FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

AGRICULTURAL DEVELOPMENT AND VALUE CHAIN ENHANCEMENT FEED THE FUTURE ACTIVITY (ADVANCE II)

FY 19 ANNUAL WORKPLAN

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AGRICULTURAL DEVELOPMENT AND VALUE CHAIN ENHANCEMENT FEED THE FUTURE ACTIVITY (ADVANCE II) FY 19 ANNUAL WORKPLAN

MAY 1ST, 2019 – APRIL 30TH, 2020

COOPERATIVE AGREEMENT NUMBER:

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AOR USAID: PEARL ACKAH

CHIEF OF PARTY: DR. EMMANUEL DORMON

DISCLAIMER

Acronyms

ACDEP	Association of Church-based Development NGOs
ADVANCE	Agricultural Development and Value Chain Enhancement
DCA	Development Credit Authority
DAIP	District Agricultural Investment Plans
EPA	Environmental Protection Agency
FASDEP II	Food and Agriculture Sector Development Policy II
FBE	Farmer Based Enterprise
FBO	Farmer Based Organization
FinGAP	Financing Ghanaian Agriculture Project
FTF	Feed the Future
FMP	Field Management Program
GAIP	Ghana Agricultural Insurance Program
GAPs	Good Agricultural Practices
GCX	Ghana Commodity Exchange
GDA	Global Development Alliance
GGC	Ghana Grains Council
GIS	Geographic Information System
GIZ	German Development Cooperation
GPRTU	Ghana Private Road Transporters Union
GRIB	Ghana Rice Inter-Professional Body
GSA	Ghana Standards Authority
IFDC	International Fertilizer Development Center
IITA	International Institute of Tropical Agriculture
MIS	Market Information Services
MM	Mobile Money
MMDA	Metropolitan, Municipality, and District Assembly
MoFA	Ministry of Food and Agriculture
MSMA	Micro, Small and Medium Enterprise
NF	Nucleus Farmer
NGRP	Northern Rural Growth Program
OB	Outgrower Business
OG	Outgrower
PERSUAP	Pesticide Evaluation Report and Safe Use Action Plan
PPRSD	Plant Protection and Regulatory Services Directorate
RAD	Rural Agri-input Dealer
SARI	Savanna Agricultural Research Institute
SASL	Sinapi Aba Savings and Loans
SEG	Small Equipment Grant
SSP	Safe Spraying Provider
TQM	Total Quality Management
USAID	United States Agency for International Development
VSLA	Village Savings and Loans Associations
VAA	Village Agri-input Agent

Introduction

ADVANCE II is one of the flagship projects under the USAID Ghana mission's Feed the Future (FTF) program. To consolidate the achievements and enable the project to fully implement and report on results for the 2019 crop season, the project, which was originally scheduled to close on April 30, 2019, was extended from May 1, 2019 to April 30, 2020. This workplan represents the strategy, approach, activities and targets for this "cost extension" period. It is the final output of discussions and deliberations by staff, senior managers and key stakeholders at a planning meeting that was held in Tamale from May 6 to 10, 2019.

The project objectives remain as enhancing productivity (targeting maize and soya value chains), increased market access and trade, and strengthened local capacity to implement and advocate for policy initiatives targeted at sustainable agribusiness environment. Although the project's objectives remain largely unchanged, the project will shift its strategic focus to accelerating behavior change for sustainable agribusiness market system. This will be achieved by applying lessons learned from studies conducted towards the end of 2019. The studies identified "business unfriendly" behavior, mostly based on trust and relationship issues, which threaten the sustainability of the OB model, upon which most of the successes of the USAID ADVANCE II project have been achieved.

The cost extension phase will be used to build the capacity of OBs and ensure that the project's OB model is sustained through long-lasting behavior change that transforms their current operations into businesses that are operated professionally and trusted by value chain actors. The project will address the gaps of value chain actors by strengthening the capacity of 11 OB Networks in the GFSS zone of influence to support at least 70 OBs in their members through long-term strategic planning and implementation; strengthening the skills and capacity of women and youth to engage in commercial agriculture; and supporting the Government of Ghana to develop a long-term plan to combat fall armyworm (FAW), among others. The youth will be targeted through identification of appropriate entry points as opportunities and enhancing the prospects for them to engage in agricultural ventures.

1.0 Project Management

1.1 Implementing Partners

The cost extension phase of the project will continue to be implemented by ACDI/VOCA as the prime contractor with a well-balanced and experienced project team, some of who have been retained from the initial ADVANCE II project. However, ACDI/VOCA, is partnering with ACDEP, which has substantial experience in developing capacity of local organizations, especially farmer organizations in northern Ghana.

1.2 Office Operations & Staffing

The project will operate from two office locations during the current year. The ACDI/VOCA Country Office in Accra, the Tamale office. The Field staff based in the Upper East and Upper West Regions will have working spaces in ACDEP's field offices in Wa and Bolgatanga and from the office of the District Department of Agriculture in Tumu.

There are 10 field officers {5 Productivity and Capacity Building Officer (P&CBO) and 5 Business Linkage Officers (BLO)}. A pair of officers (1 P&CBO and 1 BLO) are assigned to work with a group of OB networks depending on location and size of network. Thus, there is a pair each based in Wa, Tumu and Bolgatanga offices whilst two pairs are in the Tamale office to support networks in the Northern and Region. The 10-field staff have been placed in locations where they can work closely with and support the OB Networks.

The Tamale office also houses the Technical Director, Field Project Manager, Monitoring and Evaluation and Learning (ME&L) Coordinator, and four (4) technical specialists (Productivity and Capacity Building Specialist, Business Linkage Specialist, Gender and Youth Specialist and ICT specialist). There is also the Office manager and Administrative staff including drivers. The COP, DCOP, ME&L Manager, Project MIS specialist and the Public Relations and Communications Specialist, are based in the ACDI/VOCA office in Accra. The finance and administration staff of the project are also based in the Accra office.

1.3 Development Partner Coordination

ADVANCE will continue to collaborate closely with the remaining USAID Feed the Future projects, such as the Northern Ghana Governance Activity (USAID NGGA) as well as other donor and government projects to explore areas of complementarity and synergy. The project intends to strengthen the relationship between OB networks and other entities to promote sustainability of their operations. Collaboration with the Ministry of Food and Agriculture (MoFA) at the district and regional levels, especially under the national Task Force on FAW, will continue to improve awareness, surveillance and control of the pest. Other organizations and agencies include CABI, the Food and Agriculture Organization (FAO), Environmental Protection Agency (EPA), National Board for Small Scale Industries (NBSSI), Northern Sector Agriculture Investment Coordination Unit (NSAICU) under the Savannah Agricultural Development Authority (SADA), CSIR-Savannah Agricultural Research Institute (CSIR-SARI), University for Development Studies (UDS) are key partners during this phase of the project.

2.0 Implementation Strategy

2.1 Background

The strategy during the cost extension period is to focus on behavior change (explained in the next section, titled "Behavioral Lens") that will ensure that the gains in productivity of formal trade and marketing of maize and soybean are sustained. The project will achieve the desired change by strengthening the OBs and their networks to build trust and engage with the major buyers and processors on a more long-term basis, rather than on an annual/seasonal basis. The project will continue to ensure that women have equitable access to all project resources and it will be enhanced through an additional focus on women and youth engagement.

BEHAVIORAL LENS

The learning studies conducted towards the end of 2019 identified challenges with trust and adherence to contracts between some OBs and buyers. Among other things, the studies showed that full credit recovery remains a challenge for buyers who pre-finance OBs and their outgrowers. The project will target behavior change that can ensure sustainable and mutually beneficial business relationships between OBs and buyers by emphasizing transparency, business ethics, effective management, trust, and adherence to the terms of contracts by all parties. Behavior change usually involves a substantial commitment of time, effort, and a desire and motivation for the change. The project posits that behavior change is a gradual process and that OBs are at different stages of said process. Therefore, each OB can be targeted to address their specific gaps, requiring a reduced scale and scope during the extension period

The three most important elements in changing behavior are: (i) readiness to change (ii) barriers to change, and (iii) relapse into former behavior. Based on our understanding of these elements, the project will assess value chain actors such as OBs, buyers, input firms, and financial institutions (FIs). This will enable the development and application of targeted firm-level strategies that achieve long-term and sustainable change. The project also believes that constant coaching through peer mentorship is a sustainable strategy for long-term behavior change. Therefore, during the cost extension phase, the project will strengthen the OB networks that were established during fiscal year 2018 (FY18) to mentor and coach their members.

The table below shows expected behavior changes and steps to be taken by the project to achieve them.

Table 1. Expected behavior change and implementation steps

Expected behavior change	Steps
Reliable supply of improved quality products by OBs and OB networks to buyers	Support buyers, OB networks and OBs to invest in produce certification and labeling by adopting GSA standards, introducing digital labeling, and tracking systems. Support buyers, OB networks and OBs to invest in a product traceability scheme by supporting them to design a simple user-friendly traceability and certification system, implement, monitor, and assess improvement in product quality and timely delivery to buyers.
Strict adherence by all parties to contract terms, ethical behavior, and professionalism to build trust among the value chain actors	Work with the buyers and the OB networks to establish a performance scorecard for both contractual parties to track improvements in contract adherence and satisfaction of various parties
OBs' and their networks' engagement in long-term contracts with buyers and input dealers to facilitate long-term planning	Sensitize buyers on long term raw term raw material supply planning and support OBs to pursue and sign long-term contracts with the buyers they have dealt with for at least two years
Buyers' and OBs' improve and expand use of crop insurance to reduce the risk of recovery that arise because of crop failure	Facilitate buyer and OB inclusion of crop insurance as a cost component in their budget and profitability analysis by training them in agricultural risk analysis and linking them to affordable insurance providers.
Effective use of data for all business decisions	Support OB networks to establish M&E systems (see M&E section of the technical proposal)

3.0   Strengthening the Value Chains

The project continues to be organized in three sub-purposes including:

i)   increased productivity in targeted commodities;
ii)   increased market access and trade; and
iii) strengthened local capacity.

The implementation and management of activities under these three sub-purposes are supported by three pillars; gender, environment, and a strong monitoring, evaluation, and learning, component. During this phase of the project, deliberate effort will be made to identify and open opportunities for the youth, whilst continuing with activities that support women leadership, entrepreneurship and empowerment. Detailed activity plans and tracking progress are presented in Annex 1 while the indicator targets are presented in Annex 2.

3.1. Sub-Purpose 1: Increased Agricultural Productivity in Targeted Commodities

During the current phase, the drive to increase agricultural productivity in the maize and soya value chains will focus on expanding service provision, through which smallholders will obtain the incentives to adopt improved productivity enhancing measures. The Outgrower Business (OB) model is the project's main intervention strategy. The learning studies conducted in previous years show that the probability of applying yield enhancing technologies and practices is significantly higher among outgrowers (OGs) who received services from their OBs. In the same study over 90% of smallholder farmers who received different types of services from the OBs rated the quality of the services as good or excellent. However, the average number of services provided by OBs per each smallholder was only 1.5. There are at least five (5) key services which OBs provide, including land preparation, input credit (seeds, fertilizers and pesticides), extension and advisory, post-harvest processing (threshing/shelling) and marketing/aggregation. Thus, each smallholder is not receiving enough of the quality service from his/her OB, and therefore the focus on supporting networks to promote expansion of the type of services OB provide. The objectives to be pursued are;

Objective 1: Sustainable business systems for financial, advisory, aggregation and on-farm, post-harvest service provision and input distribution strengthened.
Objective 2: Third-party service providers strengthened.
Objective 3: Adoption of improved productivity-enhancing technologies, services and practices by women and men farmers increased.

3.1.1 Strengthen sustainable business systems for service provision and input distribution

Strengthen OB Networks to backstop and mentor members.

The will strengthen the OB networks to support their members to deliver services in a sustainable manner. In 2015 when USAID ADVANCE II facilitated the establishment of the first OB networks, the objective was to foster linkages among OBs to learn "best practices" for managing their outgrower businesses, advocate for common interests and create economies of scale for bulk purchases of inputs and sale of produce. Strengthening the networks will improve the opportunity for mentoring, which previously was not under recognized groups. The strengthened networks will support faltering businesses and maintain/continue to increase service delivery to smallholders. Through this the consistency at which smallholders are exposed to new technology, products and processes would be enhanced. A key activity to be undertaken is a comprehensive assessment of the capacity of each OB network to provide tailored training to their members, that will enable them to undertake the various functions and activities planned. The project will partner with the NBSSI to undertake this activity.

Improve business management skills of Network members.

The training is expected to further improve their capacity to support their members to undertake the following key functions;
- Business management, including

  - business and financial planning,
  - office management, including business record keeping and use
  - marketing

Improve Outgrower Management Skills of OB network members.

- Outgrower management, including
- organizing,
- contracting,
- service delivery,including training and advisory service
- field supervision, and
- Recoveries
- sales

3.1.2   Strengthen Third-Party Service Providers

Rural level Agri-input Dealers (RADs), Village level Agri-input Agents (VAAs), Safe Spray Providers (SSPs), Village Savings and Loans Associations (VSLAs) are all service providers affiliated to the OB and linked to the OB-OG relationship, thus the third-party tag. Others include crop insurance brokers, information service providers, and financial institutions. During this phase, the project will conduct activities that strengthen these groups, their relationships within and with other groups, and with the OB networks

Enhanced entrepreneurship of Safe Spray Providers

These are mainly young persons. Activities will focus on improving their entrepreneurship and business management skills, especially record keeping and use. The project will foster the development of their associations, improved relationship with RADs, VAAs, OBs and with MOFA.

Expansion in Operations of Input Dealers and agents

The USAID ADVANCE II project promoted the input dealer expansion activity, and many RADs expanded their operations into more remote hard-to-reach areas. This led to more VAAs supporting the drive to enhance access to inputs, outside those provided by the OB. The most notable innovation was the input promotion events during share-out by VSLA groups. The project will undertake activities that will build on this success, by fostering innovative expansion strategies and improving their business relationship with VSLAs, SSPs and OBs.

Enhanced VSLA operations

The VSLAs continue to play a vital role in financial service delivery to OGs, rapidly enhancing financial inclusion in rural communities by providing simple and accessible savings and loans facilities. Project activities will seek to improve group management among the leaders and build relationship with financial

institutions to leverage their numbers and current success in mobilizing finance to obtain services from the FIs. Other activities will include building and maintaining skills and relationships with other relevant value chain actors. Another important activity will be linking the VSLAs to digital money/finance. Because this activity cuts across all service providers, it is discussed separately under "digital service providers" below.

Reduced Production Investment Risk by using Crop Insurance

The Ghana Agricultural Insurance Pool (GAIP) introduced crop insurance into Ghana's agriculture, directed at the smallholder farmers to mitigate the risks, especially weather-related ones, that smallholders face. However insufficient understanding of the scheme by smallholders and even OBs, and insufficient field staff to cover a critical mass of farmers led to poor patronage and scale back of the initiative. Since 2017, GAIP has successfully reintroduced the crop insurance program through buyer-sponsored outgrower schemes that include OBs and OGs. There have been pay-outs in which both OGs and OBs appear to have benefited. However, lack of enough understanding is still hampering the successful expansion to many more people. Project activities will focus on supporting GAIP to build stronger relationship with the OB network and to provide adequate and timely information to grow the agricultural insurance market.

Improved Digital Financial Services

During this phase, the project will conduct a rapid assessment of the digital money platforms for business transactions to be well-informed in rolling out strategies with the OB networks and other actors to improve uptake. The project will build on earlier progress made by increasing the number of OBs operating as merchants and conducting business with their OGs, among other actors. The key activities planned include:

- Working with the telecommunication companies to provide basic affordable phones, especially for the poor and marginalized such as women and youth in the rural communities to enable them to access the DFS
- Providing mobile money service providers with the business case to engage with the OB networks.
- Support telecommunication companies to develop specific products to promote digitization of business activities of VSLAs, SSPs, RADs, VAAs
- Promote the use of DFS among OGs

3.1.3 Increased adoption of improved productivity-enhancing technologies services and practices

Although enhancements in productivity of OGs also benefits OBs and other actors in the chain, not all OBs recognize this and therefore some OBs deliver services without adequate support to ensure that the OGs improve in knowledge and use of Good Agricultural Practices (GAPs). The extension and advisory services are an important part in improving productivity. Under the Field Management Program (FMP), which is part of the sustainability strategy for OBs, the project promoted the following:
- encouraging OBs to invest in a field manager who will be trained
- providing mobility (tricycle or motorbikes) through in-kind grants to facilitate movement to the various communities
- training of field managers for effective supervision and technical assistance to the OGs
- equipping field managers with mobile ICT tools to provide technical assistance

- training tractor operators for improved land preparation
- introducing Climate Smart Agriculture (CSA)
- fostering radio listener groups and linkage with radio stations
- engaging information service providers to provide weather forecasting through SMS and interactive voice messages.
- promoting actor-led field technology demonstrations.
- providing training and support in the management of pest disease outbreaks especially FAW
- promoting plant doctor concept with CABI.

All these activities which ensured that OGs improved their knowledge, skills and use of productivity-enhancing technologies will be sustained by providing OB networks with the capacity to deliver or procure the service on behalf of its' members.

3.2. Sub-Purpose 2: Increased Market Access and Trade in Targeted Commodities

There are three objectives under this sub-purpose, as follows:

Objective 1: Relationship within buyer-sponsored outgrower scheme strengthened.

Objective 2: Capacity of women and men (and firms) to participate in markets improved.

Objective 3: Private sector investment and innovation to support value chain development increased.

3.2.1 Strengthening Buyer-Sponsored Outgrower Scheme.

The buyer-sponsored outgrower schemes are playing important roles in the provision of input as well as market avenues for OBs and OGs. There are new entrants, buyers, OBs and OGs, and unlike the very first season of implementation, a thorough understanding of the operation of the scheme, including contract conditions, is not universal. Thus, there are emerging issues that threaten the scheme and the OB model. The issues border on personal and collective behavior, sometimes because of lack of information or misinformation.

One of the activities for the current phase, to promote behavior change, is to provide OB networks with the capacity to assemble, use and share data and information. This will reduce information gaps, and mistrust that lead to misguided actions. The project will support the networks with data management systems and temporary staff (interns) to help them take off, expecting the networks to eventually take over ownership and operation of the system. Other activities will include direct relationship building through regular meetings and training OB leaders to improve their capacity to engage with other stakeholders, including new buyers.

3.2.2 Capacity of women and men (and firms) to participate in markets improved.

The project has made progress with market linkage activities that involved trade missions, linkage to new buyers, training in grain quality standards to meet new market requirements and holding of events such as the annual pre-harvest agribusiness exhibition and conference. These activities expanded the horizons of individual OBs, OGs and firms and attracted Nestle, one of the largest companies in Ghana and globally to source grains from project participants. The project will sustain the provision of these services by building the capacity of networks to organize these activities for their members. At the end of the last

phase, OBs had begun to undertake trade missions on their own, and this will be encouraged, particularly at the network level.

The project will also support the networks to make market information and intelligence available to their members. During the last phase, USAID ADVANCE II produced quarterly market intelligence reports covering several levels, although dissemination among project participants was at a lower than expected level. As indicated earlier, one of the pillars of the behavior change strategy is the sharing of information to remove mistrusts and to promote evidence-based decision making. The network data system will share market information among members and between actors.

Another avenue for providing the networks and its members with market information is the Ghana Commodity Exchange (GCX). The project will formally introduce the networks and their members to the operations of the GCX and support them to register. Apart from enhanced access to market information, this regulated market, as an institution, is expected to support the behavior change agenda by promoting the necessary discipline regarding honoring agreements and contracts.

3.2.3   Increase private sector investment and innovation to support value chain development.
Under this objective, the project will promote trust through product certification, labeling and traceability. Currently AGRICARE and other buyers supply bags pre-printed with their logos, that infers ownership and destination. A rudimentary system has also been piloted by the project in the Upper West Region where a coding system was designed for OBs and inscribed manually by the OB during packaging, using markers.

Activities designed include the establishment of a voluntary certification system, managed by the OB networks and supported by buyers and other stakeholders such as MOFA, GCX and Ghana Grains Council (GGC). As pertains in the seed system, certification will provide the information and assurance on the different quality grades of grain produced by those who volunteer to participate. This will enhance participation of firms and individuals in the emerging globalized and urbanized markets. In collaboration with GGC and GCX, participants under the scheme may not have to send their produce to be re-graded and re-bagged in the GCX certified warehouses.

Labeling of produce was also piloted under the previous phase of the project. Buyers and other actors will be encouraged to invest in labeling and traceability systems. The project will support the actors to identify and implement affordable but efficient systems that will ensure smooth functioning of the supply chain. Traceability systems will initially focus on manually-readable systems, but digital machine-readable systems will also be explored.

3.3. Sub-Purpose 3: Strengthen Capacity for Advocacy and Activity Implementation

There are two major objectives that will be pursued under this sub purpose. They are the following:

Objective 1: Advocacy capacity of value chain actors and their respective associations to address identified value chain-specific enabling environment constraints

Objective 2: Capacity of OB networks and other actor groups to promote performance benchmarking strengthened

3.3.1   Strengthen advocacy capacity to address enabling environment constraints

The set of activities planned under this objective will seek to improve the capacity of actor associations, networks and groups to engage various stakeholders at the district, regional and national levels. The training will target individuals as well as groups, and will include topics such as

- Basic communication
- Listening, and questioning skills
- Identifying and working with champions
- Identifying and dealing with resistance
- Working together

Primarily, the leaders of the value chain actors need the skills to engage and to successfully access various government programs in MOFA, Ministry of Trade and other agencies. The government's flagship agricultural program "Planting for Food and Jobs" is an example. The networks and agribusinesses present an efficient mechanism for reaching smallholder farmers with subsidies and credit. They will also need the skills to advocate for policies that will help sustain their businesses and the services they provide to OGs. The project will support in identifying, prioritizing and pursuing the advocacy actions.

3.3.2   Strengthen Capacity of OB networks and other actor groups to promote performance benchmarking

Benchmarking is a useful tool that is popular globally across many sectors of the economy. It is useful for objectively comparing performance within and between entities. During USAID ADVANCE II, benchmarking of OB performance was initiated in 2014. The results were used to identify areas of OB operations that required attention, and subsequent reports show improved performance. During this year, the benchmarking will be applied to other actor groups such as SSPs, RADs and VAAs. However, the groups will be initially introduced to the concept of Total Quality Management (TQM) to promote inclusion and continuous improvement along the value chains.

Total Quality Management (TQM)

Adopting total quality management (TQM) by small and medium scale enterprises (SMEs) can have a direct effect on the sustainability of the enterprise, since in most cases, the business is individually-owned and individually managed. The OBs fall into this category, and therefore the level of individual knowledge, skill and behavior characteristics poses certain risks to the business. TQM promotes collective or shared

responsibility and the project is introducing it into networks and actor groups to counter balance the risk, whilst at the same time improving individual management skills through training.
The concept will be adapted to the OBs and their networks focusing on seven key principles;

- customer focus;
- leadership;
- engagement of people;
- process approach;
- continuous improvement;
- evidence-based decision making;
- relationship management.

The project will assist participants to develop performance targets by which the benchmarking tools will be developed.

Benchmarking for improved performance

The OB benchmarking and categorization was introduced by the project to enhance OBs' business performance by identifying and agreeing to a step-wise and achievable set of indicators in several OBs' business practice areas. The results' trend since 2014 has shown that an OB's overall star category/rating increases (one star is lowest, five-star highest) over time with ADVANCE II support There are eight main assessment areas, composed of 22 indicators each, with a one to five-Star rating (with a weighting system based on assessment areas). The overall rating is an average of all the ratings. The "ideal" description of each star category is provided in Table 3. Since every OB, irrespective of their category, has strong and weak areas of performance, the assessment is used to tailor project support and advance them to the next category.

The project will support OB networks to incorporate the benchmarking system into their network activities, assemble data and using the results in mentoring their members. The project will support the networks to set up easy-to-use dashboards on their data portal that makes it easy for individual OBs to receive their own results. For the other actor groups, this phase of the project see will the collaborative set up of indicators and scoring criteria, testing and appraisal of test results before final set up.

4.0 Program Support

The program support component is a management tool to ensures that cross cutting issues have a focus and integrated into the implementation of all project activities. Thus, the expected approaches, special to gender mainstreaming, youth inclusivity, use of ICT and environmental sustainability. The management tool also helps to extract progress report on these issues, outside the quantitative targets and dis-aggregated figures, showing how project participants are also integrating the issues into their businesses and daily lives.

4.1 Program Support - Gender Mainstreaming

The project will target at least 50% of all beneficiaries to be women and 20% to be youth. In all, the project will train about 4,000 women in specialized skills to improve their leadership skills (600) and commercialization of soy (3,400). These targets will be achieved through various activities, including those listed in this section as well as others that will be identified after extensive assessment of gaps and needs of the women and youth. Some of the specific empowering interventions for the women and youth are listed below:

Revision of the current project's leadership training manual for women; to include new topics and areas such as
(i) engaging men in building acceptance of women in leadership (male advocates to be included in training);
(ii) staying abreast of community, regional and national issues to better represent the community;
(iii) developing women preferred leadership style (no need to imitate men's style of leadership)
(iv) understanding group dynamics and cohesion, particularly strengthening arbitration skills.

This training would be targeted at 600 women who show an interest in various leadership roles. Taking leadership roles beyond ADVANCE II groups ensures that project investment in information and knowledge will go beyond project participants and reach other members of the society.

Promotion of affirmative action at the OB network level: The networks will be encouraged to set a minimum quota for the participation of women and youth with continuous monitoring to ensure that they have the support to succeed at this high level through their contributions and participation in meetings. This should reduce stereotypes that restrict the participation of women and youth in leadership roles, while promoting diversity and ensuring that women and youth issues are represented at this level.

Fostering additional skills that ensure meaningful participation: OB network members, particularly women and youth will be provided with additional skills to participate, benefit and represent others in forums. Some topics to be included in this training include: (i) succeeding in male dominated forums (ii) intentionally mentoring and coaching men and women in leadership and succession (iii) overcoming cultural biases to leadership (iv) benefiting from business to business meetings – negotiation, closing the deal, addressing challenges as they arise. The OBs will be encouraged to aim at 60% women and at least 30% youth among their outgrowers.

Focusing on women for training on good agricultural practices: ADVANCE II, through the OB networks will continue to reach farmers through demonstration plots and field days where they can learn practically. The project will encourage them to participate actively during the establishment of demonstration sites

and learn practically, the kinds of inputs that significantly improve yields and encourage them to buy such inputs during input promotions that are organized to coincide with the VSLA share-out days.

Commercial orientation for soybean processing and food vending: ADVANCE II, in collaboration with MoFA's Women in Agricultural Development (WIAD) Unit, has trained project beneficiaries on food processing, entrepreneurship and leadership for women, especially those engaged in the soybean value chain. The project will support the beneficiaries who plan to access funds from financial institutions or their village savings and loans associations (VSLAs) to first use their own savings before borrowing to expand their soybean processing activities.

Promotion of local commodity aggregation: As women's agency is strengthened through increased knowledge and increased choices in agricultural productivity and marketing, they have become more involved in the decisions on their farms, as evidenced during the share out in how they spend the cash. There is a large participation of women in value chains as intermediate buyers coming from bigger towns and cities to purchase produce for wholesalers or to retail, and the project will promote such activities through targeted training in topics including record keeping, cash flow management and proper post-harvest handling of produce. Under ADVANCE II, many women used their VSLA savings for this purpose. There appears to be an increase in demand for this service, and therefore, the project will train more women to undertake this activity and improve margins, especially by incorporating telephony and digital tools. The overall objective is to expand women participation in this area of employment and improve operations and margins.

Establishment of Female Farm Services Corp. In farming communities several operations, mainly planting, fertilizer application, harvesting and some processing activities, are "contracted" to women groups, who are known in the communities to undertake this service. These groups are rarely targeted under donor projects for extension and business support. The extension phase will support expansion and upgrading of this service, through training and support to reduce drudgery by introducing means of acquiring labor saving equipment for this purpose. The support will include helping them engage with financial institutions and other business-related entities to invest in equipment and implements that are efficient and reduce the time required to work.

Promotion of equity in household workload sharing: Using Social and Behavior Change Communication (SBCC) approaches to consultatively design and disseminate messages to promote the importance of sharing the heavy care-taking and household workload that women and girls still bear in the rural areas. Messages will be disseminated through the existing radio platforms being used for extension information dissemination.

4.2   Program Support - Environment

The focus of activities on environment will be in three areas
- Review the PERSUAP document to bring it into compliance with the latest approved list of pesticides by the Ghana EPA, and to implement recommendations made by the review consultant, in addition to training of relevant stakeholders on the recommendations
- Promoting climate smart agriculture, especially minimum tillage practices, using the ripper and basin technology

- Supporting OB networks to design a sustainable cost effective annual anti-bushfire campaign to be implemented by the OBs and value chain partners to reduce the occurrence of bush fires and attendant negative effects on the soil and environment.

The project will facilitate strong linkages between the OB networks and MoFA to enable access to government subsidized equipment and to set up mechanization centers to supplement the operations of the individual OBs. The project will encourage these centers to stock no-till equipment and other equipment to fill the demand gap, rather than stocking the same machinery and equipment that the OBs already have. Furthermore, the project has annually organized anti-bushfire campaigns and facilitated the setting up of anti-bushfire volunteer squads. The project will support the OB networks to take over these campaigns as bushfires remain a threat to production, the environment, and the already fragile soils in northern Ghana.

4.3 Program Support - Youth Engagement and ICT

4.3.1 Engaging the youth

The focus for the project will be to identify appropriate entry points in the value chain for youth, depending on their level of education and skill to choose from various entry points in the value chains. The entry points will be segmented into knowledge and non-knowledge based. The knowledge-based entry points include marketing/buying agents, digital education and allied services, pre-qualification services (field data entry) of clients for financial institutions and similar services. The project will continue with its internship programs, by placing youth with agribusiness backgrounds to work with OB networks and encourage them to identify an interest area and pursue a career in the agribusiness space.

Both buyers and OBs make conscious efforts to include youth in buyers' outgrower schemes. According to the buyer-sponsored outgrower scheme's study, aggregation of farm produce requires substantial commitment and energy, thus, it is advantageous to include youth. Successful youth, according to buyers, are more likely to attract fellow youth to participate in the scheme. OBs also assert that supported youth, being more energetic, strong, and hardworking, can adopt new production technologies and cultivate large acreages.

In addition, during the cost extension phase, the project will work with the OB networks to engage youth to form new SSPs and train them to provide services and receive in-kind payment through tractor services and inputs from input dealers, to establish their own farms.

4.3.2 ICT4Ag

The project will use various information, communication, and technology (ICT) tools and technological innovations to engage youth; improve input distribution networks; and disseminate information on extension services, prices, product demand, supply and standards. The learning studies indicated that youth (mainly male) are actively involved in input dealership as VAAs and SSPs, making great impact and improving access of smallholders to inputs, thereby increasing crop yields.

However, they lack adequate business management, financial, and administrative skills. Also, youth are mostly educated and have access to mobile phones, which could be utilized to promote extension. These ICT tools have the potential to reduce the cost of business and enhance profits for OBs and their networks. We have learned that voice messaging and videos have greater impact on project beneficiaries due to their common lack of formal education. The OBs' field agents, VAAs, SSPs, and VSLA agents, most of whom are youth, will be equipped with ICT tools to scale adoption of improved technologies. Specific ICT interventions are summarized in the table below

Area for ICT deployment	Approach/Justification	Expected outcome
VSLA	Financial institutions to support VSLA groups to digitize processes using POS or similar equipment. Explore contributions through electronic/digital means.	VSLAs linked to banks VSLAs can contribute digitally and through cash and have a cash reserve for loans
Community Input Agents/SSPs	Digitize transactions between VAAs, SSPs, suppliers and SHFs	Make it easier to visualize sales and records and reduce transaction costs.
Value chain digitization	Value chain-wide digitized records for credit rating/verification/validation among other uses	Will benefit financial institutions, buyers and others to develop relationships and partnerships with chain actors and to track work processes and data.
OB networks	Business and network promotion on the internet. Group marketing: OBs provide information/data on stocks available for group marketing. Group input purchases: digitization to facilitate collation of information	Reach out to larger markets Reduce aggregation costs Improve process for bulk purchases
Extension platform to support private extension policy of MOFA	Support MOFA to operationalize national e-extension	Scaling up the use of Smart Cards: Based on lessons learned by ADVANCE in the use of smart cards and farmer profiling to target and deliver services to SHFs.
Radio and other content for VSLA groups to play at meeting	Radio stations and content providers to share recorded versions of programs/educative files to group leaders to play on mobile or other devices and also share.	Share-able content becomes available (at least on one smart phone) the VSLA group for listening/viewing during meetings and for future reference.
Incentives for women to own ICT tools	• Innovative grant system to make phones and other ICT gadgets affordable to women who require information for business, home management etc.	One key identified barrier is ownership of phones etc. Overcoming this barrier opens up opportunities for women to access vital information and enhance digital inclusion.

5.0 Monitoring, Evaluation and Learning

5.1 STRATEGIC APPROACH

In the coming year, the project will deploy a monitoring, evaluation and learning system that will empower private sector partners to improve on evidence-based decision making. Whilst complying with USAID and ACDI/VOCA's data requirements, partners will be equipped to collect and use business and other data required for project reporting and business decision making. This is targeted at improving sustainability of the OB model and other systems fostered by the project. It will be based on the ACDI/VOCA's market-system-oriented M&E approach and will have the following key pillars:

Facilitative approach:
While previously, USAID's ADVANCE II project mostly collected its routine monitoring data directly from the smallholders; during this extension phase, the OB networks and the OBs will take over that responsibility towards an effort to increase their understanding, ownership, and utilization of their business management data. As such, they will have a crucial and active role in the project M&E data management process.

Tailored capacity building:
To support the networks and OBs to fulfill that responsibility, USAID's ADVANCE II project will set in place data management tools tailored to the OBs' and the networks' constraints and abilities. We will also provide the networks, the OBs, and their agents with hands-on training as well as constant mentoring and communication opportunities.

Win-win strategy:
The data collected by the OB networks will not only be of interest to the project to compliantly track its progress, but also and mostly beneficial to the networks and OBs to accurately and timely monitor the state of their businesses. For that purpose, the data collection forms will be short and designed with the networks and the OBs. The data management system will protect data confidentiality and integrity and reinforce the trust that the networks and OBs have in the project.

ICT powered and built off past experience:
As described below, we will select our most user-friendly ICT based business intelligence tools, combined with offline and online mobile data collection and analysis. In doing so, we will take lessons with and for the OBs from our 10-year challenges and successes in setting up software and data management processes.

Social inclusion tracking:
USAID's ADVANCE II project will continue to monitor how women and youth project's participants are affected by, involved in, and benefiting from the project interventions and ecosystem through relevant indicators and learning efforts.

5.2 DATA MANAGEMENT SYSTEM

From data collection to its use and reporting, our data management system will ensure that data is reliable, valid, precise, integer and timely.

Data collection:

Data will be collected both routinely and through surveys. The routine data, such as the OBs service provision to smallholders and sales to buyers will be collected by the OBs through simple forms stored in the OBs' tablets. The project will lead the collection of the survey data which will mostly be on technology application (including climate smart technologies), maize and soy yields, as well as behavior change and sales by the buyers and the input dealers, and the likelihood of sustainability of the project achievements. We will set up measures so that the obtained data will be of satisfactory quality, including minimizing missing data, drop down lists, skip features among many others.

Data storage and analysis:

The collected data will be pushed from the mobile devices to the ACDI/VOCA server where it will be automatically processed into live, interactive, user-friendly dashboards. We will create a set of dashboards to answer the project's M&E data needs. In addition, each network and each OB will have their own dashboards designed with them and accessible from their tablets through a simple click. For that purpose, we will use the project's Learning, Evaluation, and Analysis Platform (LEAP) combined with Microsoft PowerBi.

Quality control:

 The project's M&E staff will regularly conduct spot checks to ascertain the quality of the data provided by the networks. The team will visit each network and their OBs at least once during the cost extension phase.

Reporting, use, and sharing:

The project will submit quarterly and annual reports to USAID as per the schedule in the amended cooperative agreement. Furthermore, we will use the data to inform our decisions on the project's daily management and on any need to refine our approaches. We will also reinforce the capacity of the networks and OBs to properly understand, navigate and use the data from the dashboards in order to better manage their businesses. We will share the data with USAID after removal of any identifiable information as per the ADS 579.

5.3   KNOWLEDGE MANAGEMENT AND LEARNING

USAID's ADVANCE II project will continue to share the findings from this year's learning studies with the local government and relevant stakeholders. The project will continue to extract the knowledge from the studies to better inform and refine our implementation strategy. The project will also update the lessons learned and share them with stakeholders.

During the extension period, the project will undertake three (3) key studies. One will be on the effectiveness of the OB networks to identify business models for producer organizations in the face of new markets and business efficiencies. The second will be on women and youth, to identify opportunities and viable entry points for engagement and participation. The third will be a study on the deployment of ICT and digital technology in the maize and soybean value chain in Ghana.

5.4   COMMUNICATIONS

During the cost extension phase, the project will expand its communications and knowledge management activities with emphasis on disseminating the lessons learned. The project has therefore developed a communication plan with the following objectives:

- Share information on the lessons learned in developing successful OBs and OB networks;
- Share experiences and lessons from the impact of mainstreaming gender and youth in project
- activities; and
- Expand USAID and the project's visibility and contributions to the development and sustainability of the value chains

Illustrative Communications Materials that will be produced during FY19

Objectives	Materials	Outputs	Timeline
Support dissemination and adoption of production technologies, innovations and best practices promoted by the project	Technical briefs	Outgrower business networks	FY19
	Training material	Training material on OB networks	FY19
	Radio broadcasting	Broadcasts on the role of OB networks for smallholder farmers	FY19
	Success stories	Success stories	Quarterly reports
Share information that supports marketing and sales of maize and soybean	SMS messages	Periodic SMS messages	Weekly
	Success stories	Success stories	Quarterly reports
Promote integration and mainstreaming of gender and climate smart practices	Events promoting women's participation in value chains' development	International Women's Day celebration (IWD), and International Rural Women's Day (IRWD) celebration	March 8 and October 15
	Success stories	Success stories	Quarterly reports
	Gender mainstreaming end of project study	Final gender report	End of project final report
Improve project's visibility and contributions to the development and sustainability of maize and soybean value chains	Newsletters	Quarterly newsletters	Quarterly
	Field visits with press or media	Two visits	FY19
	Stakeholders' meetings	Regional stakeholders' meetings	FY19 or FY20
	End of project dissemination and learning event	Event with key value chain actors, stakeholders, implementing partners and donors	Approximately 2 months before end of project

ANNEXES

Annex 1. Indicators of achievement FY14 to FY18 and targets for FY19/20.

#	Indicator/ Dis-aggregation	FY14	FY15	FY16	FY17	FY18	Targets FY19	Targets FY20
EG.3.2	Number of individuals participating in USG food security programs	35,000	50,000	78,000	80,000	75,000	20,000	5,000
	Male	21,000	30,000	42,900	44,000	41,250	10,000	2,500
	Female	14,000	20,000	35,100	36,000	33,750	10,000	2,500
EG.3-10,11,-12	Yield of targeted agricultural commodities among program participants with USG assistance	-	-	-	-	-	-	-
	Maize	-	-	-	-	-	3.7	4.0
	Soy	-		-	-	-	2.0	2.5
EG.3.2-24	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	14,000	35,000	45,000	70,200	72,200	35,000	20,000
	Male	-	21,000	24,750	38,610	39,600	22,500	10,000
	Female	-	14,000	20,250	31,590	32,400	12,500	10,000
EG.3.2-25	Number of hectares under improved management practices or technologies with USG assistance	5,000	52,500	45,000	70,200	72,200	35,000	18,000
EG.3.2-26	Value of annual sales of farms and firms receiving USG assistance [IM-level] (USD)	-	6,780,000	9,320,000	16,940,000	17,880,000	-	-
	Maize	-	2,240,000	8,080,000	14,570,000	14,940,000	8,704,000	2,176,000
	Soy	-	1,600,000	360,000	590,000	810,000	920,000	231,000
EG.3.2-27	Value of agriculture-related financing accessed as a result of USG assistance [IM-level]	500,000	1,000,000	1,000,000	1,000,000	800,000	120,000	20,000
EG.3.2-29	Number of organizations with increased performance improvement with USG assistance	-	9	20	40	50	20	NA

EG.4.2-7	Number of individuals participating in group-based savings, micro-finance or lending programs with USG assistance	-	-	-	-	-	4,000	1,000
GNDR-2	Percentage of female participants in USG - assisted programs designed to increase access to productive economic resources						15	20
YOUTH -3	Percentage of participants in USG- assisted programs designed to increase access to productive economic resources who are youth (19-29)						12	15
OP6	Number of value chain actors accessing finance		200	225	225	225	50	0

Annex 2. Implementation tracking sheet for FY19/20

	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL
1	**Sub-purpose 1: Increase agricultural productivity in targeted commodities**															
1.1	**Assess OB network' capacity gaps to operate as full business entities without external support**															
1.1.1	Develop a diagnostic tool and test	Diagnostic tool developed	BL /PCB specialist	M&E Coordinator	�											
1.1.2	Administer the tool	Diagnostic tool administered to 10 OB networks	P&CBOs/BLOs		▮											
1.1.3	Analyze the tool to identify gaps	Results of diagnosis analyzed	BL specialist/PCB specialist/M&E coordinator.			▮										
1.1.4	Develop curriculum to address gaps	Training curriculum developed	BL/PCB specialist	TD		▮										
1.2	**Develop capacity building plan and train OB networks to address gaps**															
1.2.1	Develop a diagnostic tool and test	Diagnostic tool developed for 10 OB Networks	BL/PCB specialist	M&E Coordinator	▮											
1.2.2	Administer the tool on all the 10 OBs networks	10 OB networks capacity gap diagnosed	P&CBOs/BLOs		▮											
1.2.3	Analyze the tool to identify gaps	Results of diagnosis analyzed	BL specialist/PCB specialist/M&E coordinator.			▮										
1.2.4	Develop training curriculum from gaps identified	Training curriculum developed	BL/PCB specialist	TD		▮										
1.2.5	Train networks using curriculum developed	10 OB networks trained on 3 modules at various stages of the season (Beginning, middle and end of season)	P&CBOs/BLOs	BL/PCB specialist	▮	▮	▮	▮	▮	▮	▮	▮				
1.3	**Support the OB networks to develop long-term plans**															
1.3.1	Use diagnostic results as a guide to develop the long term strategic plan	10 strategic plans developed for all OB networks	BL/PCB specialist	TD				▮	▮	▮						
1.3.2	Develop action plan for implementation	10 action plans developed and operationalized by OB networks	OB networks	P&CBOs/BLOs						▮						
1.3.3	Backstop the operationalization of the action plan		BL/PCB specialist	P&CBOs/BLOs						▮	▮	▮				

	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARC	APRIL
1.4	**Organize review meetings with OBs' field agents to assess their capacity, extent of implementation of the OBs' 2018 plans, progress, challenges, successes and lesson learned**															
1.4.1	Develop diagnostic tool to test capacity of OBs field agents	diagnostic tool developed	BL/PCB specialist	M&E Coordinator	▓											
1.4.2	Administer diagnostic tool to all 70 OB agents	70 OB field agents capacity diagnosed	P&CBOs/BLOs		▓											
1.4.3	Analyze information to identify capacity gaps of field agents	Diagnosis results analyzed	BL specialist/PCB specialist/M&E coordinator.			▓										
1.4.4	Carry out pre-seasonal meetings to review previous seasons activities (Successes /Challenges)	10 pre-seasonal meetings held for OB field agents to review past seasons activities (	P&CBOs/BLOs	BL/PCB specialist		▓										
1.5	**Organize capacity building training for OBs' field agents on identified gaps and on participatory M&E, and basic business analysis**															
1.5.1	Develop the curriculum to address the capacity needs of field agents (inclusive of MEL basic business analysis)	Curriculum developed to train 70 OB field agents on M&E and basic business management skills	BL/PCB specialist	TD	▓											
15.2	Develop an action plan to guide the implementation	70 OB field agents trained on 3 modules of curriculum at various stages of the season (beginning, middle and end of season)	OB networks	P&CBOs/BLOs	▓											
15.3	Backstop the operationalization of the action plan	Support provided to network implementation of action plans	BL/PCB specialist	P&CBOs/BLOs	▓	▓	▓	▓	▓	▓	▓					
1.6	**Support OBs who have set up offices to improve their business and management skills**															
1.6.1	Periodic visits to OB offices to assess their operations	Monthly visits conducted to network offices	P&CBOs/BLOs	BL/PCB specialist	▓	▓	▓	▓	▓	▓	▓	▓				
1.6.2	Develop check list of best practices and business management skills with OBs	Checklist developed on best business practices	BLOs			▓										

	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL
1.6.3	Set time lines for operationalization of checklist	11 networks and 70 OBs audited quarterly on operationalization of checklist	BLOs			▓										
1.7	**Assist OB networks to partner input dealers to conduct actor-led field demonstrations to train smallholder farmers.**															
1.7.1	Engage lead firms in discussing ADVANCE roles/level of engagement with them in the cost extension phase	3 lead input firms (YARA Ghana, RMG, Adam West Africa industries ltd)engaged to discuss the nature of ADVANCE role in collaboration during cost extension phase	BL/PCB specialist		▓	▓										
1.7.2	Encourage OB networks to see the need to work directly with lead firms in the cost extension phase	11 meetings held between OB networks and lead firms to discuss nature of collaborations	BL/PCB specialist	P&CBOs/BLOs	▓	▓										
1.7.3	Engage lead firms and OB networks to discuss collaboration on demo setup and agree on roles	100 demos sponsored by 3 lead firms and managed by OB agents	BL/PCB specialist	P&CBOs/BLOs		▓										
1.8	**Support input dealers to improve on management systems and expand their distribution networks, and develop business plans**															
1.8.1	Periodic visits to selected input dealers to assess their level of operation and advice		P&CBOs/BLOs	BL/PCB specialist	▓	▓										
1.8.2	Facilitate input dealers linkage to OB networks	20 input dealers linked to 10 OB network	P&CBOs/BLOs			▓										
1.8.3	Encourage input dealers to participate input promotions (VSLA share-out, field days and demo setup)	10 input dealers engaged in promotional activities with 10 OB networks, 250 VSLAs etc.	P&CBOs/BLOs	BL/PCB specialist		▓										
1.8.4	Carry out an inventory of input dealers with BPs to determine number of new BPs to develop	20 inventories conducted on business plans of input dealers	BLOs			▓										
1.8.5	Develop new BPs where necessary	20 input dealers supported with business plans	BLOs			▓	▓	▓	▓	▓	▓	▓				
1.9	**Link VSLAs to mobile money service providers**															
1.9.1	Carry out an inventory of VSLA groups with access to MOMO	250 inventories carried out on 250 VSLA groups	BLOs	ICT specialist												

#	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL
1.9.2	Sensitization of VSLA groups on the benefits of MOMO	Facilitate 250 sensitization meetings for VSLAs on MOMO and access to mobile phones	BLOs	ICT specialist	�full	�full										
1.9.3	Identify potential participants to serve as merchants/agent services	250 individuals identified as potential merchants to provide services to VSLA groups	BLOs		▬	▬										
1.9.4	Facilitate telecoms/ mobile phone companies linkage to OB network, VSLA groups		ICT	BLOs				▬	▬							
1.9.5	Digitize the activities of ADVANCE VSLA groups and link them to Financial institutions	10 VSLAs linked to financial institutions using digital platforms	BLOs	ICT specialist	▬	▬	▬	▬	▬	▬	▬	▬				
1.1	**Monitor FAW incidence and support OBs and their networks to disseminate information on FAW**															
1.10.1	Organize refresher training for OB networks and their field agents on FAW	10 refresher training for OBs. network and Ob field agents on FAW management and control	P&CBOs	PCB specialist				▬	▬	▬						
1.10.2	Working with OB network initiative on FAW information dissemination and control with MoFA	10 OB networks worked closely with MoFA to disseminate FAW information to farmers	OB networks	MoFA				▬	▬	▬						
1.10.3	Continue to work with the national task force on issues of FAW	National FAW task force monitoring activities reported quarterly	PCB specialist	TD		▬	▬	▬		▬	▬	▬				
1.10.4	Identify lead firms noted for recommended pesticides for FAW control and link them to OB networks for bulk purchases e.g.. ADAMA West Africa etc.	10 OB networks linked to lead firms purchase recommended FAW products	PCB/BL specialist		▬	▬										
1.11	Hold sensitization fora for SSPs, community input agents, input dealers and MOFA															
1.11.1	Work with PPRSD to facilitate refresher training for SSPs, VAAs, input dealers on safe use and handling of pesticides	10 fora held for SSPs, VAAs and input dealers on safe use and handling of pesticides	P&CBOs/BLOs	PCB/BLO specialist		▬										
1.12	**Strengthen linkages between OBs., RADs, VAAs, OBs and SSPs to expand input distribution**															
1.12.1	Facilitate pre-seasonal meetings between PPRSD, EPA, VAAs, Input dealers ,SSPs	10 Pre-seasonal for a held between OBs, RADs,VAAs and SSPs	P&CBOs/BLOs	PCB/BL specialist		▬										

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	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARC	APRIL
	OB networks to plan community input promotions					▓										
1.12.2	Sensitizing Parties on the nature of data to be collected during promotional activities	20 input dealers/VAAs sensitized on data collection tools	M&E	BLOs/P&CBOs		▓										
1.12.3	Support OB networks with appropriate data collection tools to collect data on sales from input dealers,/SSPs service data	20 input dealers and VAAs sales data collected	M&E	BLOs/P&CBOs		▓	▓	▓	▓	▓	▓	▓				
		300 SSPs service data tracked														
2	**Sub-purpose 2: Increase market access and trade of targeted commodities**															
2.1	**Build OB networks' capacity in finance, governance, advocacy**	**11 OB Networks supported to build capacity in finance, governance and advocacy**	**P&CBS**	**P&CBO**												
2.1.1	Assess the capacity gaps of members to determine current status using developed tool	11 OB Networks set up functional offices Including a data and Information center.	P&CBS	P&CBO	▓											
2.1.2	Develop OB capacity assessment tool to collect information on OB networks	11 OB Networks supported to assess needs for functional office. List of 20 potential donors and sponsors identified	P&CBS	P&CBO	▓	▓										
2.1.3	Provide Training on Financial Management, Governance, Advocacy and stakeholder engagement skills (Lead firms)	70 members of OB networks trained in financial management, governance and stakeholder engagement skills	P&CBS	P&CBO		▓	▓									
2.1.4	Monitor OB networks on implementation of trainings	Conduct quarterly monitoring visit to support OB network implementation of governance, financial management and stakeholder engagement skills	P&CBS	P&CBO		▓			▓		▓					
2.2	**Support buyers, OB networks and OBs to invest in produce labelling and traceability system**	**50 value chain actors supported; Manual traceability system in operation; Digital traceability system initiated**	**ICTS**	**BLS**												
2.2.1	Learn and adapt the traceability tool developed by the Upper West project office.	Traceability tool finalized	ICTS	BLS		▓										

	Activity	Targets	Responsibility	Support I	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL
2.2.2	Train OB Networks in other regions on traceability through labelling of produce for supply to end markets	Members of 11 OB networks trained in product traceability and labelling	ICTS	BLS			■	■								
2.2.3	Work with buyers to develop labels and branding of packaging materials for grains supply.	Labels and branding for packaging materials developed	ICTS	BLS					■	■	■	■				
2.2.4	Link OB Networks to GGC and GCX for training on Standards and Certification	OB networks have functional relationship with GGC and GCX on certification.	ICTS	BLS	■	■			■	■	■	■				
2.3	**Support buyers, OB networks and OBs to invest in a product quality certification scheme**	**Value chain actors supported to establish a voluntary participatory (internally managed) grain quality certification scheme**	**P&CBS**	**BLS**												
2.4	**Link OBs and their networks to the commodity exchange**	**70 OBs and 10 OB networks linked to Ghana Commodity Exchange. 10 OB networks registered with GCX and 70 OBs. are trading on GCX.**	**BLS**	**BLO**												
2.4.1	Link networks to GGC and GCX for training on Standards and Certification	10 cooperative marketing schemes established in 10f OB networks to facilitate large volume sales required on GCX	BLS	BLO	■	■										
2.4.2	Train OB Networks on commodity exchange	2 of meetings held	BLS	BLO		■	■									
2.4.3	Assist OBs to register and trade through commodity exchange platform	2 of sessions held	BLS	BLO					■	■						
2.5	**Expand and increase commodity sales by OB networks**		BLS													
2.5.1	Support OB Networks to identify new buyers to increase commodity sales	OB Networks supported to identify 11 new buyers to increase commodity sales	BLS						■	■	■	■				
2.5.2	Work with OB Networks to negotiate and broker deals with commodity buyers backed by contracts	11 deals concluded between OB Networks and new buyers	BLS						■	■						
2.5.3	Assist OB Networks to supply commodities in meeting demand from buyers	Required quantities of produced mobilized and supplied to buyers	BLS							■	■	■				

	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL
2.6	End market supplier relationship development															
2.6.1	Support OB Networks to identify buyers willing to invest in production with OBs. through the OB Networks	11 buyers ready to invest in production identified	BLS		▉	▉	▉									
2.6.2	Work with OB Networks to develop end market outgrower schemes through outgrower Networks	5 new outgrower schemes developed and documented	BLS		▉	▉										
2.6.3	Support OB Networks to negotiate for production support through negotiations and contracting	5 new outgrower schemes negotiated and concluded successfully	BLS		▉	▉	▉	▉			▉	▉				
3	**Sub-purpose 3: Strengthen capacity for advocacy and activity implementation**															
3.1	**Assess capacity of value chain actors to identify gaps in reaching sustainable behavior change**	**# of OBs, OB networks, input dealers, VAAs, SSPs and VSLAs in the process of desirable behavior change**	**P&CBS**	**P&CBO**												
3.1.1	Establish Benchmarks for all actors(OB's, SSPs, VSLAs, Networks, Input Dealers etc.)	Benchmark performance for all actors established	P&CBS		▉	▉										
3.1.2	Develop tools to collect data on sustainable behavior changes	Tools to collect benchmarking data developed and finalized	P&CBS		▉											
3.1.3	Identify stakeholders interested in behavior change	Stakeholders identified for behavior change	P&CBS		▉	▉										
3.1.4	Administer tools to assess the capacity of value chain actors	Capacity of value chain actors assessed and documented	P&CBS			▉	▉									
3.1.5	Develop and implement trainings based on the gaps identified.	11 Training sessions implemented based on identified gaps. 70 OBs. trained.	P&CBS			▉	▉	▉								
3.1.6	Administer Tool and Analysis of data to establish gaps in proposal development	Gaps in capacity of OB networks to develop proposals assessed and documented	P&CBS				▉									
3.1.7	Build capacity of Networks to develop proposals - BUSAC, NBSSI	11 Networks sessions implemented to develop capacity in proposal development. 70 OB network members trained.	P&CBS				▉	▉	▉							

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	Activity	Targets	Responsibility	Support I	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL
3.2	**Facilitate working relations between MOFA and OB networks to participate actively in government agricultural programs**	**10 networks linked to MoFA and participating and benefiting from government agricultural programs**	**P&CBS**	**P&CBO**												
3.2.1	Document all GoG interventions and requirement for participation	Document on all GOG initiatives and interventions produced	P&CBS		■											
3.2.2	Develop fact sheet for OB Networks for government of Ghana agencies engagements	Relevant information on GOG interventions produced in factsheet format	P&CBS		■	■										
3.2.3	Organize workshop or hold Stakeholder Meetings involving GoG agencies to disseminate information(Including presentations by Network to Stakeholders)	Stakeholders well-informed on GOG interventions concerning agriculture that OB networks can access	P&CBS			■	■									
3.3	**Support OB networks to assess their performance against set targets quarterly**	**10 OB networks sets and track performance targets and improve on performance**	**P&CBS**	**P&CBO**												
3.3.1	Assists Networks to establish performance targets	Partners interested in use of OB benchmarking scheme identified	P&CBS	P&CBO	■											
3.3.2	Build Networks capacity to collect data on their operations	Incentives for OBs. to collect, keep, use and share business records identified and instituted	P&CBS	P&CBO	■	■										
3.3.3	Schedule data collection process and timelines	10 sensitization sessions conducted; 70 OBs. participating;	P&CBS	P&CBO												
3.3.4	Support Networks to collect data on set-targets with tools developed	Performance indicators identified; Baseline data for indicators acquired; # of target indicators set.	P&CBS	P&CBO	■	■	■	■	■	■	■	■				
3.4	**Train OB networks on the concept of total quality management (TQM)**	**70 OB leaders from 10 networks trained in TQM**	**P&CBS**	**P&CBO**												
3.4.1	Assess OB networks on the status of TQM implementation	Criteria for selecting trainees for TQM training finalized	P&CBS	P&CBO	■											
3.4.2	Develop tailor training materials specific to OB Networks and OB operations	70 OB network leaders identified and selected for training	P&CBS	P&CBO	■											
3.4.3	Train OB Networks on Total Quality Management to improve on quality of services and products	Document on training content on TQM finalized and approved	P&CBS	P&CBO	■	■	■									
3.5	**Support OB networks to implement TQM**	**70 leaders from 10 OB networks supported to implement TQM**	**P&CBS**	**P&CBO**												

	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL
3.6	**Continue to support zonal OB networks to identify specific advocacy issues and develop advocacy plans to address them**	**Short-tem issues confronting OB networks resolved through advocacy**	**P&CBS**	**P&CBO**												
3.7	**Organize regional level OB and FBO networks' fora**	**# of forums for regional level OB network organized. # of forums for FBO networks organized.**	**P&CBS**	**P&CBO**												
3.7.1	Identify stakeholders to be engaged by OB Networks(ID's, MoFA, FI's)	Forum agenda and schedule developed. # of partners identified to attend and invited.	P&CBS	P&CBO		▨										
3.7.2	Assist Networks to develop presentations and invitations	3 forums held. 140 participants attending	P&CBS	P&CBO			▨									
3.7.3	Work with OBs. to mount exhibitions during the for a to promote their activities through the use of flyers, pull ups and fact sheet	Report on deliberations and outcomes submitted	P&CBS	P&CBO					▨	▨						
3.8	**Support OBs networks to create awareness among themselves and their communities about women access to productive farm land**	**10 OB Networks Increase awareness of women's access to land among their members and institute remedial measures**	**G&YS**	**P&CBS**												
3.8.1	Identify key issues on women access to lands in specific zones for documentation	Document on key gender issues in value chain documented	G&YS	P&CBS	▨	▨										
3.8.2	Work with OB Networks to engage Traditional and Local Authorities to advocate for the release of productive lands to women	Five partners for awareness campaign identified. Three partners identified to provide sponsorship for campaign	G&YS	P&CBS		▨										
3.8.3	Encourage OB Networks and their members to make available productive lands for women through development of block farms	Document on plans for awareness campaign finalized.	G&YS	P&CBS		▨	▨									
3.9	**Support OB networks to develop and implement participatory M&E systems**	**10 OB networks employing PM&E to learn and improve businesses**	**P&CBS**	**P&CBO**												
3.9.1	Work with OB Networks to develop tools for data collection	10 of sensitization sessions conducted. 70 participants attended. # of attendees gain knowledge on PM&E	P&CBS	P&CBO		▨										
3.9.2	Train OB's on the use of the tools and set up		P&CBS	P&CBO		▨										

	Activity	Targets	Responsibility	Support I	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARC	APRIL
3.9.3	Provide mentorship on data capturing and utilization	PM&E system for OB networks designed and tested	P&CBS	P&CBO		▓	▓	▓	▓	▓	▓	▓				
3.9.4	Provide Interns to support Networks on data capturing and analysis	PM&E system for OB networks installed and running	P&CBS	P&CBO		▓	▓	▓	▓	▓	▓	▓				
4	**Program Support - Gender Mainstreaming**															
4.1	**Support female beneficiaries to commercialize processed soy products**	**250 women supported to commercialize processed soy products**	**G&YS**	**BLS**												
4.1.1	Identify existing Female Soy processors at the community level	A report on market assessment finalized	G&YS	BLO		▓										
4.1.2	Provide further training on soy processing with support from MoFA-WIAD	50 women identified	G&YS	BLO		▓	▓									
4.1.3	Link participants to other Development agents for market access and branding - KOICA, RING and others	50 women re-trained on the business of commercializing soy products	G&YS	BLO		▓	▓	▓								
4.1.4	Train women soy processors on basic entrepreneurial and management skills	250 re-trained women supported to start commercial ventures on soy products	G&YS	BLO					▓	▓						
4.2	**Support OB networks to advocate for resources, especially land, for female outgrowers**	**Women's access to productive resources improved.**	**G&YS**	**P&CBS**												
4.2.1	Determine reasons for low inputs support to women outgrowers and document same for reference and decision making	Document on women access to productive resources finalized	G&YS	P&CBS	▓	▓										
4.2.2	Sensitize OB Networks to make deliberate efforts to include 50% of women in terms of resources allocation for production	Document on prioritized barriers facing women's access to productive resources finalized	G&YS	P&CBS		▓										
4.2.3	Share lessons learnt on women involvement in credit schemes and how they could be adopted for increased production	Value chain actors who are influential (both negative and positive) to increasing women's access to productive resources identified	G&YS	P&CBS		▓	▓									
4.3	**Build women's leadership capacity: Conduct skills and leadership training for women at different levels of the value chains (producer/marketing groups, associations and business managers)**	**250 of women trained in leadership and functioning in leadership positions**	**G&YS**	**P&CBS**												

	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARC	APRIL
4.3.1	Review training manual to include "negotiation and entrepreneurial skills"	List of groups and associations in which increased women leadership will be beneficial identified and listed in a document	G&YS	P&CBS		�█										
4.3.2	Organize mentorship programs on "leadership and capacity building"	Document showing new leadership positions in identified organizations listed	G&YS	P&CBS			▪	▪	▪							
5	**Program Support - Environment**															
5.1	**Review and update project PERSUAP**	**New and updated PERSUAP approved and in use**	**ENVS**	**P&CBS**												
5.2	**Support OB networks to develop and implement anti-bushfire campaigns**	**10 OBs networks supported to conduct anti-bushfire campaign**	**ENVS**	**P&CBS**												
5.2.1	Identify fire prone areas for anti-bushfire campaign activities	20 organizations identified and listed	ENVS	P&CBS			▪	▪								
5.2.2	Assist OB Networks to select OB's and Communities for anti-bushfire campaigns	Communities prone to dry season bushfire in the ZOI identified and listed.	ENVS	P&CBS			▪	▪								
5.2.3	Networks seek audience at radio stations, schools, mosques, churches, durbars etc. to educate communities on bushfires	Document on campaign details finalized	ENVS	P&CBS				▪	▪	▪						
5.2.4	OB Networks select anti-bushfire squads for refresher trainings	Multimedia materials for anti-bushfire campaign developed and assembled.	ENVS	P&CBS					▪	▪	▪	▪				
5.2.5	Work with OB Networks to support existing squads to sensitize other communities on bushfire prevention and control	10 campaigns held in 10 locations. 3000 participants present	ENVS	P&CBS						▪	▪	▪				
5.2.6	Encourage OB's through Networks to incentivize anti-bushfire squads	150 network members trained to report on occurrence of bushfires in identified communities in which they reside or have business.	ENVS	P&CBS						▪	▪	▪				
5.3	Promote the use of no till and minimum tillage equipment for land preparation		P&CBS	P&CBO												
5.3.1	Identify OB's in NETWORKS with rippers to leverage on promotion and utilization	Technical brief on climate change effect on production of maize and soy finalized	P&CBS	P&CBO	▪											
5.3.2	Train members of OB Networks and operators on the use of rippers	Inventory of land preparation equipment finalized	P&CBS	P&CBO	▪	▪	▪									

	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARC	APRIL
5.3.3	Link OB Networks with Technoserve Project and TATA to access minimum till equipment	Inventory of firms dealing in minimum tillage equipment finalized	P&CBS	P&CBO	▆	▆	▆									
5.3.4	Work with FI's, Technoserve, TATA and JOHN DEERE to develop innovative financing for OB Networks	10 partners identified	P&CBS	P&CBO						▆	▆	▆				
6	**Program Support - Youth Engagement**															
6.1	**Support OB networks to form new SSPs**	**10 of SSPs groups trained, equipped and working in GFSS communities**	**G&YS**	**BLS**												
6.2	**Link Kosmos graduates to OB networks to facilitate use of ICT in service delivery**	**10 of OB networks linked and supported by 10 finalists to solve value chain constraints**	**TD**	**G&YS**												
6.3	**Support VAAs and OB field agents to use ICT tools to disseminate various agribusiness information (and digital finance tools to conduct business)**	**70 of OBs., 70 field agents, 50 RADs, 50 VAAs, 50 VSLA agents, 50 SSP groups using ICT and digital finance tools to conduct vale chain business.**	**ICTS**	**G&YS**												
6.3.1	open up OB networks to the world-using digital tools such as Facebook. Tweeter, WhatsApp, etc.					▆	▆	▆	▆	▆	▆	▆				
7	**Project Support: Monitoring and Evaluation**															
7.1	**Staffing and training**															
7.1.1	Provide additional support to M&E data collection through interns	13 Interns hired to support M&E	M&E Manager	M&E Coordinator	▆											
7.1.2	Provide support to OB network data management through interns	1 Orientation conducted	M&E Manager	M&E Coordinator	▆	▆										
7.1.3	Conduct intensive training for M&E staff	1 training organized	M&E Manager	M&E Coordinator	▆	▆										
7.2	**Organize outreach materials and knowledge fora to share project results**															
7.2.1	Prepare and print communication and other materials	10 bundles of communication material printed	PR&CS	M&E Manager							▆					
7.2.2	Organize regional fora	3 Regional forums organized	PR&CS	M&E Manager		▆										

	Activity	Targets	Responsibility	Support 1	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARC	APRIL
7.2.3	Organize national forum	One National forum organized	PR&CS	M&E Manager								■			■	
7.3	**Submit updated M&E plan**															
7.3.1	Develop draft MEL plan	MEL plan developed	M&E Manager	MISS	■	■										
7.3.2	Submit draft plan to USAID	Draft MEL plan submitted to USAID	M&E Manager	MISS		■										
7.3.3	Receive feedback/comments from USAID	MEL plan reviewed and revised	M&E Manager	MISS		■										
7.3.4	Finalize and submit revised MEL plan	Finalized MEL Plan submitted to USAID	M&E Manager	MISS		■										
7.4	**Database design, data capture, storage and use**															
7.4.1	Design M&E data collection forms	M&E data collection forms developed	MISS	M&E Manager	■	■										
7.4.2	Design M&E database	M&E database developed	MISS	M&E Manager	■	■										
7.4.3	Train all field staff and OB Networks on M&E and quality data collection and management processes	20 Staff trained	MISS	M&E Manager		■										
7.5	**Data collection validation and entry**															
7.5.1	Profiling actors as they are identified	Actors profiles updated or augmented	M&E Coordinator	Specialists		■	■									
7.5.2	Routine data collection and entry by all staff	Routine data collected and electronically stored	M&E Coordinator	Specialists	■	■		■	■	■	■	■				
7.5.3	Design annual productivity survey instrument	Annual productivity survey instrument designed	M&E Manager	Specialists			■		■							
7.5.4	Conduct first phase of productivity survey	First phase of annual productivity survey completed	M&E Manager	Specialists					■							
7.5.5	Conduct second phase of productivity survey	Second phase of annual productivity survey completed	M&E Manager	Specialists						■	■					
7.5.6	Conduct field data quality review	Periodic data quality assessments conducted.	M&E Coordinator	Specialists	■	■				■						
7.5.7	Conduct data quality review by Accra	Periodic data review by Accra team conducted	M&E Manager	Specialists			■			■						
7.5.8	Conduct data quality review by ACDIVOCA HQ	Periodic data review by ACDIVOCA HQ team conducted	M&E Manager	Specialists						■						
7.6	**Conduct technical review meetings and report on activities**															
7.6.1	Conduct monthly review meeting of technical staff	Monthly review meeting of field technical staff conducted	TD	M&E Manager	■	■	■	■	■	■	■					

#	Activity	Targets	Responsibility	Support I	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARC	APRIL
7.6.2	Conduct quarterly technical review meeting	Quarterly Technical Review Meetings conducted	TD	M&E Manager			X			X		X				
7.6.3	Prepare and submit quarterly and annual reports to USAID	Quarterly reports completed and submitted to USAID. Annual report completed and submitted.	TD	M&E Manager			X			X		X				
7.6.4	Conduct monitoring visits by Snr. Management Accra	Regular monitoring visit by Snr Management (Accra) conducted.	TD	M&E Manager			X			X		X				
7.6.5	Conduct monitoring visits by HQ	Regular monitoring visit by Snr Management (HQ) conducted.	TD	M&E Manager			X			X		X				
7.7	**Prepare end of project evaluation by USAID/METSS**															
7.7.1	Conduct study on OB networks and share report	Report on study of OB networks completed and submitted by consultant	M&E Manager	M&E Coordinator							X	X	X			
7.7.2	Conduct study on gender and youth and share report	Updated report on study on gender and youth completed and submitted by consultant	M&E Manager	M&E Coordinator							X	X	X			
7.7.3	Conduct study on use of ICT and share report	Report on study of use of ICT in value chains completed and submitted by consultant	M&E Manager	M&E Coordinator							X	X	X			
7.7.4	Compile and prepare documents and other materials and systems required for final evaluation by USAID/METSS	Required documents and other materials assembled.	M&E Manager	M&E Coordinator											X	
7.7.5	Support USAID METSS to conduct final evaluation	Final project Evaluation completed by USAID METSS.	M&E Manager	M&E Coordinator											X	X
7.8	**Carry out technical and office close out**															
7.8.1	Work with ACDI VOCA HQ towards project closeout	HQ staff participates in close-out process	M&E Manager	FPM									X	X	X	X
7.8.2	Organize in-house meetings on closeout process	Internal close-out meetings conducted	M&E Manager	FPM									X	X		
7.9	**Carry out administrative close out and asset disposition**															
	Compile asset list and develop a disposition plan	Asset list and disposition plan finalized	FAM	FPM											X	
	Implement disposition plan based on approval from USAID	Disposition of assets completed	FAM	FPM											X	
7.10	**Prepare and submit final project report**	**Final project report submitted**	M&E Manager													

OB network representatives in a group picture at the planning meeting.

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