified for FAO interventions during the CPF timeframe are:

1. Food and Nutrition Security;
2. Environment and Sustainable Natural Resource Management;
3. Rural Development and Resilient Livelihoods.

The main goal of FAO in implementing the CPF in Ghana is to contribute reducing hunger and malnutrition as well as to promote rural development in an environmentally sustainable and socially equitable manner. FAO's activities are already aligned with UNDAF and collaboration with other Development Partners (DPs). The Organization will strengthen its partnerships with other DPs, including CSOs such as producers' organizations, agricultural workers' unions, women and youth groups and NGOs, to ensure greater impact in achieving the stated goal.

1.2. Methodology for Developing the CPF

The CPF was developed through a collaborative effort between the Government of Ghana (led by the MoFA) and FAO. The process benefited from consultations at three levels: the first level was indirect through extensive consultations conducted with bilateral donors, farmer organizations, CSOs and the private sector during the preparation of the GSGDA, UNDAF and the METASIP the priorities of which the CPF is aligned with. The second level was during the conceptualization of the CPF. The third level consisted in stakeholder validation workshops on the CPF.

1.3. Structure of the CPF

The CPF is structured as follows:

Part I presents the introduction including the background, the methodology used to develop the CPF, its context and layout;

Part II presents the situation analysis, including an overview of the national economy and the agricultural sector challenges and opportunities, and development strategies and programmes;

Part III outlines the comparative advantages of FAO in the light of its mission and mandate, its capacity to act, value-addition and niche;

Part IV is the core of the CPF which outlines the strategic outcome and objectives, priority areas of main interventions;

Part V details the implementation arrangements, assumptions and risks and monitoring and evaluation, the indicative resource requirements and modes of mobilization.

Part II: Situation Analysis

This section of the document presents an analysis of the situation for which the CPF is designed. It briefly discusses the economic situation of the country, the situation of agriculture, food and nutrition security, natural resources management, and rural development, taking into account issues related to women, youth, and other vulnerable groups. It discusses key national priorities in relation to these areas, policies and strategies designed, as well as existing capacities to address identified challenges. It also describes the main actors and institutions involved in the FAO's mandate areas and highlights possible areas of collaboration and partnership where support may be needed to strengthen stakeholder capacities and effectiveness, notably including focus on decentralized actors. Annex 1 presents an overview of the country situation including macroeconomic, population and poverty trends; livelihoods, gender, the situation of food and nutrition, performance of the agricultural sector and policies and strategies.

2.1. National Context

Ghana has a land area of 23,853,900 ha with a population of 24.7million and a Gross Domestic Product (GDP) of about USD31 billion in 2011 (a per capita GDP of 1,250 USD in 2010); thus Ghana attained the lower middle income status in 2010. The population growth rate for 2000–2010 was 2.5 percent. GDP growth, which has been consistently positive since the 1990s was further boosted from an average of 5.7 percent between 2000 and 2010 to 8 percent in 2010 and 14 percent in 2011. The key exports are cocoa, timber, precious minerals, horticulture produce and fish.

Poverty and inequality:

According to the Ghana Living Standards Survey of 2005/2006, 28.5 percent of Ghanaians are below the poverty line; a drop from 39.8

percent in 1998/99. Ghana is expected to achieve the first MDG of halving poverty by 2015, however the ranking of 135 out of 187 on the Human Development Index in 2011 may suggest a need to improve on such human development indicators as life expectancy, literacy, health and access to social amenities. The significant growth attained since the 1990s has not impacted equitably on poverty reduction resulting in disparities not only between the north and south of the country, but also between food crop farmers and other socioeconomic groups (e.g. cash crop farmers, people in formal employment), and between urban and rural areas where agriculture is a source of livelihood for more than 75 percent of the population. Insecure employment is widespread in rural areas particularly among women. Overall, it is estimated that at least three-quarters of the workers were in vulnerable occupations in 2006, the majority of which engage in agriculture (43% are agricultural own-account workers and 25% contributing family workers in farming). There is considerable poverty among both the employed and unemployed in spite of progress made, showing long-lasting decent work deficits that need to be addressed. About 25 percent of all workers live in households with incomes below the national poverty line, with 35 percent in rural areas.

Population Dynamics and Livelihoods: The population bears a youthful structure with 38 percent aged less than 15 years and a dependency ratio of 78 percent. The unemployment rate among the employable age group of 15-24 years is about 16 percent with new entrants of 1.2 percent per year. Agriculture remains the main source of livelihoods for about 52 percent of the population and 70 percent of rural populations. The majority of rural Ghanaians are self-employed, both in agricultural and non-agricultural activities. Overall, very few of them engage in paid labor and when opportunities exist,

¹ GH¢59.26 billion @ exchange rate of GH¢1.6/USD

² These figures are based on the rebased values as published by the Ghana Statistical Service (2011). National Accounts Statistics. Revised GDP 2010. GSS, May 2011.

³ ILO (2011), "Towards Decent Work in sub-Saharan Africa. Monitoring MDG Employment Indicators", Geneva

⁴ Detailed poverty data by occupation is provided in the background paper (Annex 1)

women are at a disadvantage (in rural areas, for every five people employed there is only one female). To the contrary, rural women are more likely to be engaged in unpaid family work and in non-agricultural self-employment activities than rural men. (GLSS 5 - 2005/2006)

Most youth are in the informal sector as self-employed, a situation which indicates limited employment opportunities in the formal sector where remuneration levels are higher. Youth unemployment in Ghana also has a geographical dimension. It is generally higher in urban areas than in rural areas. However, the lower youth unemployment figures in rural areas are likely to mask a significant amount of underemployment in low productivity smallholder agriculture. There is also a population re-distribution from north to south and from rural to urban areas mainly due to push factors such as poor infrastructure and services, and high expectation of a better life in the south and in urban areas. The population pressure on agricultural land is increasing and calls for intensive use of land in the long-term. Gender inequalities in favor of men also persist in terms of education, access to resources, employment opportunities outside the home, remuneration rates and time burdens for reproductive work (child-bearing, child-caring and day-to-day raising of families including food preparation and all its related activities) especially in rural areas. Women's contribution in agriculture is largely in staple crop production, food marketing and agro processing. Presently four out of ten rural women in Ghana maintain their own subsistence farms. It follows that if three out of four farmers in rural Ghana are subsistence farmers, then two of them are rural women. Yet despite their prevalence in the agricultural workforce, Ghanaian rural women face many obstacles in securing adequate food for their households.

Rural Development: Rural Ghana is characterized by low supply of quality economic and social services and infrastructure. Trunk roads, feeder roads and farm tracks are limited or in poor condition. Food storage infrastructure is limited to on-farm traditional storage systems and there are no cold chains in commodity distribution systems especially for fresh produce. Irrigation infrastructure is very limited (less than 1% of arable land). Moreover, the national capacity of planning, design, construction and operation and maintenance (O&M) of irrigation schemes is very limited. The Ghana Demographic and Health survey estimated that 65 percent of the rural population depended on wood and charcoal as the main source of household energy. Poor infrastructures in turn limit the delivery of services (extension, education, market information and health), market access and off-farm employment opportunities. As a result, farming continues to dominate the rural economy and this makes rural communities vulnerable to economic and environmental shocks.

Natural Resources, Climate Change and Disaster Risks:

Ghana is endowed with a wealth of natural resources for food and agriculture. Environmental degradation costs the economy 7 percent of GDP. About 136,000 square km of the total land area of 239,000 square km is classified as agricultural land. There is a good network of rivers, particularly the Volta and its tributaries. However the challenges associated with access to agricultural land are insecure tenure systems and encroachment for residential and industrial uses. Women farmers in particular face insecure land tenure issues, as 90 percent of arable agricultural land assets are located in rural communities, although rural women hold land in less than 10 percent of Ghanaian households compared to men at 16–23 percent. This is even more alarming, globally. Fish resources are being over-exploited.

The impacts of climate change are being felt in the form of extreme weather events (droughts and floods), increased variability in the onset of rains and rising temperatures. Specific climate change impacts on livelihoods, especially agriculture are: increased pressure on water, reduced crop yields, deforestation, loss of biodiversity and soil fertility and land degradation in general. The risk of climate-related disasters is also increasing.

2.2. Situation and Outlook for Nutrition, Agriculture and Rural Development

2.2.1. Nutritional Status

Ghana is included in the list of countries having the highest burden of malnutrition in the world despite the progress being made towards the attainment of MDG 1. Food insecurity in poor areas (e.g. many parts of the north and pockets in the urban south), and low level of awareness of good nutrition practices especially among the poor contribute to the high incidence of malnutrition. About 1.2 million Ghanaians are food insecure with another 2 million vulnerable to experiencing food insecurity from shocks such as droughts. Food insecurity is concentrated in the poorest regions of the country and ironically among food crop farmers, agro-pastoralists, food processors, and unskilled laborers. Food insecurity contributes to malnutrition especially among children under-five and women of reproductive age. The prevalence rates of wasting, stunting and under-weight among children under-five years in 2008 were 9, 28 and 14 percent, respectively. Malnutrition among children is also linked to high disease burden, unsafe sanitation and sources of drinking water. In the coastal zone and northern regions, lack of access to food was a major determining factor of malnutrition. Issues of distribution such as infrastructure, storage, preservation are also important although

not raised in any of the food security analyses.

2.2.2. Agricultural Sector Performance

Even though the agricultural sector is well-placed to contribute to the attainment of Ghana's development goals, its growth performance has been rather erratic. For example agricultural growth recovered from a low of -1.7 percent in 2007 to above 7 percent in 2008 and 2009 before

declining to less than 0.8 percent in 2011. The irregular performance of the sector is driven by variable rainfall and cocoa production, and price fluctuations including international prices of export commodities such as cocoa and horticultural produce. Agriculture is largely dominated by smallholder subsistence farmers (most of whom are rural women) who use very little improved technology with poor links to markets. The crops sub-sector constitutes the largest share of agricultural GDP with an average of 78 percent between 2006 and 2010. The livestock and fisheries sub-sectors each claims just about 6 percent of agricultural GDP indicating rather low domestic supplies of these commodities. Growth in the production of staple crops has been driven by both area expansion and modest yield growth; current yields are still well below the achievable yields with yield gaps of more than 65 percent for some staples.

2.2.3. Agricultural Growth Challenges

Low crop yields are due to the poor use of improved technologies due to funding and capacity constraints in the area of research, limited reach of extension systems, and limited access to inputs due to low availability and cash flows.

The per capita consumption of meat in Ghana is only

5.2g/person/day; compared to a world average of 23.9g/person/day. Frozen meat imports in 2011 were 139,000 metric tons, representing a 16 percent increase over 2010 imports. The livestock sub-sector is faced with challenges of low-performing breeds, poor feeding, high cost of feed for poultry, poor housing and husbandry management, competition from cheap imports, poor post-production management and long dry season, especially in the northern regions.

The fisheries subsector is a source of direct and indirect livelihood for 10 percent of the Ghanaian population. Fish accounts for 60 percent of the national dietary animal protein. The greatest challenges facing Ghana's fishery subsector are illegal, unreported and unregulated (IUU) fishing practices, lack of effective and collaborative management of fishery resources, inadequate fish conservation, distribution and marketing infrastructure. The estimated national fish requirement for the year 2011 was 992,000 metric tons, compared to a fish output of 406,000 metric tons. About 74 percent of the fish supply is from marine fishing, 22 percent from inland capture fisheries and only 4 percent from aquaculture. The aquaculture value chain is still undeveloped and faces challenges such as ineffective implementation of policies and regulatory frameworks, and inadequate supply systems for fingerlings and feed.

Smallholder farmers, including livestock owners, and fisherfolks face substantial risks in production, marketing, and pricing. Crop-related production risks emanate from the dependency of agriculture on an increasingly erratic rainfall with extreme floods and droughts; low use of improved short-season and drought-resistant varieties; pests and diseases; and bush fires especially in the transition zones and dry northern savanna belt. Low volumes marketed by smallholders and in spot markets make the markets thin and expose smallholders to marketing risks.

⁵ Ratio of dependent population (less than 15 years) plus population above 65 years.

⁶ See background paper for elaboration on gender inequalities.

⁷ CSW 56.

Ghana currently suffers from significant infrastructure deficits in many key areas which severely constrain the country's growth and development efforts. The water sector is one of the most notable ones and this is particularly evident in the White and Black Volta, Dakar and Oti sub-basins. Opportunities exist in these sub-basins for infrastructural investments. Opportunities exist in these sub-basins for infrastructural investments (combined with enhanced capacity building) in small-scale irrigation and potable water supply. Poor transport infrastructure, limited marketing information, high cost of storage and little or no enforcement of produce standards cause weak linkages to markets and increase vulnerability of smallholders to short-term market trends. Private sector inputs providers are faced with weak purchasing power. In addition, because input demand is a derived demand, the above production and marketing risks naturally result in variability in input demand which translates into unstable demand for suppliers. Production of certified seed for example, is low with only 0.16 percent area coverage for sorghum and 23 percent coverage for rice.

Access to credit by smallholder farmers is limited. Institutions providing financial services to the agricultural sector are also vulnerable to risks of default because of information asymmetry between lenders and borrowers, negative attitudes to debt repayment and absence of low-cost mechanisms for assessing credit risks. Ongoing interventions in agricultural value chain development supported by USAID, GIZ, AGRA, IFAD, AfDB, KfW among others, are aimed at strengthening the weak linkages in input supply, financial and other services.

The insecurity of land tenure systems limits investment. Land tenure issues are complicated in agricultural investments as they threaten the

⁸ Ghana Country Analysis, 2010

⁹ Ghana Statistical Service. Globally, Ghana has the highest indicators of discrimination against women in access to land, tied only with India at .7 percent on a 0-1 scale, where 1 was the highest indicator of discrimination.

only source of livelihood of poor farmers. The Land Administration project supported by FAO and other DPs has a component to improve customary land administration for better access by all farmers.

In conclusion, the development challenges facing Ghana include increasing inequalities and the need to make growth pro-poor, inability to sustain agricultural growth and inability to accelerate expansion of economic and social infrastructure and services in rural areas. Other challenges include gender barriers that limit livelihood outcomes especially for women, as well as widespread youth unemployment and pervasive lack of decent employment opportunities. As agricultural growth exerts pressure on the environment, it is critical to achieve sustainable agricultural intensification in the context of climate change and improve farmer adaptation or coping strategies. The rural environment and conditions of agricultural production are not conducive for sustained agricultural growth that will stimulate rural development. These conditions are being compounded by climate change and its impacts on natural resources.

2.2.4. National Priorities

Ghana has a number of policies, strategies that prioritize actions for addressing the challenges noted above. The national priorities are identified from the GSGDA, the METASIP (drawn from FASDEP II), UNDAF Action Plan, and drafts of Nutrition and Food Safety Policies. The priorities have been re-affirmed in the recently signed Compact between the Government of Ghana and her DPs for Official Development Assistance to Ghana over the 2012–2022 period. The priorities stated in the GSGDA that are directly related to FAO's mandate areas are:

¹⁰ See section on Climate Change in background paper for a detailed description of climate impacts.

¹¹ National Nutrition Policy – Ghana. Accra, January 2012 (Ministry of Health, 2012).

¹² Comprehensive food security and vulnerability assessment (WFP, 2009).

- accelerating the modernization of agriculture;
- reducing spatial and gender inequality in rural areas;
- improving environmental management and governance;
- adapting to climate change impacts;
- reducing vulnerability to climate change;
- maintaining and enhancing protected areas;
- addressing loss of biodiversity; and
- mainstreaming decent employment issues into all levels of the development planning process.

The METASIP, which is the implementation tool for achieving these priorities in the food and agriculture sector, has six main programmes which correspond to the objectives of FASDEP II. These are: 1) Food Security and Emergency Preparedness; 2) Increased Growth in Incomes; 3) Increased Competitiveness and Enhanced Integration into Domestic and International Markets; 4) Sustainable Management of Land and Environment; 5) Science and Technology Applied to Food and Agricultural Development; and 6) Improved Institutional Coordination. The first two programmes are the priorities and are supported by the other programmes which are pursued in tandem. Some of the priorities with regards to food safety are training on food safety at all levels of the food chain; sustaining the dissemination of information on food safety to targeted individuals and the general public; and building human resource capacity to carry out the essential functions of the sector.

2.2.5. Opportunities for Addressing National Priorities

Four key opportunities for achieving the national priorities are identified: 1) The growing markets for agricultural outputs (due to income and population growth, urbanization and export markets). 2) There are a number of interventions in developing value chains.

¹³ See detailed data presented in the section on agriculture in the background paper (Annex 1).

¹⁴ See detailed yield data in the agriculture section of the background paper (Annex 1).

¹⁵ The State of Food and Agriculture (FAO, 2009).

These include GIZ's Market-Oriented Agriculture Programme (MOAP); IFAD/AfDB's Northern Rural Growth Project and Root and Tuber Improvement and Marketing programmes; KfW's value chain development fund, and USAID-supported Agriculture Development and Value Chain Enhancement (ADVANCE) project. The Ghana Commercial Agriculture Project is also in the pipeline. 3) GoG and DPs' orientation towards developing and strengthening agricultural value chains. 4) The GoG-DP Compact (2012 -2022) which provides a robust framework to harness support from the DPs for increased investment and impact in the country. Based on a shared analysis of Ghana's key development challenges, the Compact is a partnership between GoG and DPs, managed and monitored through GoG-led processes. It will provide guidance for the strategic choices to be made by GoG and DPs and also foster the creation of new alliances with emerging new players (mainly Brazil, Russia, India, China and South Africa) in development cooperation.

The adoption of Agriculture Sector Wide Approach (AgSWAp) in the management of the sector will also facilitate the coherence and harmonization of funding and activities. Finally it is expected that an enhanced national budget from oil revenue can lead to increased investments in the sector.

2.3. Stakeholders and Institutions

Stakeholders: The key stakeholders in the FAO's mandate areas are: the GoG represented by the MoFA and the MoF engaging other sector ministries (Ministry of Health (MoH), Ministry of Lands and Natural Resources (MLNR), Ministry of Environment Science and Technology (MEST), Ministry of Local Government and Rural Development (MLGRD); Parliament – Parliamentary Select Committees on Agriculture and Cocoa, and on Poverty reduction (oversight on programme implementation, budgets, progress), and

¹⁶ Leveraging Partnerships for shared growth and development. Government of Ghana Development Partners Compact 2012 – 2022. 21-06-2012

DPs. The DPs providing support to the FAO's mandate areas are the United States Agency for International Development (USAID), the Canadian International Development Agency (CIDA), the African development Bank (AfDB), the World Food Programme (WFP), the International Fund, for Agricultural Development (IFAD), the International Food Policy Research Institute (IFPRI)–Ghana Strategy Support Programme, the Department for International Development (DfID), GIZ, KfW, Japan International Cooperation Agency (JICA), the World Bank (WB), the European Union (EU), Agence Française de Développement (AFD), the New Partnership for Africa's Development (NEPAD), Alliance for Green Revolution in Africa (AGRA), the Forum for Agricultural Research in Africa (FARA), the World Health Organization (WHO), the United Nations International Children Fund (UNICEF), the International Labor Organization (ILO) and UN Women. The DPs provided financial support, technical assistance in policy/strategy formulation and implementation, capacity building, project support (e.g. value chain development, infrastructure provision, financing, and statistics) and technology and innovation development.

Other stakeholders are the research and development institutions including Universities, Farmer-Based Organizations (FBOs), Civil Society Organizations (CSOs), the Private Enterprise Foundation (PEF) representing the private sector, the Food Security and Advocacy Network (representing smallholders' interests). The decentralized local government system is crucial for managing or overseeing the implementation of public sector interventions on the ground.

Monitoring and Evaluation Institutions: The National Development Planning Commission (NDPC) has a system for monitoring the progress in implementing the National development

Part III: FAO comparative advantage and priority areas

3.1. FAO'S capacity for implementation of the CPF

Technical capacity in agriculture and food security: FAO's comparative advantage in Ghana encompasses data management, technical assistance in policy/strategy development and investment analysis. Most of FAO's projects in Ghana are financed by the Technical Cooperation Programme (TCP) with funding accessed from contributions of FAO Member countries. FAO Ghana made significant inputs into the food security component of the Food and Agriculture Sector Development Policy (FASDEP II), and has also supported the finalization of the METASIP. The first investment plans for implementing the CAADP in Ghana were drafted by the Organization. FAO supported the Government of Ghana in completing its CAADP process. This entailed: (i) enhancing the quality of METASIP by incorporating recommendations from NEPAD peer reviewers and donors and reviewing the costing; (ii) preparing a request for the Global Agriculture and Food Security Programme (GAFSP) proposal; (iii) preparing a TCP Project with the aim of helping MoFA relaunch and implement the SWAp agenda, in consultation with Development Partners. FAO facilitated the development of the CAADP Nutrition Action Plan for Ghana in 2011 aimed at mainstreaming nutrition in all agriculture-related programmes in MoFA and related MDAs.

The FAO also has strength in networking with other partners (both within and outside the UN System) playing a leadership role in its mandate areas. It exerts influence in the country based on its authority as a global institution. The FAO Ghana Country Office avails itself of a pool of expertise at Headquarters, at the Regional Office for Africa, at the West Africa Sub-regional office and Country office, for support

to implement the CPF. Expertise in extension models, food and nutrition security action planning, agroprocessing and market development, quality certification systems, and value chain development are some of the areas for which expertise can be sourced from FAO global and regional offices.

The FAO's wealth of in-country experience in project design and supervision will provide useful lessons for the CPF. Current projects in the areas of value chain development, facilitation of stakeholder linkages in the value chains, financial services delivery models being implemented by both FAO and other partners provide the foundation for the CPF interventions to build on and consolidate successes for greater impact. Examples are the Northern Rural Growth Project of IFAD and AfDB; Agricultural Development and Value Chain Enhancement (ADVANCE) of USAID, Market Oriented Agriculture Programme (MOAP) of GIZ; climate change adaptation initiatives such as weather indexed crop insurance being piloted by GIZ; and innovation extension and capacity building approaches by IFDC.

3.2. FAO'S Cooperation In Ghana - Delivery Capacity

Programmes: FAO's projects in Ghana have addressed various technical problems in agriculture (including crops and livestock), fisheries, forestry and rural livelihoods. Examples of projects include:

- The crop forecasting and early warning system special programme for food security;
- Techiman tomato processing, export of groundnuts through WFP;
- Block farming (with increased women participation) and disaster relief;

- Developing local capacity for community-based conflict prevention;
- Technical assistance for the implementation of aquaculture strategic framework;
- Support to women in agroprocessing;
- Development of nutrition and food safety policies for Ghana and integration of nutrition data into annual agricultural surveys;
- Support for training smallholder farmers in IPM/Farmer Field Schools and Junior Farmer Field and Life Schools (JFFLS) in organic farming; and
- Capacity building for controlling invasive crop pests.

FAO's Investment Centre (TCI) also collaborated with the World Bank in preparing the Social Opportunities Project in 2010, a US\$88 million project aimed at supporting productive infrastructure assets, including building resilience to natural disasters, and supporting income generating opportunities for the rural poor.

In the area of natural resource management, FAO is supporting the Forest Law Enforcement, Governance and Trade Support Programme for African, Caribbean and Pacific Countries, and Conservation and Management of Pollinators for Sustainable Agriculture. Pipeline projects include support to AgSWAp and UNJP on Climate Change and Disaster Risk Reduction among others. All these projects are in line with FAO global and regional priorities as well as national priorities.

UNDAF Action Plan in Ghana (2012 - 2016) is based on four strategic areas – Food Security and Nutrition; Sustainable Environment, Energy and Human Settlements; Human Development and Productive Capacity for Improved Social Services; Transparent and Accountable Governance - which are directly derived from four of the seven thematic priorities of the GSGDA (2010-2013). As part of

the new UNDAF, FAO has committed to working collaboratively in the areas of Food Security and Nutrition, Climate Change and Disaster Risk Reduction and Human Security. Specific FAO contributions to the above mentioned UNDAF strategic areas are defined in the UNDAF Action Plan. Current contributions target outcomes under the broader theme of food and nutrition security. They include, (i) improving access of smallholder male and female farmers to extension services, agricultural inputs, and technologies on good agricultural practices; (ii) support to the development of selected value chains; (iii) increased consumption of safe and nutritious foods (including support nutrition education, provision of technical training tools for delivery of nutrition interventions, and development of food safety policy). However, upon finalization of the CPF, additional inputs to the current UNDAF strategic areas may be needed to fully reflect FAO's contribution to the national development agenda taking into account its mandate and comparative advantage such as in natural resource management. Ongoing and pipeline projects as well as some completed projects are presented in Annex 2(b).

3.3. Priority Areas for FAO cooperation in Ghana

The following priority areas are identified for FAO support to Ghana under the CPF. A detailed description of specific contributions by FAO is presented in Part IV on the Results Framework. The priorities are informed by:

- (i) FAO's capacity and in-country experience in policy development and programme/project design (FASDEP II and METASIP as well as the Nutrition Policy); projects on value chain development; agroprocessing; engagement with the MoH in revising the Ghana Health Service Management Standards and Guidelines; statistics (agriculture and

nutrition); forest management; and disaster risk reduction among others (see list of FAO projects in Annex 2 (b)).

- (ii) Comparative advantage in relation to other DPs (e.g. project design and supervision, technical studies, capacity building, especially training tools).
- (iii) Capacity to mobilize external resources (e.g. ACP-FLEGT, REDD+).

Priorities:

1. Food and Nutrition Security.



The theme is concerned with productivity improvements and targets the four pillars of food security – availability, access, utilization and stability. Food safety issues are also relevant here. FAO will contribute towards sustainable increase in productivity of small and medium scale farmers and the consumption of safe and nutritious foods through technical assistance for capacity building and policy development. FAO's support will promote the strengthening of

extension and application of good agricultural practices, and will facilitate the expansion of irrigation agriculture to increase productivity and production, especially of off-season crops such as leafy vegetables. FAO will also continue to support capacity building for evidence-based decision making and policy development. Gender is key in this theme as women play crucial roles in food production and feeding the families especially children.

2. Environment and Sustainable Natural Resource Management.



This priority area is concerned with sustainable natural resource use and environmental governance, and responses to climate change adaptation and mitigation. FAO will contribute by supporting the improvement of preparedness and response of agricultural communities to emergencies, especially in the context of climate change impacts; and building capacity for enhanced environmental governance. The role of women in natural resource use and environmental

governance will be prioritized in the specification and delivery of activities under this theme.

Rural Development and Resilient Livelihoods.



This priority will focus on the generation and quality of employment, livelihoods diversification, and improved services and infrastructure in rural areas to reduce poverty and improve food security while focusing on gender, youth and other vulnerable groups. It also captures issues of risk

1. reduction and preparedness of vulnerable groups against disasters. FAO's contribution will include support for: improving the quality of jobs in rural areas; scaling up adaptive technologies; creating opportunities for livelihoods diversification and social sustainability in off-farm activities such as agroprocessing, and enhancing market access. Support will be through capacity strengthening of relevant institutions and partnership with other DPs to support skills development especially among the rural youth and women (details are provided under the Results Framework in Part IV).

The priorities are based on (i) national priorities, (ii) FAO's niche among development partners in Ghana (especially within the UN System), and (iii) its experience in the country. The priority areas are aligned with relevant MDGs, FAO Global goal and priorities at the regional and sub-regional levels, and the regional and sub-regional frameworks of NEPAD's CAADP and the ECOWAP. Annex 2(a) presents the Priority matrix showing the alignment of the identified priorities with relevant FAO and national priorities.

3.4.

The CPF priority areas are completely derived from the national priorities, the UNDAF priorities as well as FAO's global goals and priorities and regional and sub-regional priorities. As a result, the CPF outcomes contribute directly or indirectly to the UNDAF outcomes. In addition, the outcomes for all three CPF priority areas contribute directly to the stated outcomes in METASIP. However the CPF extends its interventions to contribute to outcomes on Climate Change and Disaster Risk Reduction which are yet to be mainstreamed in METASIP. See Annex 2 (a) for the alignment of CPF priorities and FAO Projects with MDGs, CAADP Pillars, Ghana Shared Growth and Development Agenda, UNDAF Action Plan. Outcomes and FAO Strategic Objectives. Annex 2 (b) also presents the alignment of CPF priorities and FAO Projects with the METASIP.

3.5.

FAO Ghana will be guided by the five key programming principles of the United Nations Development Group as follows:

- i. Human rights-based approach;
- ii. Gender equality;
- iii. Environmental sustainability;
- iv. Capacity development;

Part IV: Programming for Results

Priority Area 1: Food and Nutrition Security

Improving productivity of medium and small scale farmers is key to improving food availability. In Ghana, low productivity is due to the low adoption of technologies (linked to poor access to productivity-enhancing inputs) and poor agricultural practices. Factors contributing to this situations include low research capacity (and resources for this purpose) and poor extension delivery (especially with women). Value chains are also weak due to poor linkage to markets and services. Irrigation farming is undeveloped while the potential for micro and small scale irrigation schemes to expand their area is largely untapped. Finally the capacity for agricultural data collection, analysis and dissemination for smallholder development is weak. This outcome contributes to the national priority of modernizing agriculture with focus on food and nutrition security, improved agricultural productivity and integration into domestic and international markets. It will further focus on improving the policy environment and institutional frameworks and supporting the transfer and use of appropriate technology aimed at the sustainable intensification of production systems. FAO will develop and disseminate normative instruments (guidelines, compendia of "best practices", etc.), provide policy and technical advice and assistance, and promote capacity building. It will act as a synthesizer and disseminator of information on technology, approaches and decision support tools. The outcome contributes to MDG 1, and is also linked to MDGs 2, 4, 5, 6 as well as the METASIP programme area 1.

In addition to issues of availability, food security in Ghana is challenged by the nutrient content (e.g. micronutrients) and quality of food in general. The dominance of the informal sector in Ghana's food system raises the risks of unsafe food. Policies for nutrition and

food safety are now being developed; continued support to the development of the policies is required and capacity to deliver them needs to be strengthened.

FAO possesses a critical mass of expertise in the areas of national nutrition policy and planning, nutrition assessment, and programme development focused on the needs of vulnerable and food-insecure groups and on the improvement of food quality and safety at the household, community and municipal levels. Furthermore, drawing on information systems maintained by its various units, FAO also has a strong capacity in measuring, monitoring and assessing food insecurity and vulnerability at global, regional and country levels. FAO's long experience in promoting food-based improvements to nutrition at the household and community levels complements its work in policy advice and information systems.

Outcome 1.1: Medium and smallholder agricultural productivity sustainably increased

Output 1.1.1: Access to agricultural inputs and adoption of good agricultural practices (GAP) are increased by 2016

FAO will:

- Provide technical assistance to government and local institutions to build their capacity in strategic planning, harmonization and priority setting for comprehensive policy, strategy, legislation and regulation on agricultural inputs;
- Provide technical assistance to public institutions to strengthen their capacity for research to generate knowledge and technology, improve, regulate, certify and supply quality production inputs and post-harvest loss management;
- Support capacity development of public institutions for the

¹⁷ Throughout this Results framework, agriculture includes crops, livestock and fisheries.

conservation, management and sustainable use of plant and animal genetic resources for improved crop and livestock production;

- Provide technical assistance for aquaculture and artisanal fisheries development;
- Facilitate the organization of farmers into groups, support farmer groups/organizations to enable them access agricultural inputs and advisory services. Special consideration will be given to gender and the specific needs of vulnerable segments of the population. The capacity of female inputs dealers and shop assistants to provide advisory services to farmers will also be strengthened;
- Support the development and dissemination of protocols for good agricultural practices and technologies across all sub-sectors;
- Support the promotion of conservation agriculture practices;
- Develop and disseminate tools for surveillance, monitoring, forecasting and control of pests and diseases of major crops, livestock, poultry, agroforestry, forestry and fisheries. Provide technical assistance in harmonization policies on quality assurance and safety for crops, animals, fisheries and forestry products;
- Strengthen the capacity of national institutions in charge of enforcing and regulating food safety, phytosanitary and zoosanitary standards;
- Promote and support the value chain approach to agricultural commodity/agro-enterprise development for, but not limited to, cassava, cowpea, soya bean, rice and maize;
- Support the finalization of the National Rice Development Strategy;

- Support the knowledge and skills of value chain actors in, but not limited to, policy formulation and reviews.

Output 1.1.2: Capacities of agricultural extension agents and researchers are strengthened by 2016

FAO will:

- Popularize and promote the FFS and JFFLS approaches to deliver services to farming communities and institutions for agricultural development;
- Support systems for the management of agricultural and marketing information, data and knowledge including public-private partnerships and the media for the dissemination and use of critical agriculture and environment information;
- Strengthen research and extension linkages through the RELCs (Research Extension Liaison Committees);
- Provide technical assistance in mainstreaming HIV/AIDS, climate change and gender in agricultural programmes;
- Respond to any other request for support to the improvement of extension delivery such as e-extension and private extension.

Output 1.1.3: Access to micro/small irrigation schemes by farmers is increased

FAO will:

- Support the expansion of micro and small scale irrigation infrastructure and water resource management for crop and livestock production in a gender sensitive manner by drawing from lessons learned from the Special Programme for Food Security;

- Supplement this support with TA for field and crop management and the development of irrigated commodities value chains;
- Support the development of an Irrigation Master Plan.

Output 1.1.4: National capacity to collect, analyze and disseminate data and statistics on food and nutrition is strengthened

FAO will:

- Intensify its support to the national agricultural statistics system;
- Facilitate the integration of nutrition indicators into the annual agricultural surveys to inform policy and strategy development;
- Support the development of platforms for documenting experiences, sharing good practices and lessons learnt;
- Support national and local capacity development in management and information and knowledge exchange;
- Support analysis and monitoring services and advocacy for improved decision-making in food security and nutrition (CFS, FAOSTAT, GIEWS, FIVIMS, Nutrition Country Profiles);
- Develop and deliver methods, tools, guidelines and learning materials to standardize and harmonize food security and nutrition information (ISFNS, EC/FAO Food Security Thematic Programme), as well as early warning systems, including support to national FIVIMS, poverty and vulnerability assessments in support to better-targeted and prioritized policies and programmes;
- Support face-to-face and virtual knowledge exchange events and platforms, and knowledge sharing services on current

and emerging issues at global, regional, national and local levels (e.g. CFS, CCP, regional/national forums);

- Provide methods and tools for ex ante socio-economic policy and programme impact assessments, policy and programme monitoring and intelligence systems, and technical assistance for results-based policy monitoring systems;
- Support the agricultural census through the provision of technical assistance to MoFA and GSS.

Outcome 1.2: The consumption of adequate levels of safe and nutritious food for improved nutritional status among vulnerable groups is enhanced

Output 1.2.1: Development and implementation of the national nutrition and food safety policies are supported

FAO will:

- Continue its technical assistance to the Ministry of Health to complete the development of the national nutrition policy;
- Support the development/updating of National Dietary guidelines as part of the implementation of the policy;
- Support capacity building to improve complementary feeding as part of the implementation of the policy;
- Provide technical expertise, methods, guidelines and analytical tools for food and nutrition policy, strategy and programme formulation and implementation, and appropriate food-based interventions;
- Provide technical assistance to raise awareness on the need to mainstream nutrition and food safety into agricultural policies;

- Support relevant agencies and departments to develop and implement guidelines for mainstreaming nutrition and food safety objectives in sub-sector policies, strategies and plans;
- Continue with technical and financial assistance to the Food and Drugs Board for the development of the Food safety policy and its action plan, and help leverage resources for its implementation;
- Facilitate access to information on international food safety standards, risk (benefit) assessment and scientific advice, food composition and other related issues.

Output 1.2.2: Production and consumption of safe micronutrient rich foods is promoted (especially among children and women of reproductive age)

FAO will:

- Support the identification of micronutrient-rich foods and support the promotion of the production and consumption of these foods in areas and among populations prone to malnutrition;
- Support the production of fruits and vegetables in a safe manner preferably with organic farming methods;
- Support the development of National Dietary guidelines as well as nutrition and food safety education materials;
- Support the localizing and mapping of food biodiversity based on ecosystems and food consumption studies;
- Strengthen biodiversity preservation through in-situ and ex-situ conservation of nutritionally-rich foods;
- Promote mainstreaming of local biodiversity into multi-sectoral programmes targeting populations with nutritional deficiencies;
- Support the Ghana School Feeding Program with emphasis

on policy to link smallholder farmers to the program, and create food safety awareness among school caterers and cooks;

- Support public awareness programmes for consumer participation and education on food safety, nutrition and other food quality issues;
- Build capacity in the development of science-based national dietary guidance and regulations;
- Partner academic and research institutions as collaborating centers to enhance and expand training and capacity building.

Output 1.2.3: Nutrition and food safety delivery capacity is strengthened

FAO will:

- Strengthen the capacity of national institutions to design and implement nutrition interventions;
- Upgrade institutional abilities to develop and implement nutrition curricula and professional training programmes at all levels;
- Provide technical assistance for the identification of capacity gaps at all levels and develop capacity building programmes to address identified gaps;
- Enhance ongoing efforts at improving good practices among street food vendors with support for raising consumer awareness on food safety.

Priority Area 2: Environment and Sustainable Management of Natural Resources

The country has weak capacity at all levels to adapt to intensifying impacts of climate change and mitigate further impacts. Also, there is a need to reduce the impacts of disaster risks associated with climate

change as well as disease and pest outbreaks and displacements from conflict, and improve the preparedness of agricultural communities to respond to these risks. Coherent planning and implementation are required to empower farmers in their efforts to adapt to CC and manage associated risks.

Ghana's development stresses the natural environment as evidenced by land degradation and loss of biodiversity, siltation of major rivers, and reduction in forest cover. The country needs to intensify its efforts at sustainable natural resources use and management, particularly in agricultural production and in the context of climate change.

Outcome 2.1: Improved preparedness and response to emergency, natural disasters and crises in the agricultural sector

Output 2.1.1: Dialogue, networks and partnerships for Climate Change Adaption (CCA) and mitigation are developed and strengthened

FAO will:

- Strengthen dialogue and networks and develop partnerships for climate change adaptation and mitigation in the food and agriculture sector;
- Promote diversification strategies and alternative livelihoods to enhance the resilience of farming populations.

Output 2.1.2: National authorities and local organizations capacity to address agriculture and natural resources associated risks is strengthened

FAO will:

- Support capacity building of national and local organizations to mainstream DRR and CCA into agricultural policies, investment plans and local level community development interventions;
- Promote environmentally friendly agricultural practices to improve environmental outcomes;
- Strengthening local capacities and coping mechanisms through guiding the choice of agricultural practices, technologies and support services, to reduce vulnerability and enhance resilience;
- Strengthen the Environment unit of MoFA;
- Support and coordinate agriculture, livestock and fishery emergency interventions and improve the early warning capacity on impact of droughts and floods (FAOSTAT/Country STAT).

Outcome 2.2: Sustainable utilization and management of land, water, fisheries, forestry and genetic resources strengthened

Output 2.2.1: Adaptation of Crops, forestry, livestock and fish sub-sectors to climate change conditions is supported.

FAO will:

- Provide technical support to the National Agriculture

Research System (NARS) for the protection and conservation of crops, livestock and fish genetic resources;

Support advocacy and provision of inputs to intergovernmental processes to ensure that the food, crop, livestock, forestry and fisheries dimensions are reflected in the

- negotiations, financial mechanisms and implementation of international instruments addressing climate change;
- Support participation in international dialogues on climate change mitigation and adaptation and sustainable energy in agriculture and in Multilateral Environmental Agreements, and enhance the efficiency of their participation in these international dialogues;
- Support capacity building, information dissemination and awareness creation, with guidelines, manuals and methodologies;
- Advise on establishing and integrating policy and legal frameworks, balancing development objectives with conservation needs and giving special attention to fisheries and aquaculture;
- Strengthen national capacity to manage forests for climate change adaption and mitigation by adapting, testing and using best forest management practices;
- Support national and regional extension, research and professional institutions and regional networks to promote responsible sustainable management of fisheries resources.

Output 2.2.2: Governance of forestry resources is strengthened.

FAO will:

- Draw from the Forest Law Enforcement, Governance and Trade Support Programme (ACP-FLEGT) for African,

Caribbean and Pacific Countries to provide technical assistance to Ghana's Forestry Commission in forest governance;

- Provide technical assistance to identify capacity gaps and support government in providing training for accessing available funding under REDD+ and ACP-FLEGT;
- Support participatory development of forest policy and law, institutional reform and efforts to improve governance at all levels;
- Serve as an authoritative global source of information on forest resources, products and institutions;
- Disseminate the Yearbook on Forest Products, the results of periodic Global Forest Resources Assessments and reports on the State of the World's Forests;
- Support the implementation of the National Forest Programme Facility.

Output 2.2.3: Generation and analysis of geospatial data are supported and used in government policy

FAO will:

- Draw on its expertise in generating, analyzing and disseminating agricultural data to build capacity for generating and storing spatial land use data for effective planning;
- Continue to support the efforts of Land Administration Project to improve customary land administration.

Priority Area 3: Rural Development and Resilient Livelihoods

Poverty is a major cause of food insecurity. A 2006 Poverty and Social

Impact Assessment of the modernization of agriculture rated about 70 percent of Ghana's smallholders as risk-prone and risk-averse and this limits their ability and willingness to respond to new agricultural programmes and technologies.

Efforts to increase food supplies and accelerate economic growth will bring overall benefits to the country and society however, unless accompanied by complementary targeted measures, they are unlikely to completely eliminate poverty and food insecurity among rural populations. People living in economically and environmentally marginal areas are at the greatest risk of being left behind, but poverty and food insecurity also exist among the resource-poor in more favorably endowed areas.

More sustainable livelihoods and food security can be ensured for these populations only through efforts to increase individuals' opportunities and choices and improve resource productivity, thereby resulting in higher rural incomes and improved access to food. The promotion of equitable access to natural and economic resources and social services is crucial and may require specific action to address gender disparities. The challenge is to improve rural livelihoods, farm incomes and food security, both in food-deficit and economically marginal areas and among the resource-poor in more favorably endowed areas. There is also a need to increase the resilience to cope with the impacts of disasters that affect national and household food security and, when disasters do occur, to contribute to emergency operations that foster the transition from relief to recovery of the food and agriculture sectors.

In the sphere of integrated rural development, FAO in Ghana has competence in major areas (food and nutrition, crops, livestock, fisheries and forestry) that are basic to improving rural incomes and

employment opportunities. FAO has developed specific capabilities for capacity building and institutional strengthening, developing and applying participatory processes and methods to help the rural poor capture available opportunities and have access to the necessary resources. Moreover, FAO has a proven expertise in mobilizing investment in the agricultural, livestock, fisheries and forestry sectors. Considering that poverty eradication is a priority for Ghana, and that it has stimulated a UN system-wide response, FAO's contributions focused on the rural sector will not be provided in isolation but as an integral part of the broader effort. Partnerships will also be reinforced and sought with organizations operating in the sphere of rural development and poverty alleviation, including specialized NGOs and CBOs (particularly those of farmers, rural people, women and youth), as well as with the private sector.

Market access in rural communities needs to be enhanced, for both primary and processed agricultural products to create additional employment and enhance productivity of the human resource. This requires effective linkage between the farm and non-farm sectors to generate multipliers in agricultural investments and income growth. FAO will improve the opportunities available to the rural poor to strengthen, diversify and sustain their livelihoods by taking advantage of the potential synergies between farming, fishing, forestry and animal husbandry, including through pre- and post-production income-generating enterprises.

Outcome 3.1: Rural livelihoods diversification is supported

Output 3.1.1: Proven adaptive technologies and practices enhancing rural livelihoods are harnessed, promoted and expanded

FAO will:

- Support the Research & Development system and extension services to (a) document proven adaptive technologies and practices along the value chain (b) develop manuals for disseminating technologies and best practices along the value chain;
- Harness available knowledge and "know-how" to promote the scaling up and out of proven adaptive technologies and practices that enhance rural livelihoods;
- Promote the effective management of land, water systems, forests, wetlands, soils and other resources in an effort to make rural livelihoods more resilient to hazards.

Outcome 3.2: Decent employment opportunities are generated in rural areas with focus on women and youth

Output 3.2.1: An enabling environment to support smallholder integration into value chains is promoted

FAO will:

- Facilitate the development of sustainable linkages between producers in the value chain and viable markets. Areas of support would include improving product quality through best practices and providing market information services along the value chain, with emphasis on women and youth;
- Support efforts to strengthen local institutions and to enact policies and legislation that will provide for more equitable access by both women and men to natural resources (particularly land, water, fisheries and forests) and related economic and social resources;

- Improve the efficiency and effectiveness by which the public and private sectors respond to the multiple and differing needs of disadvantaged rural populations, notably women and youth;
- Investigate pathways to alternative and sustainable livelihoods for viability where farming operations may not be suitable. Implementation will be governed by specific actions under Priority Area 2.

Output 3.2.2: Efforts of public and private sector to foster agribusiness and agro-industries for rural employment creation are supported

FAO will:

- Support partnerships between relevant CSOs and financial institutions to support small and medium scale enterprises (including women-led enterprises in agroprocessing and other post-harvest activities) and service providers along the value chain with financial services and instruments to diversify their livelihood portfolios;
- Support market development initiatives in areas such as product quality, market information and infrastructure for storage and distribution, for sustainable livelihood diversification in rural areas;
- Empower farming communities, and farmer organizations, with skills for improved postharvest handling and agroprocessing;
- Support post-harvest handling, agroprocessing and market infrastructure establishment and rehabilitation;
- Support product diversification for identified markets established along agricultural production zones;
- Provide guidance on public sector roles and responsibilities for contract intermediation, conflict resolution, and

promotion of responsible business practices;

- Support piloting and appraisal of SME value-adding technologies and value chain innovations.

Output 3.2.3: Active participation of rural poor in policy dialogues is enhanced

FAO will support:

- Decentralization at the district level through initiatives that build partnerships between District Assemblies on the one hand, and private sector and civil society organizations on the other, for local economic development;
- Mobilization and sensitization of farming communities, traders and processors on agricultural, food security and natural resource policies;
- Compilation, analysis and dissemination of lessons and best practices in policy development and implementation;
- Training of value chain actors in policy dialogues and reviews.

Cross-cutting Issues

FAO currently supports the coordination of the following activities in the agriculture, food and nutrition sectors:

- Specifically FAO will continue its support for the adoption of AgSWAP in implementing the METASIP and coordinating the agriculture sector;
- Moreover, it will ensure that the REACH approach is operationalized & facilitated by REACH partners such that it contributes to harmonized interventions by all development partners in the nutrition sector in line with national plans;
- FAO will support the capacity building of decentralized governmental organs (district and sub-district levels) in areas

such as planning, budgeting including gender responsive budgeting, investment analysis, and partnerships with the private sector and CSOs.

Part V: Implementation Arrangements and Monitoring and Evaluation

5.1. Implementation

The CPF will be implemented in collaboration with the GoG (led by the MoFA, MoH and MLNR), the UN System development agencies, and other strategic development partners. FAO Ghana will focus on its comparative advantage of capacity building in the areas of policy development, training and data generation for evidence-based policy-making. In this regard, FAO Ghana support will aim at building synergies to advance the GoG's pursuit of sector-wide approaches as a management framework

Based on its comparative advantage in capacity building, FAO Ghana will strengthen the capacity of partners at national, regional and district levels through support for the generation, analysis and use of knowledge on the situation of agriculture, food and nutrition security, environmental management, and rural development. Technical assistance will be provided for capacity enhancement and development of agriculture and food and nutrition security-related institutions such as the Agricultural Extension Service.

FAO Ghana has a long history of agricultural projects and capacity building initiatives. The CPF will build on lessons learnt from these experiences to strengthen capacities of relevant institutions, support policy and programme design, and enhance sectoral and inter-sectoral coordination by key ministries.

5.2. Reporting, Monitoring and Evaluation

The indicators presented in the results matrix above will serve as the basis for reporting on progress in implementing the CPF. The M&E strategy will comprise project monitoring, field visits, information and data collection, and report writing on a quarterly basis.

In addition, FAO Ghana will report on its progress in delivering on the CPF through quarterly, bi-annual and annual reports. The quarterly reports will focus on resource utilization. A mid-term and final programme evaluation will be carried out at the end of the second and fourth years respectively. Both evaluations will document results and lessons learnt.

FAO Ghana will also contribute to the development of the Delivery as One of the UN System through UNDAF and ensure the inclusion of CPF indicators in relevant results of the UNDAF. The monitoring of FAO-related indicators through the CPF at the UN System level will increase visibility and contribute to total results of the UN System's support to agricultural development and food security.

The Agriculture Joint Sector Review conducted annually by the GoG and its development partners is a major monitoring activity that brings all stakeholders of the sector together to assess progress towards the achievement of FASDEP and METASIP's objectives. FAO will continue to participate in this process and aim to increase the visibility of its contribution to agriculture and rural development, attainment of food and nutrition security and sustainable environmental management. FAO Ghana will continue to strengthen the capacity of the national data systems in collecting and analyzing data. This will provide up-to-date statistics on agriculture and food security and support tracking of progress on FAO's mandate areas in Ghana.

5.3. Resource Mobilization

FAO will, as much as possible, adhere to its responsibility to promote action on all aspects of the CPF, and in this respect source and allocate resources to facilitate the implementation of the set of priorities aimed at achieving the stated objectives. However, it is important to envisage that there may be possible limitations on resources resulting from effects of the financial and economic downturn on potential

donors as well as the possibility of development assistance being withdrawn by Ghana's Development Partners (DPs) due to the country's new Middle Income Country (MIC) status. It is thus important to explore alternative sources of funding to complement FAO's efforts. A joint FAO/Government working group would be set up to mobilize the resources required for the CPF 2013-2016.

The Resource Mobilization drive by the joint FAO/Government working group will draw support from FAO technical expertise available at SFW, RAF and HQ on Resource Mobilization. Development partners and Donor organizations will be engaged and presented with programmes and projects drawn from the CPF to draw resources that will finance the programmes. Key Development partners were carried along during the formulation of the CPF through consultations at different fora at various stages of the CPF.

The budget for the CPF's implementation is estimated at thirty-one million six hundred thousand US dollars (US\$31,600,000). Of this amount, US\$3,600,000 is considered committed through on-going programmes that include joint programmes, TCP projects, global, regional and sub-regional projects. The balance of US\$28,000,000 is expected to be sourced mainly from Development partners and other funding modalities. The CPF budget is indicative and includes projections based on approved budget for ongoing intervention programmes and pipeline projects cum programmes the budgetary estimates of which are based on credible provisional figures. FAO-GH recent improved staffing strengths as well as its ability to partner and collaborate with both national and non-national stakeholders has significantly enhanced the Country Office operational capacity.

FAO Ghana has already mapped out some of its existing resource partners to the CPF and will further explore the priorities and assistance base of all other traditional development partners as well as emerging resource partners, tapping into their *modus operandi* for

¹⁸ See Annex 3b.

support and collaboration. Programmes, projects and proposals will be formulated in collaboration with the government based on the jointly agreed CPF priority areas, CPF individual outcomes or outputs, and matched with individual resource partners' committed thematic intervention areas in Ghana. The resource or development partners will be engaged to reach common consensuses as to joint interests and matching priorities while fostering partnerships for possible financial support and agreements.

5.4. Communication

Communication is an integral part of FAO's substantive programmes. The effectiveness and credibility of the Organization as a policy-making forum and a unique, multilingual centre of excellence, knowledge and technical expertise depend to a considerable degree on its ability to communicate. FAO cannot rely on the influence of a knowledgeable few to sell the added value of the Organization to others. Its ability to secure the necessary support to fulfill its mandate will depend on the quality and effectiveness of its communications to maintain a credible, coherent public image, build understanding and support, counter misconceptions and inform key audiences of the services it offers.

FAO needs to communicate general messages related to its overall mandate, as well as specific messages directed towards particular audiences or related to the priorities of the Organization. Delivering these messages effectively involves dialogue and a genuine exchange of information and views both with FAO's other key interlocutors such as the media and partners in the UN System, the civil society, the private sector and the technical and scientific communities. Effective communication will require ongoing adequate commitments of human and financial resources to continue investing in the process of sharing information and influencing public opinion.

The Organization's Corporate Communication Policy and Strategy introduced in 1998 will provide the blueprint for managing FAO's diverse communication resources and needs in Ghana. Its cardinal principles offer a framework for coordination and cooperation among all units in FAO. The strategy involves:

- a) concentrating on priority issues and opportunities and identifying and targeting strategic external audiences, utilizing a variety of channels to reach and interact with defined target groups in a planned, coordinated fashion;
- b) reaching out directly to the civil society and the general public to raise awareness and understanding of the issues related to FAO's mandate, including the strategic use of all branches of the media as channels to communicate key messages on the theme of food security, and to promote FAO's important role in helping countries to achieve its mandate;
- c) pursuing World Food Day-related special events, and Food for All Campaigns as a means of raising public awareness and generating additional resources for food security and agricultural and rural development;
- d) reviewing, coordinating and monitoring implementation of the communication strategy in particular, the publication of information products that are of the highest quality and that project a consistent and appropriate corporate image of FAO;
- e) ensuring a proactive and systematic approach to communication planning and budgeting to enable a well-planned and well-funded public information effort that supports and is consistent with FAO's programme of work in Ghana;
- f) establishing and sustaining a "communication culture", based on a shared foundation of knowledge in which FAO staff become informed and convinced partners in its communication efforts.

5.5. Risks and Mitigation Measures

Assumptions	Risks	Mitigation Measures
Political commitment to improve agriculture is sustained.	Advent of oil economy could shift government attention from agriculture as a major source of rural development, food and nutrition security, and environmental management. Delays in the release of counterpart funding and project start-up	Intensify advocacy for continued prioritization of agriculture and rural development by the Government. Ensuring ownership of CPF by government and obtaining firm commitment on institutional arrangements (stakeholder roles) for implementation.
The Government and implementing partners will put in place the technical, institutional, policy and legal measures for increased agricultural productivity.	There is a risk that public institutions may not have adequate capacity to collect, analyze and disseminate data for policy and decision-making and complement FAO in the implementation of the CPF. Efforts to streamline the policy and investment environment through improved coordination could be frustrated by institutional inertia between agencies.	Assess public institutions' capacity and prepare capacity development plans for relevant institutions for the implementation of the CPF. Develop clear terms of partnerships between stakeholders in the implementation of the CPF.
That FAO can contribute to the adoption and adaptation of relevant international instruments and the formulation and implementation of relevant national instruments for sustainable natural resources management	As a result of climate change, there is a risk that new challenges may develop in relation to natural resources and their sustainable management for which sustainable management or appropriate mitigation mechanisms have not been explored.	Ensure adequate funding is available and can be easily accessed for contingency plans.
FAO Ghana can access adequate expertise for all thematic areas of the CPF, from country and regional offices as well as Headquarters.	Such expertise is not unlimited and there may be a risk of accessing support in a timely manner.	Develop an implementation/ action plan that anticipates the needed support and ensures requests for such support in a timely manner.
FAO Ghana can partner with the private sector to deliver rural development interventions.	Private investors' unwillingness to participate in programme activity because of macroeconomic instability and ethnic conflicts that reduce the attractiveness of agricultural investments.	Use experiences from previous projects to demonstrate potential benefits of private sector and develop in-built risk mitigation measures in project design.

ANNEXES

Annex 1: FAO in Ghana

The Food and Agriculture Organization of the United Nations (FAO) through its representation in Ghana has collaborated with the Ministry of Food and Agriculture (and several other ministries) over the years to implement its programmes in line with government

priority areas. This partnership has recently being further strengthened by formalizing a country programming framework that looks to formally tie the interactions of the FAO and the Government of Ghana to implementing in an even more targeted and effective way. Ghana has benefited from the practical assistance FAO extends to member nations through the dissemination of a wide range of vital information and authoritative reports on nutrition, food, agriculture forestry and fisheries. These include the Annual State of Food and Agriculture, the Biennial State of the World's Forest and the State of the World's Fisheries and Aquaculture, and every ten years, the World Food Survey.

Ghana also benefits from FAO's approved international standards and conventions in formulating major food and agricultural issues as a result of agreements reached at international fora and experts' consultations. These include:

- Fair standards established by the FAO/WHO Codex Alimentarius Commission, which ensure the safety of food, fair practices in the food trade, and promote international coordination. The Codex standards and guidelines cover over twenty (20) food commodities and set safe limits for contaminants.
- The Code of Conduct for Responsible Fishing provides a framework for national and international efforts to reverse decades of overfishing and ensure the sustainable harvesting of living resources.
- The Code of Conduct on the Distribution and Use of Pesticides establishes standards of conduct for the pesticide industry, governments, traders and farmers.

Currently, the FAO has a thematically broad and technically sound field program. The majority of FAO's interventions in Ghana are

financed by the Technical Cooperation Programme (TCP). The TCP is a part of FAO's Regular Programme financed from the contributions of its Member countries. The Programme aims to provide FAO's technical expertise to its Members through targeted, short term and catalytic projects. The TCP may be used in all areas of interventions that pertain to FAO's mandate and competence and which are covered by the Organization's Strategic Framework. These include issues related to:

- Food and nutrition security;
- Food safety;
- Institutional reform;
- Policy and strategy formulation;
- Strengthening of production and support systems in the agricultural, forestry and fisheries sectors;
- Market access and international trade;
- Natural resources management;
- Pest and disease prevention and management;
- Pre-investment activities and formulation of project proposals to leverage additional resources for rural development;
- Implementation of international standards.

In addition to the TCP, there are several other funds being used to implement other projects in Ghana. These include the TeleFood Fund which uses voluntary contributions to fund grassroots-level projects to improve the means of production, thus enabling communities to produce more food and generate cash income.

Pipeline projects include:

- Support to AgriSWAp Agenda in Ghana;
- Support to the Ghana Statistical Service for the 2013 Agricultural Census;
- Assistance to the Ministry of Environment, Science and Technology to assess current issues affecting the livelihoods of lagoon communities in Ghana;
- Support to the Implementation of the Ghana Aquaculture Development Plan-Aquaculture Extension;
- Cassava Results-Based Management Project.

Annex 2 (a): CPF Priority matrix

Alignment of CPF Priority Areas to Global, Regional, National, METASIP and FAO Priorities/Objectives

Annex 2 (a):

CPF Priority matrix

Alignment of CPF Priority Areas to Global, Regional, National, METASIP and FAO Priorities/Objectives

CPF Priority/Outcome	Alignment with Global, Regional, National, UN and FAO objectives and priorities					
	MDGs	CAADP Pillars	Ghana Shared Growth and Development Agenda	UNDAF Priority Themes	FAO Strategic Objectives	MULTASIP Programme Areas
1. Food and Nutrition security CPF Outcome 1.1: Sustainable increase in medium and small holder agricultural productivity.	1,3,4,5	3,4	3,6,7	1,2	1,2	1,5
CPF Outcome 1.2: Increased consumption of adequate levels of safe and nutritious foods for improved nutritional status.	1,3,5	3,4	3,6	1	1,2	1,5
2. Environment and Sustainable Natural Resource Management CPF Outcome 2.1: Improved preparedness and response to emergency, natural disasters and crises in the agricultural sector.	1,3,7,8	1,3,4	3,6	2	5	1,5
CPF Outcome 2.2: Sustainable utilization and management of land, water, fisheries, forestry and genetic resources in an eco-friendly manner.	1,5,7	1,3,4	3,6	1,2	1,2,5	4,5
3. Rural Development and Resilient Livelihoods CPF Outcome 3.1: Agricultural communities better withstand threats and shocks, including adaptive livelihood strategies.	1,3	1,2,3	3,5,6	2,3	3,4,5	1,2
CPF Outcome 3.2: Productivity is enhanced, additional and better quality employment and income opportunities are generated and human resources are developed in rural areas.	1,3	1,2,3	3,5,6	1,2,3	3,4,5	1,2

Legend for Priority Matrix

MDGs	CAADP Pillars	GSGDA Priority Themes	UNDAF Priority Themes ¹⁹	FAO Strategic Objectives	METASIP Programme areas
1. Eradicating extreme poverty and hunger. 2. Achieving universal primary education 3. Promoting gender equality and empowering women 4. Reducing child mortality rates 5. Improving maternal health 6. Combating HIV/AIDS, malaria, and other diseases 7. Ensuring environmental sustainability 8. Developing a global partnership for development.	1. Land and Water management 2. Market Access 3. Food Supply and Hunger 4. Agricultural Research	1. Ensuring and sustaining macroeconomic stability 2. Enhanced competitiveness of Ghana's private sector 3. Accelerated agricultural modernization and natural resources management 4. Oil and gas development 5. Infrastructure, energy and human settlements development 6. Human development, employment and productivity 7. Transparent and accountable governance	1. Food Security and nutrition 2. Sustainable environment, energy and human settlements 3. Human development and productive capacity for improved social services 4. Transparent and accountable governance	1. Eradicate hunger, food insecurity and malnutrition 2. Increase production in agriculture, fisheries and forestry in an economic, social and environmentally sustainable manner 3. Improve the livelihood of rural populations, in particular women and youth through enhanced employment opportunities and increased access to production resources 4. Enable more inclusive and efficient agricultural and food systems at local, national, regional and international levels 5. Increase the resilience of rural livelihoods to threats and crises	1. Food security and emergency preparedness. 2. Growth in Incomes 3. Increased competitiveness and integration into markets 4. Sustainable Land and Natural Resources management 5. Science and Technology in Agricultural Development 6. Institutional Coordination

¹⁹ See UNDAF/UAP outcomes below.

Alignment of Ongoing and Pipeline Projects with the CPF's Priorities

CPF Priority/Outcome	Operationally Active Projects/Pipeline Projects	Start - End
	1. Food and Nutrition Security	
CPF Outcome 1.1: Sustainable increase in medium and small holder agricultural productivity	Block Farming for Change - To assist 315 women to block cultivate three food crops : beans, groundnut and upland rice for sustainable household consumption and income generation (TFD-10/GHA/004)	
	Agricultural census	
	Support to the Agricultural Sector Wide Approach (AgSW Ap)	
	Empowering smallholder Cowpea farmers for sustainable increases in cowpea production to achieve poverty reduction through training in IPPM/Farmer Field Schools (CP/GHA/3304)	Jan 2011 – Dec 2012
	Revision and Updating of Ghana Health Service Management Standards and Guidelines Manual for Hospital Catering Service	2013
CPF Outcome 1.2: Increased consumption of adequate levels of safe and nutritious foods for improved nutritional status	Food Safety Policy for Ghana	Dec 2011 – Dec 2012
	Ghana Nutrition Survey - Integrate nutritional data collection into the national annual agricultural surveys of Ghana and Conduct Ghana Nutrition Survey	2012
	REACH/SUN (Renewed Efforts Against Child Hunger) Nutrition Policy developed for Ghana By 2013, multi-sectoral coordination mechanism for nutrition and food security function effectively and efficiently both at the national and regional levels. By 2013, improved information on food security and nutrition will be available through a strengthened ongoing FSNIS. By 2013, a National Communication and Advocacy Strategy will be developed and implemented (FAO/UNICEF /WFP/WHO) UN Joint Programme.	2012– 2015

CPF Priority/Outcome	Operationally Active Projects/Pipeline Projects	Start - End
	2. Environment and Sustainable Natural Resource Management	
CPF Outcome 2.1: Improved preparedness and response to emergency, natural disasters and crises in the agricultural sector	National Forest Programme Facility - To provide a coordinated mechanism for supporting the development and implementation of national forest programme processes in developing countries	
	TCP/GHA/3301 (Baby 03): Assistance to the Ministry of Environment, Science and Technology to Assess Current Issues Affecting the Livelihoods of Lagoon Communities in Ghana	Jul 2010 - Nov 2012
	UNJP on Climate change and Disaster Risk Reduction, among others.	
	(ACP-I-FLEG) Forest Law Enforcement, Governance and Trade Support Programme for African, Caribbean and Pacific Countries - To Improve Governance in the Forest sector contributing to poverty reduction and sustainable forest resources management.	2008 -2012
	Support for the control of the new invasive papaya mealy bug - To provide farmers and staff of PPRSD with resources and expertise to effectively manage the current outbreak of papaya mealy bug pest through training and capacity building - TCP/GHA/3302	Jan 2011 - Dec 2012
CPF Outcome 2.2: Sustainable utilization and management of land, water, fisheries, forestry and genetic resources in an eco-friendly manner.	Conservation and management of Pollinators for sustainable Agriculture through an Ecosystem Approach EP/GLO/802/GEF	2009 - 2013
	Assistance to the Fisheries Commission in targeted implementation of the Aquaculture Strategic Framework through national Aquaculture Development Plan, including the identification of suitable pilot sites that can be used for farmer-led demonstrations of the application of the strategy and its accompanying plan.	NTE: 31 Dec. 2011

CPF Priority/Outcome	Operationally Active Projects/Pipeline Projects	Start - End
	3. Rural Development and Resilient Livelihoods	
<u>CPF Outcome 3.1:</u> Agricultural communities better withstand threats and shocks, including adaptive livelihood strategies	Larabanga Youth Association small scale rabbit production	Jul 2012 – Jun 2013
<u>CPF Outcome 3.2:</u> Productivity is enhanced, additional and better quality employment and income opportunities are generated and human resources are developed in rural areas	Assistance to the Refugees of the UNHCR settlements in Buduburam and Krisan for their repatriation, local integration and resettlement through micro and small scale enterprises development UNO/GHA/001/UNJ. Support to Women Farming Communities in the Eastern Region (TFD-10/GHA/003) Enhance agro- processing skills/methods of cassava, corn and oil palm fruit production through the provision of processing equipment/materials and capacity building contributing to improved food security and income generation. Enhancing Human Security Programme through developing local capacity for holistic community-based conflict prevention in Northern Ghana UNJP/GHA/032/UNO.	NTE 2012 Mar 2012 – Feb 2012 Oct 2009 – May 2013

**UNDAF Outcomes for reference in Matrix of Alignment of CPF Priorities to
Global, Regional, UNDAF, National and FAO Strategic Objectives**

Thematic Areas	UNDAF/UAP outcomes
Food Security and Nutrition	<ol style="list-style-type: none"> 1. At least an additional 15 percent of medium and smallholder farmers (including at least 50% women farmers) in at least 5 regions have access to MoFA-approved agricultural extension services and access to markets in a timely manner by 2016. 2. At least an additional 10 percent of households consume adequate levels of safe, nutritious foods and adopt positive dietary behavior.
Sustainable Environment, Energy and Human Settlements	<ol style="list-style-type: none"> 3. National systems and existing institutional arrangements for Climate Change mitigation and adaptation and for disaster risk reduction, as defined in the Hyogo Framework for Action at the district, regional and national levels are functional. 4. At least 15 percent of the Slum and Disaster-Prone Communities including women have improved livelihoods through better access to affordable and sustainable housing and skills training in 5 major regions. 5. An additional 2.5 percent of the population have sustainable use of improved drinking water and sanitation services and practice the three key hygiene behaviors by 2016.
Human Development and Productive Capacity for Improved Social Services	<ol style="list-style-type: none"> 6. Women and children have improved and equitable access to, and utilization of quality, high impact maternal, neonatal and child health and nutrition interventions. 7. The most disadvantaged and vulnerable groups across Ghana benefit from at least four social services in an integrated social protection system. 8. Strengthened and scaled up national multi-sectoral and decentralized AIDS response to achieve Universal Access targets by 2016. 9. Socioeconomically excluded and disadvantaged groups have increased access to education services and demonstrate increased attainment in literacy, numeracy and life skills.
Transparent and Accountable Governance	<ol style="list-style-type: none"> 10. Key national institutions of democracy are effective, accountable, gender-responsive and promote peace, inclusive governance, human security with focus on vulnerable groups by 2016. 11. Ministries, Departments Agencies (MDAs) Local Government and CSOs have effectively developed, funded, coordinated, implemented, monitored and evaluated national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive social-economic growth by 2016.

Results	Indicators	Baseline	Target	Means of Verification	Assumptions
Priority Area 1: Food and Nutrition Security					
Outcome 1.1: Medium and Smallholder agricultural productivity is sustainably increased	1.1.1. Increase in smallholder farmers' yield in at least three regions 1.1.2. Number of districts that achieve 7% increase in access to markets and agricultural services.	1.1.1. 2009 yields (MT/ha) Maize - 1.7 Rice - 2.4 Cassava - 13.8 Cowpea - 1.3 Soybean - 1.5 1.1.2. To be determined	Yields (MT/ha) (assuming 10% increase in yields across): Maize - 2MT/ha Rice - 3 MT/ha Cassava - 15MT/ha Cowpea - 1.5MT/ha Soybean - 1.7MT/ha 1.1.2. At least 24 districts in the three Regions in Northern Ghana	MoFA Annual Reports FAO and WFP project reports, field mission reports and assessment reports	Government of Ghana remains committed to reducing gaps in agricultural productivity
Output 1.1.1: Access to agricultural inputs and adoption of good agricultural practices (GAP) are increased by 2016.	1.1.1.1. % change of smallholder and medium scale farmers' access to agricultural inputs disaggregated by gender in at least three regions 1.1.1.2. % of farmers that have adopted GAP disaggregated by gender. 1.1.1.3. Number of actors (e.g. farmer organizations, CSOs, etc.) along the maize, cassava, cowpea and vegetable value chains strengthened	1.1.1.1. 36% small scale and medium farmers have access to inputs (SFND China report 2009) 1.1.1.2. 27% of small and medium holder farmers are currently using GAP 1.1.1.3. 1,879 actors (D/IES, MoFA)	1.1.1.1. Additional 7% farmers with access to inputs 1.1.1.2. Additional 10% adopted GAP. 1.1.1.3. 3,000 actors	MoFA Annual Reports Farmers Registration Database (MoFA) (to be completed by 2012) FAO and WFP project reports, field mission reports and assessment reports WFP Comprehensive Food Security and Vulnerability Assessment (CFSA)	Farmers respond positively to interventions designed to enhance access to inputs Inputs and GAPs are profitable.
Output 1.1.2: Capacity of Agricultural extension agents and researchers is strengthened by 2016	1.1.2.1. Number of extension agents within MoFA and researchers that receive capacity building trainings. 1.1.2.2. Percentage of women smallholder farmers reached by Agricultural extension services in target regions.	1.1.2.1. 350 extension agents and researchers trained in 2008-2009 (AED, MoFA, 2010). 1.1.2.2. 2% women small/medium holder farmers have access to extension services (IFPRI/FAO/IICA Study, 2011)	1.1.2.1. 1,350 extension agents are trained. 1.1.2.2. Additional 7.5% of medium and smallholder women farmers in at least the three regions in Northern Ghana.	FAO Quarterly reports, Field mission reports and evaluation report MoFA annual reports District reports (MoFA)	Extension agents and researchers are able to apply knowledge from training Farmers respond positively to extension agents and messages from research.
Output 1.1.3: Access to micro/small irrigation schemes by farmers is increased.	1.1.3.1. Availability of National Irrigation Plan 1.1.3.2. Number of farmers with access to micro/small irrigation schemes disaggregated by sex	1.1.3.1. National Irrigation strategy in place 1.1.3.2. To be determined	1.1.3.1. National irrigation plan developed and approved by 2015 1.1.3.2. At least 30% increase in small scale farmers (with at least 60% women and youth) accessing micro/final scale irrigation.	FAO Quarterly reports Field mission reports and evaluation report MoFA annual reports District reports (MoFA)	Government of Ghana remains committed to expanding irrigation coverage in the country

Results	Indicators	Baseline	Target	Means of Verification	Assumptions
Output 1.1.4: National capacities to collect, analyze, and disseminate data and statistics on food and nutrition are strengthened.	1.1.4.1. Permanent integrated system of agricultural statistics developed (PISAS) 1.1.4.2. Nutrition indicators integrated into annual agriculture survey.	1.1.4.1. No PISAS in place 1.1.4.2. Low integration of Nutrition Indicators in Agricultural Surveys	1.1.4.1. Permanent integrated system of agricultural statistics developed (PISAS) 1.1.4.1. Annual agriculture surveys fully integrate nutrition indicators.	Reports of Ghana Statistical Service Reports from MoFA FAO Mission and evaluation reports	GSS and SRID are receptive to the PISAS concept.
Outcome 1.2: Consumption of adequate levels of safe and nutritious food for enhanced nutritional status among vulnerable groups is improved.	1.2.1. Proportion of children aged 6–23 months who are fed according to the three minimum Infant and Young Child Feeding (IYCF) practices 1.2.2. Dietary diversity scores with relation to complementary feeding. 1.2.3. Proportion of at-risk women of child-bearing age (15–49 years) incidence.	1.2.1. 36.2% of children are adequately fed (Source: DHS 2008). 1.2.2. Baseline dietary diversity = (68% Baseline for at-risk women = 58% (Source: MICS 2008) 1.2.3. Baseline for at-risk children = 56% (Source: MICS 2011)	1.2.1. 70% of children adequately fed. 1.2.2. Dietary diversification score target: 78% 1.2.3. 30% reduction from baseline in target areas	Ghana Demographic Health Survey (GDHS) Multiple Indicator Cluster Survey (MICS) (UNICEF) Country Stat Ghana (FAO) FDB, GHS programme reports Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) annual nutrition survey.	Government continues to hold food and nutrition security as a national priority. Mothers respond to education on nutrition and food safety. Government provides infrastructure for the production and distribution of safe and nutritious food.
Output 1.2.1: Development and implementation of the national nutrition and food safety policies is supported.	1.2.1.1. Availability of Nutrition Policy and costed action plan. 1.2.2. Availability of Food Safety Policy and action plan. 1.2.1.3. Annual plans for food and agriculture have food safety and nutrition objectives mainstreamed.	1.2.1.1. Nutrition policy formulation initiated in 2010, no action plan. 1.2.1.2. Food Safety policy formulation initiated in 2011, no action plan. 1.2.1.3. Food and Nutrition, including safety issues mainstreamed into 1 objective of PASDEP and 1 programme in METASIP.	1.2.1.1. Nutrition policy and action plan approved and disseminated by end of 2013 1.2.1.2. Food Safety policy and action plan approved and disseminated by 2013. 1.2.1.3. Food safety and nutrition objectives mainstreamed into all implementation plans of MoFA, MOH, Food and Drug Board.	Minister's signature on policy documents Policy document available at key agencies	Government agencies remain committed to developing and implementing nutrition and food safety policies.
Output 1.2.2: Production of safe micronutrient-rich foods are promoted (especially among children and women of reproductive age)	1.2.2.1. Number of farmers, particularly women and youth supported to produce micronutrient rich foods. 1.2.2.2. Number of interventions with a component on nutrition education/IEC materials.	1.2.2.1. To be determined 1.2.2.2. 31% of interventions with a component on nutrition education/IEC	1.2.2.1. 60 communities producing fortified foods. 1.2.2.2. 50% of interventions with a component on nutrition education/IEC	Ghana Demographic Health Survey Multiple Indicator Cluster Survey (MICS) GHS programme reports	Farmers appreciate benefits of producing nutrient rich foods.

Results	Indicators	Baseline	Target	Means of Verification	Assumptions
Output 1.2.3: Nutrition and food safety delivery capacities are strengthened	1.2.3.1. National capacity development programmes designed. 1.2.3.2. Number of tools produced for service provision (institutional level) 1.2.3.3. Number of recipients of technical training sessions	1.2.3.1. No comprehensive capacity development plan addressing nutrition and food safety in place 1.2.3.2. 10 tools for service providers 1.2.3.3. 1,800 training recipients	1.2.3.1. Capacity development programme in place and at least three trainings/workshops held by 2016 1.2.3.2. 20 tools for service providers available by 2016 1.2.3.3. 1,500 additional training recipients by 2016	Annual reports of Ministry of Health Annual reports of FAO FAO Mission reports (technical assistance) Program reports (tools delivered)	Government remains committed to enhancing nutrition and food safety in the country and contributes to capacity strengthening.
Priority Area 2: Environment and Sustainable Management of Natural Resources					
Results	Indicators	Baseline	Target	Means of Verification	Assumptions
Outcome 2.1: Improved preparedness and response to natural disasters and crises in the agricultural sector	2.1.1. Number of climate change adaptation and disaster risk reduction initiatives facilitated and mainstreamed into sectoral policies and strategies 2.1.2. Existence of effective institutional coordination mechanism for disaster/crisis management for food and agriculture.	2.1.1. To be determined 2.1.2. To be determined by April 2013	2.1.1. 24 District mainstream DRR/CCA managements and policies into plans, programmes and policies 2.1.1. A framework for improved institutional coordination in disasters/crisis management.	Sectoral Policies, strategies and plans Annual reports of Forestry Commission, Fisheries Commission and MoFA	Government of Ghana remains committed to addressing impacts of climate change.
Output 2.1.1: Dialogue, networks and partnerships for climate change adaptation (CCA) and mitigation in the agriculture sector are developed and strengthened.	2.1.1.1. Number of partnerships for CCA and mitigation facilitated. 2.1.1.2. Number of dialogues held between CCA partners and decisions implemented.	To be determined	2.1.1.1. Partnerships for CCA and mitigation facilitated and networked in at least 24 districts. 2.1.1.2. At least 24 dialogue series held and 60% of the decisions are implemented	FAO Mission/Annual reports MoFA annual reports MEST annual reports	Government of Ghana remains committed to addressing impacts of climate change. Stakeholders in the agricultural sector appreciate the impacts of climate change.
Output 2.1.2: Capacity of national authorities and local organisations to address risk associated with agriculture and natural resources is strengthened.	2.1.2.1. Number of capacity strengthening activities in CCA and DRR at national and district level. 2.1.2.2. CCA and DRR mainstreamed into agriculture and natural resource management national policies, investment plans and local level community development plans.	To be determined	2.1.2.1. At least 6 trainings/workshops held 2.1.2.2. 40% of national agriculture and natural resource management policies, investment and local level community plans mainstream CCA and DRR	FAO Mission/Annual reports MoFA annual reports MEST annual reports	Government of Ghana commits to creating an enabling environment for building capacities of national authorities and local organizations
Outcome 2.2: Sustainable utilization and management of land, water, fisheries, forestry and genetic resources	2.2.1. Number of supported new initiatives in sustainable management of natural resources implemented. 2.2.2. Number of supported guidelines, tools and methodologies developed for communities for	2.2.1. Five initiatives supported (2010 - 2012) 2.2.2. To be determined	2.2.1. At least ten initiatives supported by 2016 2.2.2. Relevant tools made available to all players by 2016.	Annual reports of Forestry Commission, Fisheries Commission, MoFA annual report. FAO Mission/Annual reports.	Incentives for farmers and communities to respond to sustainable natural resource initiatives exist Communities respond positively to sustainable

Results strengthened	Indicators	Baseline	Target	Means of Verification	Assumptions
	sustainable land, water, forest fisheries, genetic resources and environmental management				natural resource management initiatives
Output 2.2.1: Adaptation of crops, forestry, livestock and fishery sub-sectors to climate change conditions is supported	2.2.1.1. Number of adaptive technologies in the fisheries and livestock sub-sectors promoted 2.2.1.2. Number of adaptive technologies in the crops and forestry sub-sectors promoted 2.2.1.3. Number of MDAs supported with capacity building programmes on improved management practices	To be determined	2.2.1.1. At least two tested technologies initiated and implemented in the fisheries and livestock sub-sector 2.2.1.2. At least two tested technologies initiated and implemented in the crops and forestry sub-sectors 2.2.1.3. Capacity of six MDAs built with programmes on improved management practices	Annual reports of Forestry Commission, Fisheries Commission, MoFA annual report FAO Mission/Annual reports	Proven adaptive technologies exist Crop farmers, livestock owners and fishery communities have the capacity and are willing to adopt adaptive technologies and improved management practices
Output 2.2.2: Governance of forestry resources strengthened	2.2.2.1. Number of capacity building programmes for law enforcement of forest resources initiated and implemented 2.2.2.2. Number of social responsive forest programmes initiated and implemented	To be determined	2.2.2.1. At least three capacity building programmes initiated and implemented 2.2.2.2. At least one social responsive forest programme initiated and implemented	Annual reports of Forestry Commission FAO Mission/Annual reports	Law enforcement agencies are committed to enforce the law Forest communities respond positively to socially responsive forest programmes
Output 2.2.3: Generation and analysis of geospatial data supported and used in government policy programmes	2.2.3.1. Number of capacity building programmes on spatial mapping 2.2.3.2. Number of government institutions adopting geospatial data in planning and development programmes	2.2.3.1. Two programmes supported 2.2.3.2. Two government institutions supported	2.2.3.1. Four programmes supported by 2016 2.2.3.2. At least four governmental institutions report use of spatial mapping in planning	FAO Mission/Annual reports MoFA annual reports MEFST annual reports MLNR annual reports MLGRD annual report	Technical capacity to use geospatial data in policy formulation and planning exists Relevant MDAs are receptive to the use of geospatial data in policy formulation
Priority Area 3: Rural Development and Resilient Rural Livelihoods					
Outcome 3.1: Diversification of rural livelihoods in agricultural communities is supported	3.1.1. % of population vulnerable to price shocks (rice and food insecurity)	To be determined by December 2013	3.1.1. 50% reduction of population vulnerable to shocks	MoFA Annual Progress report NADMO reports	Government of Ghana continues to prioritize improvements in rural livelihoods

Results	Indicators	Baseline	Target	Means of Verification	Assumptions
Output 3.1.1: Proven adaptive technologies and practices enhancing rural livelihoods harnessed, promoted and expanded	3.1.1.1. Documentation on proven adaptive technologies for enhanced livelihoods. 3.1.1.2. Number of FBOs reached with alternative livelihood options disaggregated by gender.	To be determined	3.1.1.1. At least four proven adaptive technologies for enhanced livelihoods documented. 3.1.1.2. 24 FBOs are reached with alternative livelihood options disaggregated by gender.	MoFA Annual reports FAO Mission/Annual reports	Adaptive technologies and practices for enhancing rural livelihoods exist in research institutions.
Outcome 3.2: Decent employment opportunities generated in rural areas with focus on women and youth	3.2.1. Number of decent new rural jobs (full-time or part-time paying at least minimum wage) created. 3.2.2. Number of farmers acquiring additional skills disaggregated by gender and age.	To be determined	3.2.1. 25% increase in number of decent jobs created 3.2.2. 25% increase in number of farmers acquiring additional skills disaggregated by gender and age.	FAO annual reports MoFA annual progress reports	Government of Ghana invests in rural infrastructure Private sector responds positively to enhancement of rural infrastructure Markets for rural products exist
Output 3.2.1: An enabling environment to support smallholder integration into value chains is promoted	3.2.1.1. Commodity value chains analyzed to inform planning. 3.2.1.2. Number of value chain strategies developed and supported.	3.2.1.1. To be determined 3.2.1.2. Development of maize value chain initiated	3.2.1.1. At least cassava, maize, rice, soybean, cowpea commodity value chains analyzed. 3.2.1.2. Cassava, maize, rice, soybean, cowpea value chain strategies developed and supported.	FAO annual reports MoFA annual progress reports	Capacity for value chain analysis exists Value chain activities are profitable No barriers from other value chain actors.
Output 3.2.2: Efforts of public and private sector to foster agri-business and agro-industries for rural employment creation supported	3.2.2.1. Number of partnerships in value chains established between CSOs, agribusiness, and smallholder farmers 3.2.2.2. Number of FBOs/CBOs, smallholders integrated and participating in value chains disaggregated by sex.	3.2.2.1. No partnership established yet. 3.2.2.2. Nil	3.2.2.1. At least 1 for each commodity in 6 regions 3.2.2.1.2. 24 FBOs/CBOs participating in value chains (30% of participants are women)	FAO Mission/Annual reports MLGRD annual report.	Value chain activities are profitable No barriers from other value chain actors
Output 3.2.3: Active participation of rural poor in policy dialogues enhanced.	3.2.3.1. Number of social and policy dialogues held (involving MINDAs, private sector, CSOs, CBOs). 3.2.3.2. % of women participating in social/policy dialogues	To be determined	3.2.3.1. 10 dialogues series held 3.2.3.2. 20% of participants are women.	FAO Mission/Annual reports MoFA annual reports MLGRD annual report	

Annex 3b: CPF Budget 2013 - 2016

CPF RESULTS MATRIX : BUDGET 2013 - 2016						
CPF Results	Indicative Resource Requirements (US\$)			Implementing Partners		
	Estimate of Total resources required	Available funding	Resource mobilization target (gap)	National	International	
Priority Area 1: Food and Nutrition Security	15,400,000	1,754,430	13,645,570	MoFA, MoH, MLNR, MEST, GSS, MLGRD, CSOs, PEF and other relevant MDAs	UN Agencies; Development partners; NGOs	
Outcome 1.1: Medium and Smallholder agricultural productivity sustainably increased	10,500,000	1,196,203	9,303,797	MoFA, MEST and other relevant MDAs	UN Agencies; Development partners; NGOs	
Output 1.1.1: Access to agricultural inputs and adoption of good agricultural practices (GAP) increased by 2016	6,000,000	683,544	5,316,456	MoFA, FBOs, other relevant MDAs	UN Agencies; Development partners; NGOs	
Output 1.1.2: Capacity of Agricultural extension agents and researchers strengthened by 2016	1,000,000	113,924	886,076	MoFA, FBOs, and other relevant MDAs	UN Agencies; Development partners; NGOs	
Output 1.1.3: Access to micro/small irrigation schemes by farmers increased	2,000,000	227,848	1,772,152	MoFA, MEST, FBOs, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs	
Output 1.1.4: National capacity to collect, analyze, and disseminate data and statistics and maintain databases on food and nutrition strengthened.	1,500,000	170,886	1,329,114	MoFA, MEST, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs	

CPF RESULTS MATRIX : BUDGET 2013 - 2016

CPF Results	Indicative Resource Requirements (US\$)			Implementing Partners	
	Estimate of Total resources required	Available funding	Resource mobilization target (gap)	National	International
Outcome 1.2: Consumption of adequate levels of safe and nutritious food for enhanced nutritional status among vulnerable groups improved.	4,900,000	558,228	4,341,772	MoFA, MoH, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Output 1.2.1 : Development and implementation of the national nutrition and food safety policies supported.	1,800,000	205,063	1,594,937	MoFA, MoH, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Output 1.2.2: Production and consumption of safe micronutrient rich foods promoted (especially among children and women of reproductive age).	2,200,000	250,633	1,949,367	MoFA, MoH, FBOs, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Output 1.2.3: Nutrition and food safety delivery capacities strengthened	900,000	102,532	797,468	MoFA, MoH, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Priority Area 2: Environment and Sustainable Management of Natural Resources	10,950,000	1,247,468	9,702,532	MoFA, MoH, MLNR, MEST, MLGRD, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Outcome 2.1: Improved preparedness and response to emergency, natural disasters and crises in the agricultural sector.	1,750,000	199,367	1,550,633	MoFA, MLNR, MEST, MLGRD, CSOs, CBOs and other relevant MDAs	UN Agencies; Development partners; NGOs

CPF RESULT'S MATRIX : BUDGET 2013 - 2016						
CPF Results	Indicative Resource Requirements (US\$)			Implementing Partners		
	Estimate of Total resources required	Available funding	Resource mobilization target (gap)	National	International	
Output 2.1.1: Dialogue, networks and partnerships for climate change adaptation (CCA) and mitigation in the agricultural sector developed and strengthened.	750,000	85,443	664,557	MoFA, MLNR, MEST, MLGRD CSOs, CBOs and other relevant MDAs	UN Agencies, Development partners, NGOs	
Output 2.1.2 : Capacity of national authorities and local organizations to address risk associated with agriculture and natural resources strengthened.	1,000,000	113,924	886,076	MoFA, MLNR, MEST, MLGRD, CSOs, CBOs and other relevant MDAs	UN Agencies, Development partners, NGOs	
Outcome 2.2: Sustainable utilization and management of land, water, fisheries, forestry and genetic resources strengthened.	9,200,000	1,048,101	8,151,899	MoFA, MLNR, MEST, CSOs and other relevant MDAs	UN Agencies, Development partners, NGOs	
Output 2.2.1: Adaptation of Crops, forestry, livestock and fishery sub-sectors to climate change conditions supported	5,000,000	569,620	4,430,380	MoFA, MLNR, MEST, CSOs and other relevant MDAs	UN Agencies, Development partners, NGOs	
Output 2.2.2: Governance of forestry resources strengthened.	1,700,000	193,671	1,506,329	MoFA, MLNR, MEST, CSOs and other relevant MDAs	UN Agencies, Development partners, NGOs	
Output 2.2.3: Generation and analysis of geospatial data supported and used in government policy	2,500,000	284,810	2,215,190	MLNR, and other relevant MDAs	UN Agencies, Development partners, NGOs	

CPF RESULTS MATRIX : BUDGET 2013 - 2016

CPF Results	Indicative Resource Requirements (US\$)			Implementing Partners	
	Estimate of Total resources required	Available funding	Resource mobilization target (gap)	National	International
Outcome 1.2: Consumption of adequate levels of safe and nutritious food for enhanced nutritional status among vulnerable groups improved	1,900,000	558,228	4,341,772	MoFA, MoH, CSOs and other relevant MDAs	UN Agencies, Development partners, NGOs
Output 1.2.1: Development and implementation of fine national nutrition and food safety policies supported.	1,800,000	205,063	1,594,937	MoFA, MoH, CSOs and other relevant MDAs	UN Agencies, Development partners, NGOs
Output 1.2.2: Production and consumption of safe micronutrient rich foods promoted (especially among children and women of reproductive age)	2,200,000	250,633	1,949,367	MoFA, MoH, FBOs, CSOs and other relevant MDAs	UN Agencies, Development partners, NGOs
Output 1.2.3: Nutrition and food safety delivery capacities strengthened	900,000	102,532	797,468	MoFA, MoH, CSOs and other relevant MDAs	UN Agencies, Development partners, NGOs
Priority Area 2: Environment and Sustainable Management of Natural Resources	1,145,000	287,408	9,702,532	MoFA, MoH, MINR, MEST, MIGRD, CSOs and other relevant MDAs	UN Agencies, Development partners, NGOs
Outcome 2.1: Improved preparedness and response to emergency, natural disasters and crises in the agricultural sector	1,145,000	287,408	9,702,532	MoFA, MINR, MEST, MIGRD, CSOs and other relevant MDAs	UN Agencies, Development partners, NGOs

CPE RESULTS MATRIX : BUDGET 2013 - 2016					
CPE Results	Indicative Resource Requirements (US\$)			Implementing Partners	
	Estimate of Total resources required	Available funding	Resource mobilization target (gap)	National	International
Output 2.1.1: Dialogue, networks and partnerships for climate change adaptation (CCA) and mitigation in the agricultural sector developed and strengthened	750,000	85,443	664,557	MoFA, MLNR, MEST, MLGRD, CSOs, CBOs and other relevant MDAs	UN Agencies; Development partners, NGOs
Output 2.1.2 : Capacity of national authorities and local organizations to address risk associated with agriculture and natural resources strengthened	1,000,000	113,924	886,076	MoFA, MLNR, MEST, MLGRD, CSOs, CBOs and other relevant MDAs	UN Agencies; Development partners, NGOs
Outcome 2.2: Sustainable utilization and management of land, water, fisheries, forestry and genetic resources strengthened.	9,200,000	1,048,101	8,151,899	MoFA, MLNR, MEST, CSOs and other relevant MDAs	UN Agencies; Development partners, NGOs
Output 2.2.1: Adaptation of Crops, forestry, livestock and fishery sub-sectors to climate change conditions supported	5,000,000	569,620	4,430,380	MoFA, MLNR, MEST, CSOs and other relevant MDAs	UN Agencies; Development partners, NGOs
Output 2.2.2: Governance of forestry resources strengthened.	1,700,000	193,671	1,506,329	MoFA, MLNR, MEST, CSOs and other relevant MDAs	UN Agencies; Development partners, NGOs
Output 2.2.3: Generation and analysis of geospatial data supported and used in government policy	2,500,000	284,810	2,215,190	MLNR, and other relevant MDAs	UN Agencies; Development partners, NGOs

CPF RESULTS MATRIX : BUDGET 2013 - 2016

CPF Results	Indicative Resource Requirements (US\$)			Implementing Partners	
	Estimate of Total resources required	Available funding	Resource mobilization target (gap)	National	International
Priority Area 3: Rural Development and Resilient Livelihoods	4,250,000	598,101	4,651,899	MoFA, MoH, MLNR, MEST, MLGRD, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Outcome 3.1: Diversification of rural livelihoods in Agricultural communities supported	1,750,000	199,367	1,550,633	MoFA, MoH, MLNR, MEST, MLGRD, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Output 3.1.1: Proven adaptive technologies and practices that enhance rural livelihoods harnessed, promoted and expanded	1,750,000	199,367	1,550,633	MoFA, MLGRD, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Outcome 3.2: Decent employment opportunities generated in rural areas with focus on women and youth	3,500,000	398,734	3,101,266	MoFA, MEST, MLGRD, CSOs, PEF and other relevant MDAs	UN Agencies; Development partners; NGOs
Output 3.2.1: An enabling environment to support smallholder integration into value chains is promoted	1,061,000	113,924	886,076	MoFA, MoTI, MLGRD, PEF, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Output 3.2.2: Efforts of public and private sector to foster agri-business and agro-industries for rural employment creation supported, with particular focus on women and youth	1,500,000	170,886	1,329,114	MoFA, MoTI, MLGRD, PEF, CSOs and other relevant MDAs	UN Agencies; Development partners; NGOs
Output 3.2.3: Active participation of rural poor in social and policy dialogue enhanced.	1,000,000	113,924	886,076	MoFA, MLGRD, CSOs	UN Agencies; Development partners; NGOs
Total by Outcomes	31,600,000	3,600,900	28,000,000		

Annex 4: DP Support in FAO's mandate Areas and FAO Niche/Experience linked to CPF Priorities

Type of Support	DPs involved	FAO niche/experience	CPF priority
1. Budgetary support	CIDA, AFD, WB		
2. Value chain development including financial services, markets, FBOs and Public-Private Partnerships	USAID, GIZ, KfW, ADB, CIDA, JICA, AFD, WFP, WB, NEPAD, AGRA, DANIDA, FAO	<ul style="list-style-type: none"> - Capacity strengthening - Investment analysis - Project design 	<ul style="list-style-type: none"> - Food and nutrition security - Rural development and resilience of livelihoods
3. Resilience of vulnerable households, risk management, social protection	USAID, GIZ, ADB, IFAD, JICA, WFP	<ul style="list-style-type: none"> - TCI support for productive rural infrastructure - Investment analysis 	Rural development and resilience livelihoods
4. Nutrition and food safety	USAID, CIDA, FAO, WFP, WHO	<ul style="list-style-type: none"> - Policy and strategy development - Tools for training and capacity strengthening of institutions - Statistics 	Food and Nutrition security
5. Environmental governance, forestry, land management	USAID, ADB, CIDA, AFD, FAO, NEPAD, EU	<ul style="list-style-type: none"> - TA for accessing global funds for environmental management 	Environment and sustainable management of natural resources
6. Rural infrastructure, including irrigation development	ADB, IFAD, AFD	<ul style="list-style-type: none"> - Feasibility studies and planning tools - Project design 	<ul style="list-style-type: none"> - Food and nutrition security - Rural development and resilience livelihoods
7. Knowledge management & statistics	USAID, CIDA, JICA, AFD, WHO	<ul style="list-style-type: none"> - Agricultural statistics - Tools for food and nutrition surveys and data management systems 	Cross-cutting
8. Research and Extension	FAO, FAO, WB, NEPAD, AGRA, NEPAD	<ul style="list-style-type: none"> - Tools for training of extension agents - Training of research staff 	Food and nutrition security
9. Capacity strengthening, planning, M&E, Policy support	CIDA, WB, FAO	<ul style="list-style-type: none"> - Tools for training local government agencies - Data management - M&E - Policy/strategy development - Sector coordination (e.g. AgSWAP and REACH) 	Cross-cutting



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