

# Agricultural Development and Value Chain Enhancement Feed the Future Activity (ADVANCE II)

## A USAID FEED THE FUTURE INITIATIVE

2014 Annual Implementation Plan February 5-September 30, 2014



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## Acronyms

ACDEP	Association of Church-based Development NGOs
ADVANCE	Agricultural Development and Value Chain Enhancement
ASWG	Agriculture Sector Working Group
CAADP	Comprehensive Africa Agriculture Development Program
CERGIS	Centre for Remote Sensing and Geographic Information Systems Program
DCA	Development Credit Authority
EPA	Environmental Protection Agency
FASDEP II	Food and Agriculture Sector Development Policy II
FBO	Farmer Based Organization
FinGAP	Financing Ghanaian Agriculture Project
FTF	Feed the Future
GAIP	Ghana Agricultural Insurance Program
GAMSAP	Ghana Advanced Maize Seed Adoption Program
GDA	Global Development Alliance
GGC	Ghana Grains Council
GIS	Geographic Information System
GIZ	German Development Cooperation
GSA	Ghana Standards Authority
Ha	Hectare
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Center
IITA	International Institute of Tropical Agriculture
MCC	Millennium Challenge Corporation
METASIP	Medium Term Agriculture Sector Investment Plan
MoFA	Ministry Of Food And Agriculture
MSME	Micro, Small And Medium Enterprise
MT	Metric Ton
NF	Nucleus Farmer
NGRP	Northern Rural Growth Program
PERSUAP	Pesticide Evaluation Report and Safe Use Action Plan
PPRSD	Plant Protection and Regulatory Services Directorate
RaFIP	Rural and Agricultural Finance Program
SARI	Savanna Agricultural Research Institute
SASL	Sinapi Aba Savings and Loans
SEG	Small Equipment Grant
SSP	Spraying Service Provider
USAID	United States Agency for International Development

## Foreword

The ADVANCE II Project, Cooperative Agreement # Aid-641-A-14-0001, was awarded to ACDI/VOCA on February 5<sup>th</sup>, 2014 and is scheduled to end on September 30<sup>th</sup>, 2018. This four-year and eight month program is a follow-on to the successful Ghana Agricultural Development and Value Chain Enhancement (ADVANCE I) project which ended on March 13<sup>th</sup>, 2014.

This 2014 Annual Implementation Plan covers the first eight months of the project and is more than a start-up plan; it is also a full technical implementation plan for the 2014 crop season that starts in the north between May/June. The eight-month plan for northern activities commences on February 5<sup>th</sup> with start-up activities, carries on through technical implementation, and ends on September 30<sup>th</sup> 2014 following the USAID program year (PY). The final section of the main narrative includes the description of project activities by sub-purpose, a timetable Gantt chart for these activities can be found in Annex 1.

During the initial phase of ADVANCE II project start-up USAID requested that ACDI/VOCA integrate the Dupont Pioneer Global Development Alliance (GDA) initiative, the Ghana Advanced Maize Seed Adoption Program (GAMSAP), into ADVANCE II planning and implementation. As such in Annex II we have included a standalone Program Description and Year One (May 5 – September 30) Implementation Plan for GAMSAP. The first full-year twelve-month 2015 PY plan, which will fully integrate GAMSAP, will be submitted on September 1<sup>st</sup>, 2014 for implementation of activities starting October 1<sup>st</sup>.

## MOBILIZATION PLAN AND RAPID PROJECT LAUNCH

It is ACDI/VOCA’s intention to implement a smooth transition from ADVANCE to ADVANCE II, enabling continuity of important partnerships and activities as the program increases in scale and adopts new developmental approaches to achieve planned results.

- Three contract partners –TechnoServe, ACDEP and Pab Consult - are returning to ADVANCE II and will be contracted immediately to enable them to recruit staff and implement technical assignments.
- Many of the junior and senior staff members proposed on ADVANCE II are returning staff from ADVANCE. It is anticipated that most staff will be recruited and posted in March; and that all staff will be posted before the end of April.
- Field offices in Tamale, Bolga and Wa will be fully operational by March 1. The main ACDI/VOCA Country Office in Accra, with full administrative and financial support units in place, was prepared for the start of ADVANCE II on February 5<sup>th</sup>.
- Having existing project office infrastructure, on-the-ground staffing structures, and ongoing relationships with key actors will enable the technical team to immediately focus on adapting the ADVANCE approach to meet the new ADVANCE II program objectives and targets. Technical field work is scheduled to begin on March 1.

## IMPLEMENTING PARTNERS

ADVANCE II has a well-balanced and experienced project team that has carried over from ADVANCE: including ACDEP, Pab Consult and TechnoServe. This team has deep experience in northern Ghana and has the technical strength to manage this complex project. The ADVANCE II team and their key roles on the project are described in the table below.

### ADVANCE II Team Roles

Partner	Role
<b>ACDI/VOCA</b>	<ul style="list-style-type: none"> <li>• Manages overall project</li> <li>• Facilitates strengthened service provision to male and female farmers by outgrower businesses, lead firms, transport providers, warehouses, etc.</li> <li>• Facilitates access to financial services</li> <li>• Ensures integration of gender into program areas</li> <li>• Strengthens the warehouse receipts systems</li> <li>• Builds capacity of local partners in USAID financial and contractual regulations</li> <li>• Ensures effective grant management</li> </ul>
<b>TechnoServe</b>	<ul style="list-style-type: none"> <li>• Leads market facilitation activities with lead firms and potential export markets</li> <li>• Identifies policy constraints impacting target value chains, conducts policy analysis and strengthens local advocacy capacity, coordinating with the Policy Support Project</li> <li>• Identifies and facilitates smallholder access to new end market opportunities</li> <li>• Assists lead firms in adapting supply chain systems to engage smallholders</li> </ul>
<b>ACDEP</b>	<ul style="list-style-type: none"> <li>• Builds capacity of FBOs, delivering Sell More for More training, numeracy training, and FBO financial and management capacity building</li> <li>• Builds capacity of NFs, delivering the new curriculum of NF training and the Outgrower Business Management program</li> <li>• Manages the Bolgatanga office starting in year 3.</li> </ul>
<b>PAB Consult</b>	<ul style="list-style-type: none"> <li>• Builds agronomic capacity, delivering training to lead farmers and farmers on GAP, including conservation agriculture, soil fertility management, post-harvest management.</li> </ul>

ACDI/VOCA will lead the team as the prime contractor, providing overall management, technical direction and administrative services; reporting to USAID; coordinating with other donor activities; and overseeing subawardees' activities. Coordination among partners will ensure maximum benefit of each partner's technical expertise, and will be driven by the COP through an ADVANCE II Management Steering Committee comprised of the leadership of the partner organizations. The committee will meet on a quarterly basis to review project progress on indicators and objectives. The committee will discuss observations and learning, assess project approaches, and adapt project design and activities.

## **OFFICE OPERATIONS & STAFFING PLAN**

The project will have a total of five office locations, with four of these operational within the first program year. The ACDI/VOCA Country Office in Accra will house the ADVANCE II Project office where the COP will be based and several program activities will be managed, including finance and administration, monitoring and evaluation, trade and marketing, policy and advocacy, and public relations and communications.

The Tamale office is the main hub for the project in the North and has remained functional through the end of ADVANCE and into the start-up of ADVANCE II; due to the six week overlap between the two projects. The Technical Director/Value Chain Specialist will be based there starting June 1<sup>st</sup> and will direct all technical programs and activities. Technical leaders for agricultural production and business services are also based in the Tamale office under the direction of the Technical Director/Value Chain Specialist. Program specialists for ICT Outreach, gender, environment, and NGO capacity strengthening will also be based in Tamale. The project's Operations/Grants Manager and his team will also operate from the Tamale office.

Regional technical teams are led by Regional Coordinators (RC), who are all experienced staff returning from the ADVANCE project. Regional technical teams are based in Wa (Upper West), Bolgatanga (Upper East) and Tamale (Northern Region). The Wa office, owned by TechnoServe, is already equipped and will be fully operational by March 1<sup>st</sup>. The Bolga office is recently leased in a new location and will be fully equipped and staffed by March 1<sup>st</sup>. Note that the long-term intension of the project is to transfer the management of the Upper East Region and the Bolga office to ACDEP in year three, using years one and two as a period of capacity building to prepare them for this transition. It is anticipated that the Bolga ACDEP transition will take place gradually during CY 2016.

All offices will be fully operational by March 1<sup>st</sup> including but not limited to:

- Accountants in place (trained under the ADVANCE project) with accounting systems operational and new books opened;
- Bank accounts still active from the ADVANCE project;
- Budgets submitted and funds transferred;
- Vehicles in place with drivers;
- Office managers and support staff in place;

- Regional Coordinators in place, technical staff reporting in March/April;
- Technical Director/VC Specialist at post in June.

Pab Consult will recruit and have posted the required number of Agricultural Production Officers (approximately nine) in March. ACDEP will likewise recruit and have posted the Business Service Officers (3) and FBO Training Officers (10) by March. TechnoServe will have their 10 staff recruited and posted in late March and early April.

In PY 2015, around October/November 2014, the project will establish an office in Kumasi to focus on the market catchment areas (Kumasi, Techiman, Dormaa, and Sunyani) for the target FTF crops. The overall ADVANCE II office plan ensures staff will be close to our key counterparts in those areas.

On-the-ground activities in more remote or hard-to-reach areas such as Northern Volta, Kitampo North District, Bole District, Nandom area of Upper West, Salaga zone of the Northern Region will be implemented by local NGOs that will be contracted under the Local Partnership Grant fund. The NGO capacity building program will also be supported under the USAID Forward initiative managed by a specifically recruited specialist.

## **PROCUREMENT AND EQUIPMENT**

USAID authorized the transfer of some ADVANCE assets which will require replacement. Most office equipment is in fair condition and has been retained, to be replaced over the next several years on an as-needed basis. Immediate procurement in the first quarter (Feb/Mar) will be as follows:

- Five SUV style 4x4 vehicles
- Three double-cab 4x4 pickup trucks
- One generator
- 36 laptop computers
- Printer plotter for maps
- Still cameras; one video camera
- 50 GPS units

## **GRANTS MANAGEMENT**

The \$5 million grant fund has a start date of April 1<sup>st</sup> – in time to assist with the 2014 crop season. The fund has two parts: the Innovation and Investment Incentive (I-3) fund and the Local Partnership Grant Fund (LPG). The \$2.5 million I-3 is a flexible financing mechanism to reduce risk associated with investing in new technology and business approaches, foster innovation, leverage resources, and provide incentives to stimulate private sector investment and mitigate constraints in the targeted VCs in northern Ghana. A total of \$400,000 of this is

earmarked for construction projects at roughly \$100,000 per year. **No construction grants will be mobilized during this work plan period.**

The \$2.5 million Local Partnership Grant Fund will enable ADVANCE II to engage local NGOs, BDS providers, trade groups and other actors to directly provide services to VC actors while building the capacity of the local institutions through the grant management process. The Operations/Grants Manager will manage both the I-3 and the LPG funds, with supervision from the Technical Director/VC Expert, and with support from the NGO capacity specialist. LPG funds will be managed through the following process:

- **Pre-award Survey:** All applicants selected through the Local Partnership Grant Fund will be required to undergo a survey to determine eligibility for funding and to identify financial, administrative and legal gaps where direct support can be provided.
- **Organizational Capacity Assessment (OCA):** The OCA process supports the Implementation and Procurement Reform efforts under USAID Forward. Recipients will be tiered and grouped by the various levels and type of support required, for which a portion of each grant will be earmarked for capacity building support.
- **Direct Capacity-Building Support:** Direct support in capacity-building areas such as human resources, financial planning or MIS will be contracted in accordance with recipient's grant requirements and support plans.
- **Mid-Term OCA:** Each recipient will be required to repeat the OCA midway through their ADVANCE II grant. Repeat OCAs will be used to determine if interventions achieved required results and to update and modify their respective support plans.
- **Inventory of Local Organizational Capacity:** At the end of ADVANCE II, ADVANCE II will deliver an Inventory of Local Organizational Capacity report to USAID. The report will provide a situational assessment of the organizational capacity of ADVANCE II local partners and recommendations for which partners are capable to graduate to USAID direct funding.

## PROJECT COMMUNICATIONS

The ADVANCE II Communications Officer in coordination with USAID will ensure high visibility and wide media outreach through creation and dissemination of professional information products to project stakeholders and media. The Communications Officer will work with the COP and technical staff to frame communications strategies and develop specific communication pieces to ensure maximum impact on targeted communities. The project will periodically develop success stories and submit these and other reports and informational products to USAID's Development Experience Clearinghouse. All materials and activities will comply with ADVANCE II's Branding Implementation and Marking Plan.



## **DEVELOPMENT PARTNER COORDINATION**

ADVANCE II will continue to play a leading role in the coordination and leveraging of FTF projects, Agricultural Technology Transfer (ATT), Financing Ghanaian Agriculture Project (FinGAP), Resiliency in Northern Ghana (RING), the new Agricultural Policy Support Project (APSP), and the large World Bank/USAID Ghana Commercial Agriculture Project (GCAP). Monthly, then later quarterly, meetings are planned among the COP/DCOP leaders of these projects with the objective of utilizing the obvious benefits of collaboration as well as to deter issues of overlap and duplication.

We will also work to empower recently established local coordination bodies such as the AGRA/MOFA's NRBCU and SADA's Northern Agriculture Sector Working Group. With the large number of VC initiatives in the North, there is a strong need to ensure consistency across technical assistance programs and for carefully measured investments grounded in sound market development practices that put local partners and private sector actors at the forefront of planning and implementation.

The ADVANCE II project will link its project activities with other key development players through collaboration with the large value chain projects in the North including but not limited to the MOFA/IFAD/ADB's Northern Rural Growth Program (NRGP), IFDC's Farmer to Markets and DANIDA/AGRA projects, MEDA's soybean program in the western corridor in Upper West Region, DIFID's MADE Project, and the Rice Sector Support Project (RSSP). This will entail periodic collaborative review meetings and joint workshops with key value chain stakeholders in the three target crops.

## **SUMMARY OF PROJECT DELIVERABLES AND REPORTING –PY 2014**

- Draft First Annual Implementation Plan submitted to USAID by April 4<sup>th</sup>
- Final First Annual Implementation Plan submitted to USAID with USAID input by May 6<sup>th</sup>
- Gender Strategy Plan Submitted to USAID by May 6<sup>th</sup>
- Quarterly Progress Report Submitted to USAID within 30 days from end of quarter; first report submitted April 30<sup>th</sup>
- First Annual report submitted to USAID by October 30<sup>th</sup>
- Environmental Mitigation and Monitoring Plan (EMMP) submitted to USAID by April 4<sup>th</sup>
- Draft Monitoring, Evaluation and Learning (MEL) plan submitted to USAID by April 4<sup>th</sup>
- Final MEL Plan submitted to USAID by May 6<sup>th</sup>
- Weekly bullets as prepared, submitted on every Thursday
- Technical reports as and when cleared for release
- SF-425 submitted quarterly

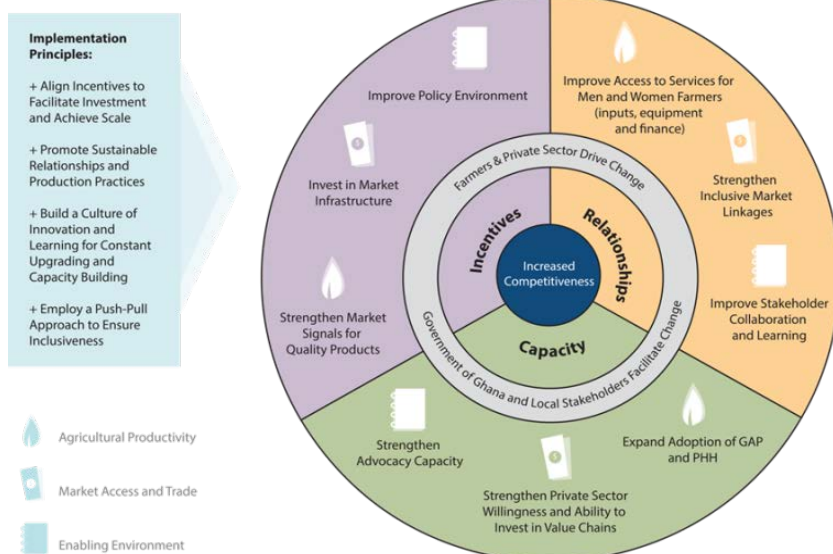
The Environmental Monitoring and Mitigation Plan and the draft Monitoring, Evaluation and Learning Plan will be submitted to USAID under separate covers on April 4<sup>th</sup> and will be incorporated into ADVANCE II implementation activities. The Gender Strategy Plan will be

submitted by May 6th and its recommendations and interventions will also be incorporated into ADVANCE II overall implementation.

## IMPLEMENTATION STRATEGY – NORTH GHANA

While Ghana has one of the fastest growing economies in Africa and is one of the few countries on track to meet its Millennium Development Goal of reducing poverty by half by 2015, stark inequality exists between the northern and southern regions. Northern Ghana has interrelated economic, health, environmental and educational challenges that have contributed to this disparity for the majority of its 4.3 million people. Low levels of literacy, poor nutrition, inconsistent weather patterns, geographic isolation from market centers, periodic insecurity, and lack of knowledge of modern farming practices have hindered productivity. Women smallholder farmers are even more disadvantaged due to limited access to and control over land and resources, and lower education levels and access to training.

Ghana’s steadily increasing inflation, currently at 11.5 percent, and the current foreign exchange crisis, has eroded purchasing power, furthering a necessity for import-substitution policies, while creating more competitive regional export opportunities. Currently, Ghana imports nearly 50 percent of the rice, most of the processed soy products and 15 percent of the maize it consumes. With urban populations and incomes on the rise, demand for such staple foods is increasing. Such social and economic conditions, while challenging, present clear opportunities for the North, whose economy relies heavily on production of key staple food crops. Government and development partners, as well as the private sector, are now investing heavily in commercial agriculture initiatives banking on the northern region’s agricultural potential.



The ADVANCE II theory of change posits that there are three functions of value chain competitiveness—agricultural productivity, market access and trade, and an enabling environment—which are catalyzed by three enablers of competitiveness - clear incentives for investment, strong local capacity and mutually beneficial relationships. Underpinning the theory is that private sector actors, including men and women farmers, are the drivers of competitiveness, while the GOG and local stakeholders are facilitators, empowered by ADVANCE II investment, capacity building and innovation promotion. The proposed activities within the framework adhere to four main implementation principles and contribute to both the functions and enablers of VC competitiveness.

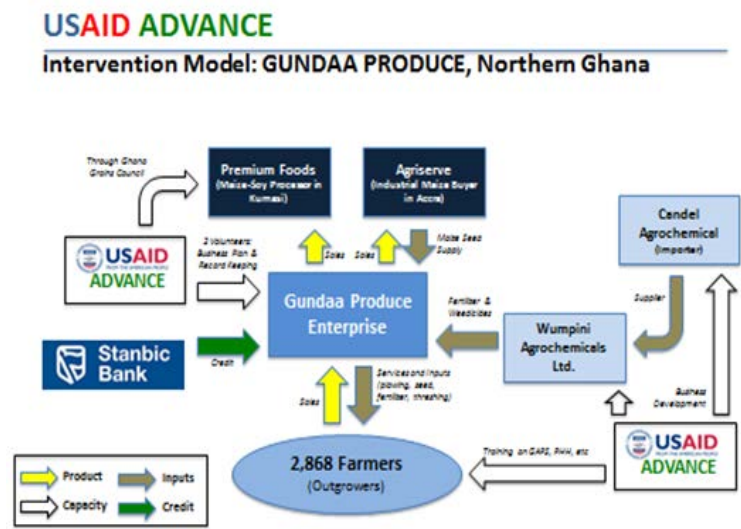
The ADVANCE II strategy to transform the agricultural sector is in line with FTF/Ghana objectives. The implementation plan is designed to create commercial opportunities for targeted farmers that result in access to markets, long-term relationships with businesses investing in the value chain, improved access to market information, improved access to services and products including financing, high-quality inputs, new technologies, and mechanization services; and improved ability to meet market requirements. The end result is increased productivity and profitability for both large and smallholder farmers.

The central approach is to focus on end-market opportunities that provide compelling incentives for businesses throughout the value chain to invest in the chain, including upgrading their own performance. For example, competition from imported rice is driving investment in Ghana’s domestic rice value chain by millers to expand their capacity and the quality of the end product with upgraded machinery; by traders to develop dedicated smallholder farmer suppliers; and by farmers to improve productivity through the efficient use of quality inputs and improved varieties. ADVANCE’s strategic focus on growing end-markets also attracts investment from businesses in supporting markets such as financial institutions, input dealers, and equipment service providers who recognize the potential to grow their own businesses by servicing actors in these value chains. Ultimately, the upgrades to the target value chains sustainably benefit smallholder farmers by building their capacity and improving their access to markets, information and services.

To encourage businesses to make these investments, ADVANCE II employs a facilitative approach. The project targets lead firms in the value chains and supporting markets that are able to impact large numbers of smallholders and are willing and able to invest in performance upgrades to serve as a role model for the industry. ADVANCE II ensures that targeted lead firms demonstrate considerable commitment and exert ownership of the upgrading process.

### TECHNICAL CHALLENGES

The vast majority of buyers, aggregators, inputs suppliers, financial services providers, and other service providers continue to be based in the South; however many are now setting up in northern locations, establishing firm linkages to farmers in the North as a result of the ADVANCE project’s interventions. New processors, such as private sector AVNASH rice processing mill and the MiDA-sponsored Agri-Business Centers, offer northern smallholder farmers a greater choice of buyers. ADVANCE II continues to focus its partnerships on these value chain



actors that are investing in the North. This strategy is crucial to the ADVANCE II project's sustainable, market-driven approach to improving the economic conditions of farmers.

The ADVANCE II project targets smallholders through business service providers that provide them with either in-kind or cash-up-front services. These providers (processors, commercial farmers, input dealers) reach large numbers of smallholders and are willing and able to invest in upgrading the value chain. Of the farmers participating in the ADVANCE II project, 99 percent are smallholders with an average farm size of 1.9 ha or less; and all of them are linked to one or more service providers.

The ADVANCE II project's target smallholder farmer population in the North is defined by their challenges and therefore the project is implemented with those constraints in mind. The technical interventions described in this implementation plan are designed to consolidate our gains from ADVANCE, and leverage where momentum is occurring in new technology adoption, more efficient use of mechanization, stronger links to end markets, and actors' willingness to invest in the value chain and industry.

Activities will continue to be implemented in the South to promote markets or services to smallholder farmers in the North – the planned Kumasi office is a case in point. Kumasi office activities include support to processors, poultry sector businesses, aggregators and other buyers who source product from the North and are willing to invest in the value chain. These lead firms also include financial service providers with branches in the North; input and equipment suppliers whose market channels extend to the North; industry professional bodies whose membership and service base extends to the North, such as GRIB and the Ghana Grains Council (GGC); and outreach partners such as radio stations whose listener base extends to the North.

## **SUB-PURPOSE 1: INCREASED AGRICULTURAL PRODUCTIVITY IN TARGETED COMMODITIES**

ADVANCE II has started with sufficient lead time to prepare for the 2014 planting season with a "seed in the ground" time frame of May/June depending on rainfall. The priority for the agronomic and business teams is to renew relationships with ADVANCE I actors including nucleus farmers, aggregators, input and equipment importers and distributors, and financial service providers and begin preparations for the planting season. It is critical that new players are immediately brought on board to start the scaling up process.

### **1.1 Strengthened sustainable systems for financial, advisory, aggregation and on-farm, post-harvest service provision and input distribution**

ADVANCE II will align incentives through increased access to market information and higher value market segments that encourage smallholders to invest in production.

Capacity of producers and FBOs will be expanded through the demonstration of new GAP and PHH technologies and practices through commercial partners and outgrower networks. The project will also promote sustainable relationships for smallholders with NFs and service providers by scaling up ADVANCE's nucleus farmer-outgrower and community input agent models.

ADVANCE II will develop a professionalized Outgrower Business Management (OBM) capacity-building program with two tracks, one for existing NFs and one for new Outgrower Businesses (OB). The OBM program will build on ADVANCE training resources and lessons learned to develop a certified training program for OBs. Program participants will be required to complete a core business curriculum that will include a mix of classroom time, study tour visits and practical application exercises.

- 1.1.1 Once posted the field teams will start the process of expanding their client base. Local media, especially radio, will be used to announce project start-up and interested farmers will apply. The pre-season event will also be used to promote project participation as well as a well-publicized launch in April. Tractor service providers will be targeted as well as large FBOs.
- 1.1.2 The business services team, with APOs, will work with all former and new actors to develop a business plan that will guide both the actor and the facilitators and will determine what resources will be required to implement each actor plan.
- 1.1.3 An ADVANCE "Compact" similar to a MOU will be negotiated between ADVANCE and NFs and FBOs.
- 1.1.4 The business team will design the OBM curriculum within the first few weeks that will start the process of a structured and scheduled business management model that is able to adopt itself to individual farm business requirements.
- 1.1.5 The business plan and OBM training will determine what, if any, financial assistance is required through commercial credit or grants. The team will work closely with FinGAP on commercial credit actions.
- 1.1.6 Staff will invite well established NFs to mentor new actors to the program. Groups will visit NF farms for first-hand experience in what a multi-service operation can look like.
- 1.1.7 Interns from University of Development Studies (UDS) will be used to augment the business team.
- 1.1.8 APO team will design and roll-out the Tractor Service Operators Training Program that will focus on tractor operations and maintenance.
- 1.1.9 Staff will strengthen ties with former FBO groups and will identify new FBOs to join the program. Likewise, FBOs (like all new NFs) will also undergo a capacity assessment and will work with staff to develop a business plan which will guide all assistance and resource allocation. (FBO survey to start in April)
- 1.1.10 FBO compacts negotiated.
- 1.1.11 Using readily available directories, and a local survey, staff will identify all new and established community input retailers to participate in the project's business improvement program. This includes all equipment dealers and local

manufacturers who may be eligible to participate in the project's SEG grant program.

- 1.1.12 Facilitate wider distribution of certified seeds, chemicals and fertilizer through improved linkages between dealers and out-grower business and FBOs, supported by commercial finance (with FinGAP) and commodity off-take contracts. Work with out-grower businesses to develop benefit/cost sceneries in regards to in-kind lending of inputs and tractor services to smallholder farmers.
- 1.1.13 Integrate the message and models of this activity at the Pre-Season (April) and Pre-Harvest ( October) Agribusiness Fairs

## 1.2 Strengthen incentives for smallholder investment in new productivity enhancing technologies, services and practices

The project will ensure clear incentives for smallholder investment by facilitating access and awareness of higher value markets through improved flow of market information, increased financial literacy and appropriate risk management services.

- 1.2.1 The APO/FBO staff will encourage smallholders to link up with FBOs and NFs to gain economy of scale, access inputs and better market commodity off-take.
- 1.2.2 The T&M team will identify competitive market opportunities for NFs and FBOs through [contractual] linkages with lead firms and aggregators.
- 1.2.3 ICT outreach will engage Esoko and other ICT companies to develop a more robust marketing campaign to directly engage NF out-grower networks.
- 1.2.4 ICT outreach will continue to mitigate production risk by working with GAIP and Ignitia to expand customer base and payment models, and tailor products to ADVANCE II target groups.
- 1.2.5 Financial risk and benefit will be taught to farmers by the BSO team through tailored financial literacy modules and workshops (with FinGAP).

## 1.3 Increased adoption of improved productivity-enhancing technologies, services and practices by women and men farmers

ADVANCE II will coordinate with partners to develop standard crop protocols, modify existing ADVANCE training modules and share extension information through outgrower networks, private sector partners and information and communication technology (ICT) platforms.

- 1.3.1 APO team to develop and disseminate standard crop production protocols tailored to the diverse regions of northern Ghana. Training modules around specific crop protocols to be used at demo sites with ATT.
- 1.3.2 APO to start NF OG farmer services (extension) program as part of business plan; grant resources are available, limited NF to start in 2014.
- 1.3.3 APOs to plan GAP training –delivered by NF and MOFA.

- 1.3.4 APO team to identify actor supported demo sites using last year sites as a guide. 170 sites planned for 2014. Team leader to identify sponsors and coordinate private sector-supported demonstrations.
- 1.3.5 GAP and PHH training to take place at all sites with private sector firms.
- 1.3.6 ICT Outreach to push planting advice provided through expanded radio programming content and information dissemination by SMS and call centers.
- 1.3.7 Facilitate NFs and local leaders to make available land for productive women farmers.

#### **SUB-PURPOSE 1 MILESTONES**

- 170 private sector supported demo sites.
- 10 private sector companies participating in demo sites.
- 300 OBM programs designed and started.
- 150 NF with new business plan.
- 50 NF adding a new service(s) to their business operations.
- 20 UDS interns working on BS.
- 150 NFs accessing Ignitia weather reports.
- 159 NFs join crop insurance program.
- 30 NF starting OG SHF field management services.
- FBO Survey completed.
- Input dealer survey completed.

### **SUB-PURPOSE 2: INCREASED MARKET ACCESS AND TRADE OF TARGETED COMMODITIES**

The ADVANCE II strategy for increasing market access and trade is guided by the three enablers of competitiveness within its theory of change. ADVANCE II will help to establish incentives from identified end market opportunities for lead firms, FBOs, financial institutions and BDS providers to invest in the VC and build their capacity to respond to these opportunities. Congruently, the project will facilitate mutually beneficial relationships to capitalize on incentives through market facilitation that matches appropriate buyers and sellers as well as service providers to technical and financing needs.

#### **2.1 Increased availability and use of affordable/sustainable services**

ADVANCE II will build the capacity of financial institutions and the GGC as well as transport and logistics firms. This will increase incentives to access such services and facilitate investments in storage and PHH equipment. The expected growth in demand for financing as a result of the development of NFs and smallholder service providers outstrips the capacity of current financial suppliers lending to the agriculture market. In the first two years of the project, ADVANCE II will coordinate closely with FinGAP to build capacity of

financial institutions best positioned to lend to smallholders (credit unions, rural banks and MFIs).

- 2.1.1 BSOs to continue to work with FIs to develop financial products to support NF networks with FinGAP.
- 2.1.2 GGC to increase commodity portfolio to include rice and soybean.
- 2.1.3 GGC to deliberate with GCX team on integration of systems.
- 2.1.4 GGC to explore MIS services to members with ESOKO.
- 2.1.5 Engage with GPRTU and MTTU to identify transport market needs and develop improvement plan.
- 2.1.6 ADVANCE II to sit on Ghana board of director of Borderless Alliance; focus on north-south corridor and Northern cross border trade.

## 2.2 Improved capacity of women and men (and firms) to participate in markets

ADVANCE II will ramp up trade facilitation efforts to broker deals and public private partnerships with expanding agribusiness firms demanding a reliable and consistent supply of commodities. The project will undertake an end-market analysis within the first six months of the project to identify regional and domestic firms interested in upgrading operations and expanding their raw material base. Firms in growing and higher-value end-market segments that can drive demand for commodities within the FTF value chains will be targeted.

- 2.2.1 Complete FBO M4 assessment to identify those that can best support member services for commodity marketing.
- 2.2.2 Develop and start FBO capacity strengthening program.
- 2.2.3 Re-commence numeracy and FAAB community training.
- 2.2.4 Ensure new actor access to MIS.
- 2.2.5 Outgrower smallholder farmers better organized and integrated into the NF business operations.
- 2.2.6 NF business model to include aggregation and marketing plans and training.
- 2.2.7 Work with trade association groups to determine capacity improvement requirements to better serve members and improve market services.

## 2.3 Increased private sector investment and innovation to support value chain development

ADVANCE II will drive innovation and investment through agribusiness fairs, investment conferences and equipment suppliers to promote new technologies and investment opportunities. The I-3 grant fund will be used strategically to spur new technologies and high-impact investments by buying down the risk for VC actors to drive upgrading strategies. The project team will develop organizational and technical selection criteria and structure support in phases based on performance metrics.

- 2.3.1 Conduct country-wide lead-firm survey and end-market analysis for commodity buyers and processors.



- 2.3.2 Develop engagement plans using BDS to support growth and expansion of supply chain networks for lead firms.
- 2.3.3 Conduct Rice Milling/Production Assessment in northern Ghana.
- 2.3.4 Support Pre-Season Agribusiness Forum –Tamale.
- 2.3.5 South-North trade missions for lead-firms –producers.
- 2.3.6 Work with WATH to monitor cross border trade (inter) and extra regional exports of commodity staples. Work with GGC on trade data dissemination.

## 2.4 Expanded depth and breadth of benefits from market participation for women, men and firms

To increase market participation benefits to smallholders, ADVANCE II will ensure that outgrower networks and FBOs have the capacity to take advantage of identified market opportunities through collective marketing, PHH and storage and numeracy training. We will concentrate to increase FBO capacity to market produce collectively. With improved management, PHH, storage and marketing, FBOs will increase incomes by collectively marketing their commodities through affiliated NFs and aggregators connected to larger institutional buyers, or in some cases directly to the processors themselves.

- 2.4.1 Tailor SMFM curriculum and materials for Ghana language and context –focus on FBOs.
- 2.4.2 Develop female FBO leadership module for SMFM.
- 2.4.3 Conduct SMFM TOTs to FBO leaders.
- 2.4.4 Conduct assessment to design strategic marketing campaign to improve brand image of Ghanaian food products.

### SUB-PURPOSE 2 MILESTONES

- Lead-firm survey completed.
- 30 lead firms participating in project with signed MOUs.
- 5000 farmers accessing MIS information.
- 30 trade missions.
- 150 FBO M4 assessments conducted.
- GGC adds soybeans to its receipts program.
- Rice milling/production assessment completed.

### SUB-PURPOSE 3: STRENGTHENED CAPACITY FOR ADVOCACY AND ACTIVITY IMPLEMENTATION

ADVANCE II will increase incentives to participate in the upgrades and benefits associated with VC competitiveness by improving the policy environment. The project will build organizational capacity to affect change and promote investment and improve the business enabling

environment for targeted VCs. The project will also strengthen VC relationships that increase stakeholder collaboration, and deepen its local partnerships through a robust capacity building program built around USAID's Organizational Capacity Assessment process.

### **3.1 Strengthened advocacy capacity of value chain actors and their associations to address identified value chain-specific enabling environment constraints particular to the north**

The cost of doing business in agriculture will remain high as long as policies to commercial credit remains expensive, standardized grades and measures are weak, enforcement is inconsistent, transport costs are high and North-South linkages are fragile. Addressing these policies will help the rice, maize and soy value chains to drive down costs and become more competitive.

- 3.1.1 Conduct Policy Advocacy Capacity Assessment.
- 3.1.2 Develop policy advocacy strategies and capacity building plans for advocacy groups.
- 3.1.3 Carry out policy advocacy trainings and consultations.
- 3.1.4 Organize Farmer Policy Forums.
- 3.1.5 Engage with GGC on establishing a research/policy unit.
- 3.1.6 Engage with GIPC to establish a centralized database of district investment plans.

### **3.2 Strengthened local institutions to implement inclusive value chain development and become eligible for USAID funding**

ADVANCE II is well-placed to deepen its partnerships with local implementing organizations under ADVANCE II. Through the I-3 and Local Partnership Funds and subcontracts to local partners ACDEP and PAB Consult, over 28 percent of ADVANCE II resources will be channeled to local implementing partners, service providers and VC actors. By the end of year three, the majority of direct support to external actors will be delivered through local partners, paving the way for USAID Forward in Ghana.

ACDI/VOCA has renewed commitments from its local partners, ACDEP, in outgrower business service support, and PAB Consult, in agronomic technical assistance. We have provided each organization with a more focused technical and management role on the project. Both organizations have requested increased support to improve their technical capacity and internal structures to successfully fulfill their subcontract roles and to eventually manage USAID funds as a prime contractor. Under ADVANCE, ACDI/VOCA conducted several institutional assessments for key local partners; these assessments along with the team's first-hand working knowledge of local partners will provide for robust local service provision and capacity building for actors across the targeted VCs.

- 3.2.1 Identify eligible institutions to participate in the program; conduct organizational capacity assessment; select start-up candidates.

- 3.2.2 Develop capacity building plans with local implementing partners.
- 3.2.3 Provide or facilitate access to necessary organizational development assistance for those applicants requiring it.

**SUB-PURPOSE 3 MILESTONES**

- Policy advocacy study completed.
- 30 policy/advocacy workshops.
- 30 policy forums held.
- 20 NGO Institutions identified for USAID Forward program.

## ANNEX 1. ADVANCE II IMPLEMENTATION PLAN TRACKING SHEET

Activity	Responsible	Targets	Feb	Mar	Apr	May	June	July	Aug	Sept	Tamale	Bolga	Wa
<b>RAPID START-UP, ADMINISTRATION, PLANNING and REPORTING</b>													
<b>Office and Staff</b>													
Recruit and contract key personnel	HQ	Three key personnel											
Contract A/V returning staff	COP/DCOP	32 returning staff											
Advertise and contract new staff	COP/DCOP	6 new staff											
Contract Implementing Partners –ACDEP. Pab, TNS	HQ	24 Partner staff											
Partners start staff recruitment and posting process	Partners/COP												
Accra office ready	COP/DCOP												
Tamale, Bolga , Wa offices ready	DCOP/Ops												
Procurement –vehicles, generator	COP/HQ												
Procurement –office equipment (computers, GPS, printers, etc.)	COP/HQ												
Technical Program starts March 1													
Technical Leader training starts April 21													
Staff training on ADVANCE II methodology start May 5													
<b>Reporting Deliverables</b>													
Draft First Annual Work Plan submitted to USAID by April 4 <sup>th</sup>	COP												
Final First Annual Work Plan submitted to USAID with USAID input by May 4 <sup>th</sup>	COP												
Gender Strategy Plan Submitted to USAID by May 4th	HQ/Gender Spec.												
Quarterly Progress Report Submitted to USAID within 30 days from end of quarter; first report submitted April 30th	DCOP/COP												
First Annual report submitted to USAID by October 30 <sup>th</sup>	DCOP/COP/T D												
Environmental Mitigation and Monitoring Plan	HQ/COP												

Activity		Responsible	Targets	Feb	Mar	Apr	May	June	July	Aug	Sept	Tamale	Bolga	Wa
	(EMMP) submitted to USAID by April 4 <sup>th</sup>													
	Draft Monitoring, Evaluation and Learning (MEL) plan submitted to USAID by April 4 <sup>th</sup>	DCOP/HQ												
	Final MEL Plan submitted to USAID by May 4 <sup>th</sup>	DCOP/HQ												
	Weekly bullets as prepared, submitted on every Thursday	DCOP/PRC	40 submittals											
	Technical reports as and when cleared for release													
	SF-425 submitted quarterly	HQ/COP	3SF-425's submitted											
<b>1.</b>	<b>SUB-PURPOSE 1: INCREASED AGRICULTURAL PRODUCTIVITY IN TARGETED COMMODITIES</b>													
<b>1.1</b>	<b>Strengthened <u>sustainable systems</u> for financial, advisory, aggregation and on-farm, post-harvest service provision and input distribution</b>													
1.1.1	Field teams start the process of expanding their client base	TD/RCs	35,000 SHF									15,000	8,000	12,000
1.1.2	Business plans developed that will guide both the actor and the facilitators	TD/RC/BSO	300 business plans									150	60	90
1.1.3	ADVANCE "Compacts" negotiated with NFs and FBOs	TD/RC/BSO	300 compacts									150	60	90
1.1.4	Design the OBM curriculum	TD/BSO	300 NF/FBO/OG									150	60	90
1.1.5	The business plan and OBM training will determine what, if any, financial assistance is required through commercial credit or grants	TD/BSO	100 actors assisted on credit									50	20	30
1.1.6	Staff will invite well established NFs to mentor new actors to the program. Groups will visit NF farms for first-hand experience	TD/APO	30 visits									15	5	10
1.1.7	Interns from UDS will be used to augment the business team	TD/BSO	20 interns									10	5	5
1.1.8	Roll-out Tractor Service Operators Training Program	TD/APO	10 workshops, 200 trained									100	30	70
1.1.9	New FBOs will undergo a capacity assessment and will work with staff to develop a business plan	TD/BSO	150 FBO assessments									75	25	50
1.1.10	FBO compacts negotiated	TD/BSO	100 FBO compacts									50	20	30
1.1.12	Facilitate wider distribution of certified seeds, chemicals and fertilizer through improved linkages between dealers and out-grower business and FBOs	TD/APO	150 NF/FBO work with inputs									75	25	50
1.1.13	Pre-Season (April) and Pre-Harvest ( October) Agribusiness Fairs	TD/Ops	2 events per year									2		

Activity		Responsible	Targets	Feb	Mar	Apr	May	June	July	Aug	Sept	Tamale	Bolga	Wa
<b>1.2</b>	<b>Strengthen incentives for smallholder investment in new productivity enhancing technologies, services and practices</b>													
1.2.1	Staff encourage small holders to link up with FBOs and NFs	TD/APO/BSO	Ongoing (35,000 target)									15,000	8,000	12,000
1.2.2	Identify competitive market opportunities for NFs and FBOs through [contractual] linkages with lead firms and aggregators.	TD/TM	100 contracted deals (more non-contract)									50	20	30
1.2.3	Engage Esoko and other ICT companies to develop a more robust marketing campaign	TD/ICTO												
1.2.4	Mitigate production risk by working with GAIP and Ignitia to expand customer base	TD/ICTO	GAIP and Ignitia serves 150 NF									70	25	50
1.2.5	Financial risk and benefit will be taught to farmers through tailored financial literacy modules and workshops (with FinGAP)	TD/BSO	200 OB taught									100	30	70
<b>1.3</b>	<b>Increased adoption of improved productivity-enhancing technologies, services and practices by women and men farmers</b>													
1.3.1	Develop and disseminate standard crop production protocols tailored to the diverse regions of northern Ghana. Training modules around specific crop protocols to be used at demo sites. (with ATT)	TD/APO	Training modules designed and distributed for each crop (3)											
1.3.2	NF OG farmer services (extension) program started as part of business plan; grant resources are available, limited NF to start in 2014 (perhaps 20)	TD/APO/BSO	20 NF/OB start field services									10	3	7
1.3.3	Plan and implement GAP training –delivered by NF and MOFA	TD/APO	15,000 trained on GAP									7,000	3,000	5,000
1.3.4	Identify actor supported demo sites using last year sites as a guide. 170 sites planned for 2014. Team leader to identify sponsors and coordinate private sector-supported demonstrations	TD/APO	170 demo sits supported by input companies									80	40	50
1.3.5	PHH training to take place at all sites with private sector firms	TD/APO	10,000 SHF trained on PPH									5,000	2,000	3,000
1.3.6	Planting advice provided through expanded radio programming content and information dissemination by SMS and call centers	TD/APO/ICTO	15 radio stations; 3 message service									10	3	5
1.3.7	Facilitate NFs and local leaders to make available land for productive women farmers	TD/APO/GS	Ongoing message											

Activity	Responsible	Targets	Feb	Mar	Apr	May	June	July	Aug	Sept	Tamale	Bolga	Wa
2	<b>SUB-PURPOSE 2: INCREASED MARKET ACCESS AND TRADE OF TARGETED COMMODITIES</b>												
2.1	<b>Increased availability and use of affordable/sustainable services</b>												
2.1.1	Work with FIs to develop financial products to support NF networks (with FinGAP)	TD/BSO	Value of agricultural loans - \$500,000								250,000	100,000	150,000
2.1.2	GGC to increase commodity portfolio to include rice and soybean	TD/TM	2 commodities										
2.1.3	GGC to deliberate with GCX team on integration of systems	TD/TM	GGC role defined										
2.1.4	GGC to explore MIS services to members (with ESOKO)	TD/TM	GGC delivers MIS service										
2.1.5	Engage with GPRTU and MTU to identify transport market needs and develop improvement plan	TD/TM	Transport assessment conducted										
2.1.6	ADVANCE to sit on Ghana board of director of Borderless Alliance; focus on north-south corridor and Northern cross border trader	TD/TM	Attend all BA meetings										
2.2	<b>Improved capacity of women and men (and firms) to participate in markets</b>												
2.2.1	Complete FBO M4 assessment to identify those that can best support member services for commodity marketing.	TD/BSO	300 M4 Assessments								150	60	90
2.2.2	Develop and start FBO capacity strengthening program	TD/BSO	100 FBOs								50	20	30
2.2.3	Re-commence numeracy and FAAB community training	TD/BSO	5000 SHF trained								2,500	1,000	1,500
2.2.4	Ensure new actor access to MIS	TD/ICTO	5000 farmers								2,500	1,000	1,500
2.2.5	Outgrower SHFs better organized and integrated into the NF business operations	TD/APO/BSO	Ongoing with 35,000 target										
2.2.6	NF business model to include aggregation and marketing planning and training	TD/BSO/TM	150 NF add aggregation to their services								75	25	50

Activity		Responsible	Targets	Feb	Mar	Apr	May	June	July	Aug	Sept	Tamale	Bolga	Wa
<b>2.3</b>	<b>Increased private sector investment and innovation to support value chain development</b>													
2.3.1	Conduct country-wide lead-firm survey and end-market analysis for commodity buyers and processors	TD/TM	1 survey published											
2.3.2	Develop engagement plans using BDS to support growth and expansion of supply chain networks for lead firms	TD/TM	30 lead firms develop plans											
2.3.3	Conduct Rice Milling/Production Assessment in northern Ghana	TD/TM/BSO	Rice mill and production survey updated											
2.3.4	Support Pre-Season Agribusiness Forum – Tamale	TD/TM/Ops	One forum held											
2.3.5	South-North trade missions for lead-firms – producers	TD/TM	30 trade missions									20	5	5
2.3.6	Work with WATH to monitor cross border trade (inter) and extra regional exports of commodity staples. Work with GGC on trade data dissemination.	TD/TM	Cross border survey conducted											
<b>2.4</b>	<b>Expanded depth and breadth of benefits from market participation for women, men and firms</b>													
2.4.1	Tailor SMFM curriculum and materials for Ghana language and context –focus on FBOs	TD/BSO	30 FBOs participate in SMFM									15	5	10
2.4.2	Develop female FBO leadership module for SMFM	TD/BSO/GS	30 models									15	5	10
2.4.3	Conduct SMFM TOTs to FBO leaders	TD/BSO	3 trainings held									1	1	1
2.4.4	Conduct assessment to design strategic marketing campaign to improve brand image of Ghanaian food products	TD/TM	Brand campaign design completed											



Activity		Responsible	Targets	Feb	Mar	Apr	May	June	July	Aug	Sept	Tamale	Bolga	Wa
<b>3.</b>	<b>SUB-PURPOSE 3: STRENGTHENED CAPACITY FOR ADVOCACY AND ACTIVITY IMPLEMENTATION</b>													
<b>3.1</b>	<b>Strengthened advocacy capacity of value chain actors and their associations to address identified value chain-specific enabling environment constraints particular to the north</b>													
3.1.1	Conduct Policy Advocacy Capacity Assessment	TD/PA	Completed											
3.1.2	Develop policy advocacy strategies and capacity building plans for advocacy groups	TD/PA	Plan completed											
3.1.3	Carry out policy advocacy trainings and consultations	TD/PA	30 trainings conducted									15	5	10
3.1.4	Organize Farmer Policy Forums	TD/PA/APO	30 forums									15	5	10
3.1.5	Engage with GGC on establishing a research/policy unit	TD/PA/TM	Negotiated											
3.1.6	Engage with GIPC to establish a centralized database of district investment plans	TD/PA	30 Districts with investment plans									15	5	10
<b>3.2</b>	<b>Strengthened local institutions to implement inclusive value chain development and become eligible for USAID funding</b>													
3.2.1	Identify eligible institutions to participate in the program; conduct organizational capacity assessment; select start-up candidates	TD/CT	20 NGOs selected									10	4	6
3.2.2	Develop capacity building plans with local implementing partners	TD/CT	20 NGOs									10	4	6
3.2.3	Provide or facilitate access to necessary organizational development assistance for those applicants requiring it	TD/CT	20 NGOs assisted									10	4	6

## **ANNEX 2. GAMSAP PROGRAM DESCRIPTION AND YEAR I IMPLEMENTATION PLAN**



**USAID**  
FROM THE AMERICAN PEOPLE



**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)

A USAID FEED THE FUTURE INITIATIVE

## **GAMSAP Program Description and Year 1 Implementation Plan: May 5<sup>th</sup> – September 30, 2014**

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**Submitted:** May 5th, 2014



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## ACRONYMS

ACDEP	Association of Church-based Development NGOs
ADVANCE	Agricultural Development and Value Chain Enhancement
APO	Agriculture Productivity Officer
ASWG	Agriculture Sector Working Group
CAADP	Comprehensive Africa Agriculture Development Program
CERGIS	Centre for Remote Sensing and Geographic Information Systems Program
DCA	Development Credit Authority
EPA	Environmental Protection Agency
FASDEP II	Food and Agriculture Sector Development Policy II
FBO	Farmer Based Organization
FinGAP	Financing Ghanaian Agriculture Project
FTF	Feed the Future
GAIP	Ghana Agricultural Insurance Program
GAMSAP	Ghana Advanced Maize Seed Adoption Program
GDA	Global Development Alliance
GGC	Ghana Grains Council
GIS	Geographic Information System
GIZ	German Development Cooperation
GSA	Ghana Standards Authority
Ha	Hectare
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Center
IITA	International Institute of Tropical Agriculture
MCC	Millennium Challenge Corporation
METASIP	Medium Term Agriculture Sector Investment Plan
MoFA	Ministry Of Food And Agriculture
MSME	Micro, Small And Medium Enterprise
MT	Metric Ton
NF	Nucleus Farmer
OB	Outgrower Business
OG	Outgrowers
NGRP	Northern Rural Growth Program
PERSUAP	Pesticide Evaluation Report and Safe Use Action Plan
PPRSD	Plant Protection and Regulatory Services Directorate
RaFIP	Rural and Agricultural Finance Program
SARI	Savanna Agricultural Research Institute
SASL	Sinapi Aba Savings and Loans
SEG	Small Equipment Grant
SSP	Spraying Service Provider
USAID	United States Agency for International Development

## FOREWORD

The ADVANCE II Project, Cooperative Agreement # Aid-641-A-14-0001, was awarded to ACDI/VOCA on February 5<sup>th</sup>, 2014 and is scheduled to end on September 30<sup>th</sup>, 2018. This four-year and eight month project is a follow-on to the successful Ghana Agricultural Development and Value Chain Enhancement (ADVANCE) project which ended on March 13<sup>th</sup>, 2014.

On December 11, 2013 USAID signed a Memorandum of Understanding (MOU) with Dupont Pioneer that effectively began the Global Development Alliance (GDA) initiative referred to here as the Ghana Advanced Maize Seed Adoption Program (GAMSAP). It was stipulated in the MOU that the management of GAMSAP would fall to the organization awarded ADVANCE II, in this case ACDI/VOCA; and that it would be implemented as part of the ADVANCE II project following USAID Cooperative Agreement regulations.

In a technical direction letter issued by USAID to ACDI/VOCA dated April 16<sup>th</sup>, USAID requested that ACDI/VOCA prepare a GAMSAP Implementation Plan and integrate it into the final ADVANCE II Year One Implementation Plan, to be submitted by May 5<sup>th</sup>, 2014. ACDI/VOCA prepared the GAMSAP Program Description and Implementation Plan based on the following USAID and Dupont Pioneer guidelines:

1. The GAMSAP program will commence under ACDI/VOCA management once the program implementation plan is approved by USAID and Dupont Pioneer;
2. The initial GAMSAP Implementation Plan match the time frame of the submitted ADVANCE II Implementation Plan; making this initial plan a start-up plan covering May 5<sup>th</sup> – September 30<sup>th</sup> 2014.
3. A full one-year GAMSAP Implementation Plan, October 2014 to September 2015, would be submitted September 1<sup>st</sup>, 2014 as part of the 2015 FY ADVANCE II Implementation Plan.
4. The GAMSAP start-up would target the maize belt below the 8<sup>th</sup> parallel, mainly in the Brong Ahafo and Ashanti Regions and that resources would be in place in time for the minor maize season that starts around August.
5. The GAMSAP is a nation-wide program and its resources would also be utilized in the North; Pioneer seed has already been provided to use in Northern demonstration sites for the upcoming maize season starting in May.
6. ACDI/VOCA will fund the start-up of GAMSAP utilizing the initial \$6 million obligation for ADVANCE II (to December 31<sup>st</sup>); following a more accelerated expenditure rate, as per the budget that accompanies this program description and start-up implementation plan.

## PROGRAM DESCRIPTION

The Ghana Advanced Maize Seed Adoption Program (GAMSAP) is a unique opportunity to leverage public and private resources to contribute to improving the competitiveness of the maize value chain and increase incomes for smallholder farmers in Ghana. The USAID and Dupont Pioneer partnership will aim to stimulate hybrid maize seed adoption in Ghana as well as expand the ADVANCE II nucleus farmer model to value chain actors in the maize belt region of the country.

The four objectives of the GAMSAP are similar in nature to that of ADVANCE II and can be effectively integrated into ADVANCE II sub-purposes one and two.

<b>ADVANCE II Sub-purpose: Increased agricultural productivity in targeted commodities</b>
<b>GAMSAP Objective 1: Increased adoption of hybrid maize seed and related good agricultural practices [to increased productivity and profitability]</b>
<b>GAMSAP Objective 2: Improved input supply chain [to improve farmer access to improved technology]</b>
<b>GAMSAP Objective 3: Improved post-harvest handling practices</b>
<b>ADVANCE II Sub-purpose: Increased market access and trade of targeted commodities</b>
<b>GAMSAP Objective 4: Increased market linkages with end buyers</b>

The GAMSAP in the southern regions will employ a similar implementation model as ADVANCE II, working through outgrower businesses (nucleus farmers and aggregators) to disseminate new technologies and improve access to markets, finance and services. In the north, GAMSAP will complement ADVANCE II objectives by stimulating demand for improved maize seed varieties through demonstration sites and extension services as well as strengthening the maize input supply chain.

### 1.0 Technical Overview

The GAMSAP's year one start-up activities will focus in the maize belt regions of the south below the 8<sup>th</sup> parallel in the Brong Ahafo and Ashanti regions to capture the minor growing season from July – September of 2014 before commencing with ADVANCE II activities in the north at the start of year two on October, 2014. Over the life of the project GAMSAP will work with 100 OBs servicing 13,000 farmers in the southern regions below the 8<sup>th</sup> parallel, as well as the majority of ADVANCE II maize farmers in the north.<sup>1</sup>

#### 1.1 GAMSAP South of the 8<sup>th</sup> Parallel

In the south, GAMSAP will employ a similar implementation model as ADVANCE II, working through outgrower businesses and their farmer networks to disseminate new technologies and

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<sup>1</sup> A baseline survey must be completed before GAMSAP can set a target for beneficiaries in the northern ADVANCE II regions. A beneficiary in the north will be defined as maize farmers that adopt a new variety of improved maize seed due to ADVANCE II/GAMSAP demonstration and agronomic extension activities.

improve access to markets and services. For GAMSAP to reach large numbers of smallholder farmers in the maize belt it will be essential to work with maize aggregators, as opposed to the nucleus farmers found in the Northern Ghana model – although the few nucleus farmers who may exist will not be ignored.

ACDI/VOCA will target aggregators and commercial farmers capable of reaching large numbers of smallholders who are willing and able to invest in upgrading the value chain through either in-kind or cash-up-front services for inputs, extension, tractor services or marketing. Under ADVANCE, it became evident that there was a growing trend with aggregators to become outgrower businesses; including those who also provided tractor plowing services.<sup>2</sup> It is this trend, and the strength of the outgrower business model, that will be the key pivot for the GAMSAP program in the maize belt of Brong Ahafo and Ashanti Regions.

The starting point with most Outgrower Businesses



Agricultural Productivity Officers (APOs) will identify outgrower businesses in the maize belt using the following criteria: a) acreage, b) level of existing or potential engagement with surrounding smallholders, c) willingness to plant maize hybrids (including Pioneer hybrid varieties), d) ability to secure necessary inputs for their commercial operation, e) ability to facilitate input credit schemes for the benefit of the smallholder farmers, and f) degree to which mechanization is being used.

The GAMSAP will employ Agribusiness Specialists to facilitate trade with the large number of aggregators, input suppliers and financial service providers based in the South – many in Kumasi who offer smallholder maize farmers below the 8<sup>th</sup> parallel a greater (and geographically closer) choice of buyers.

## 1.2 GAMSAP above the 8<sup>th</sup> Parallel

The GAMSAP above the 8<sup>th</sup> parallel will be focused on stimulating demand for improved maize seed and strengthening the input supply chain network. Working closely with Pioneer Seed, GAMSAP will ensure Pioneer hybrid trial seed is available on all of ADVANCE II maize demonstration sites alongside the requisite commercial fertilizer and agrochemicals supplied by private sector input companies. GAMSAP will work with Pioneer agronomists to develop GAP protocols for pioneer seed and other trial seed varieties that will be disseminated through the nucleus farmer and FBO networks.

<sup>2</sup> The topography in operational zones around Sunyani, Techiman, Ejura do not lend itself easily to tractor plowing services (although some exist, especially in the Afram Plains zone).



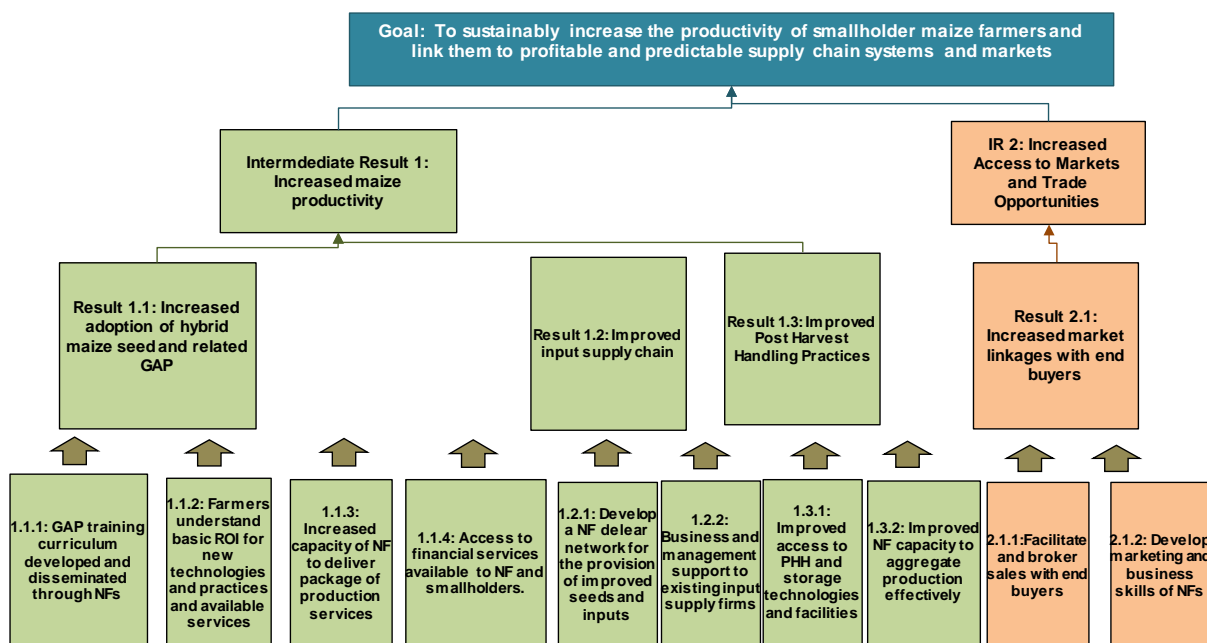
The GAMSAP will also inject additional technical and financial resources to strengthen input suppliers connected to ADVANCE II. GAMSAP Agribusiness Specialists will facilitate linkages with agricultural input importers and wholesalers and community agro-dealers and nucleus farmers capable of distributing inputs to ADVANCE II smallholders. GAMSAP will also provide business and financial planning as well as management consulting services to input firms across the supply chain.

### **1.3 Results Framework**

The GAMSAP results framework has two primary intermediate results: IR1: Increased maize productivity and IR 2: Increased Access to Markets and Trade. Under IR: 1, increased maize productivity will be achieved through both stimulating demand for hybrid maize seed and adoption of associated GAP and improved PHH, while providing support to input supply chain actors so they are able to service the increased demand from smallholder farmers. Following the ADVANCE II implementation model, support under IR 1 will be channeled primarily through participating outgrower businesses and will include a mix of technical productivity training and improved hi-bred seed demonstrations alongside basic farm business planning. The outgrower businesses will then have an increased capacity to support their smallholder networks to sustain and grow maize production. GAMSAP will also leverage ADVANCE II's network of financial institutions to support nucleus farmers and aggregators to offer outgrower credit.

GAMSAP will focus support on the input supply sector working with larger commercial input suppliers to develop their distribution networks through outgrower businesses or community input retailers. GAMSAP support in this area will include capacity building on business and financial planning as well as proper usage and safety of inputs. GAMSAP will look for opportunities to facilitate market linkages and enhanced cooperation between all key players in the input sector, including development projects such as USAID/ATT.

Under IR 2, GAMSAP will leverage ADVANCE II's market facilitation activities to ensure that GAMSAP outgrower businesses are linked to commercial buyers of maize seed, especially within the poultry sector. ADVANCE II's end market analysis will identify lead firms interested in procuring maize seed from within GAMSAP's operational zones and GAMSAP outgrower businesses' will participate at ADVANCE II agribusiness fairs and trade delegations to further strengthen market linkages within the maize value chain. GAMSAP aggregators, nucleus farmers and FBOs will receive ADVANCE II marketing and business capacity building support through training programs such as ACDI/VOCA's signature Sell More For More or linkages to professional business development service providers.



## IMPLEMENTATION PLAN

### 1.0 GAMSAP MOBILIZATION PLAN AND RAPID ACTIVITY LAUNCH

ACDI/VOCA, through its ADVANCE II management team and its Ghana country office administrative and finance staff will implement a rapid start-up to GAMSAP utilizing funds already obligated under ADVANCE II. Operational start-up will commence in May 2014. The plan will focus on:

- Office operations and staffing
- Procurement of vehicles and equipment
- Assignment of posts and areas of operations
- Linkages to ADVANCE II technical teams
- Performance Monitoring Plan

#### 1.1 Office Operations & Staffing Plan

The ADVANCE II project office infrastructure, on-the-ground staffing structures, and ongoing relationships with key actors will enable the GAMSAP technical team to immediately focus on adapting the ADVANCE II approach to meet established GAMSAP objectives and targets.

##### Project Offices

No new office locations are planned for GAMSAP as all staff will work out of existing ADVANCE II offices or work remotely in their designated operational areas. The program will be managed

from the ACIDI/VOCA Ghana country office in Accra, where a full administrative and finance team is prepared to handle all recruitment, contracts, procurement, ICT support, accounting, banking, and logistical assignments. The office is also home to the ADVANCE II project, which will provide additional services of PR, communications, GIS mapping, M&E coordination, policy and advocacy, and trade and marketing. GAMSAP will be supervised from Accra by COP Thomas Carr and DCOP Dr. Emmanuel Dormon.

Technical leadership and assistance in business services, environmental management, ICT outreach, gender mainstreaming, and grants management will be provided by senior staff based in Tamale, the head ADVANCE II project office.

Technical support in the areas of market linkages and trade promotion will be provided by technical staff in the ADVANCE II office in Kumasi, which has a focus on the market catchment areas (Kumasi, Techiman, Dormaa, and Sunyani) for the target FTF crops. The ADVANCE II Trade and Market Specialists, based in that office will provide technical services to GAMSAP nucleus farmers and aggregators, facilitating market linkages and business development capacity services.

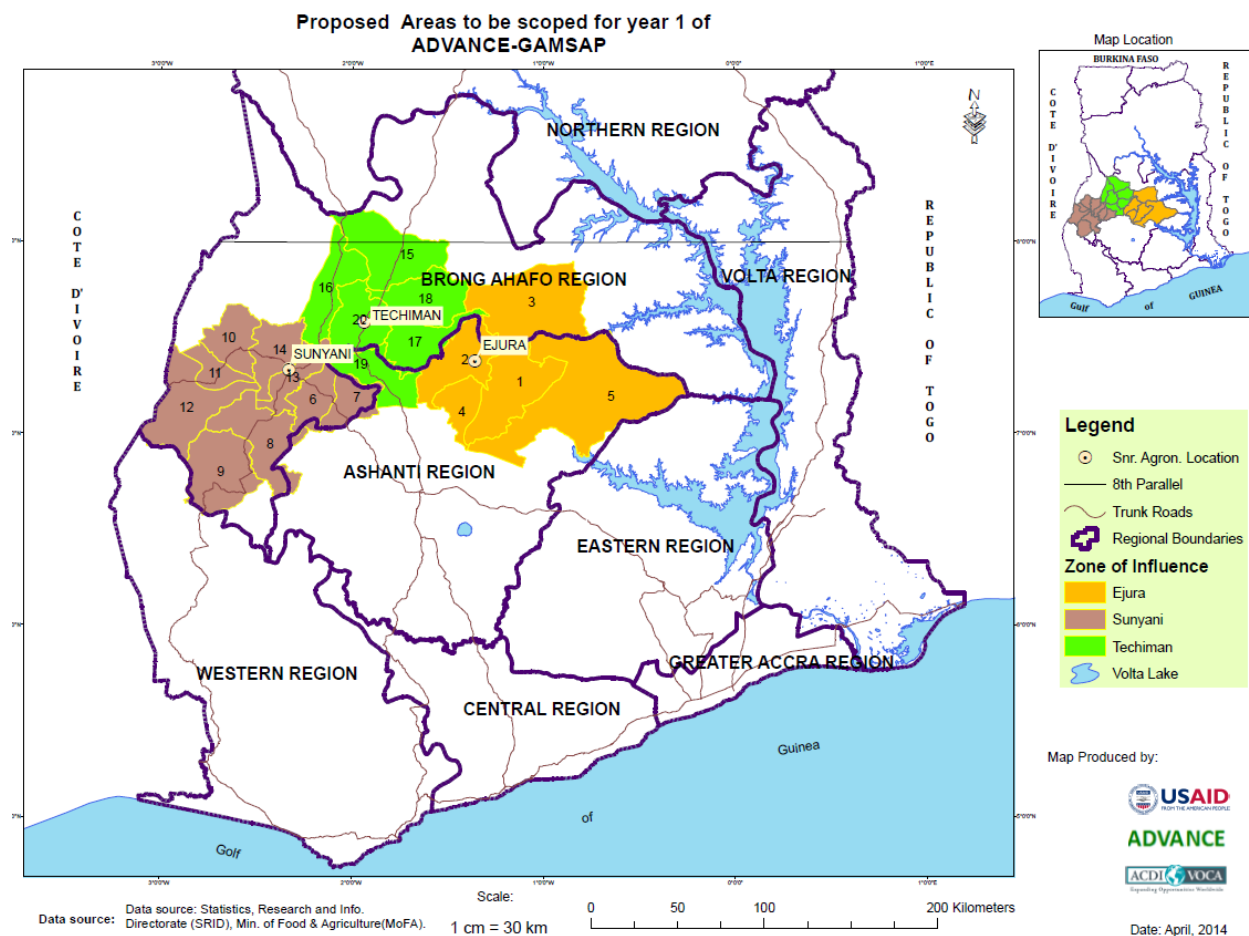
### **Staffing Plan**

The Program Director for GAMSAP will be Mr. Kweku Koranteng, a highly qualified program manager and team leader with over 20 years of experience managing programs supported by USAID, ActionAid, DFID, the European Union, ChristianAid, the World Bank and various other donors. Mr. Koranteng has most recently worked for ACIDI/VOCA as a Technical Leader for the maize (and later rice and soybean) agribusiness initiatives of the ADVANCE project. Mr. Koranteng will be based in ACIDI/VOCA's Accra office.

In year one, three Senior Agricultural Productivity Officers (APOs) will be recruited to work remotely in the following operational zones which will cover 19 districts in the Brong Ahafo and Ashanti regions: (see map below)

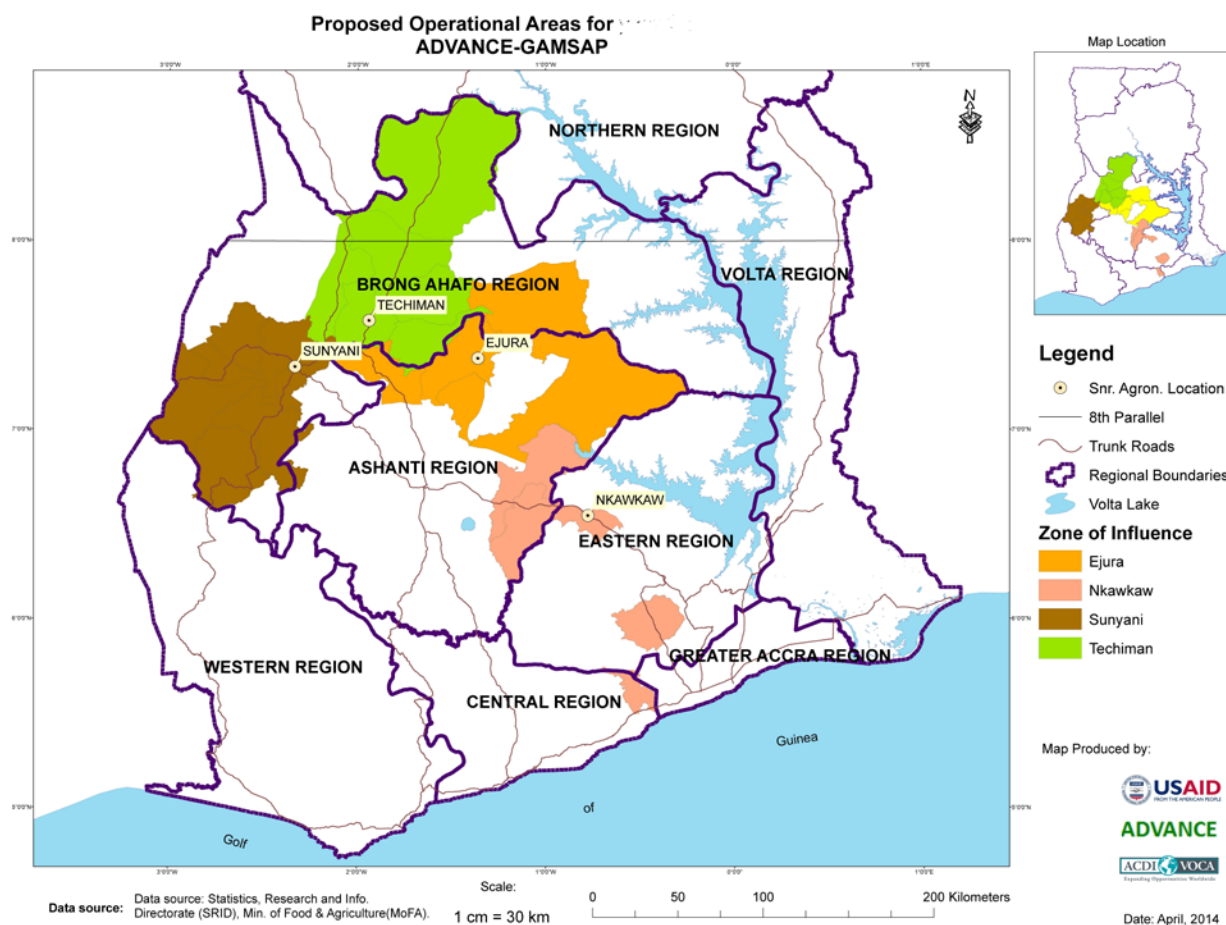
- Ejura Zone
- Sunyani Zone
- Techniman Zone

A fourth zone, Nkkawkaw Zone in the Ashanti and Eastern regions, and a Senior Agricultural Productivity Officer will be added in year two of the program (see second map below). The districts for this region have not yet been determined.



No. on Map	Operational Zone of Influence	Region	District	Capital
1	Ejura	Ashanti	Sekyere Central	Nsuta
2	Ejura	Ashanti	Ejura Sekyidumasi	Ejura
3	Ejura	Brong Ahafo	Atebubu Amantin	Atebubu
4	Ejura	Ashanti	Mampong Municipal	Mampong Ashanti
5	Ejura	Ashanti	Sekyere Afram Plains	Kumawu
6	Sunyani	Brong Ahafo	Tano North	Duayaw Nkwanta
7	Sunyani	Brong Ahafo	Tano South	Bechem
8	Sunyani	Brong Ahafo	Asutifi	Kenyasi
9	Sunyani	Brong Ahafo	Asunafo North Municipal	Goaso
10	Sunyani	Brong Ahafo	Berekum Municipal	Berekum
11	Sunyani	Brong Ahafo	Dormaa East	Wamfie
12	Sunyani	Brong Ahafo	Dormaa Municipal	Dormaa Ahenkro
13	Sunyani	Brong Ahafo	Sunyani Municipal	Sunyani

14	Sunyani	Brong Ahafo	Sunyani West	Odumase
15	Techiman	Brong Ahafo	Kintampo South	Jema
16	Techiman	Brong Ahafo	Wenchi Municipal	Wenchi
17	Techiman	Brong Ahafo	Nkoranza South	Nkoranza
18	Techiman	Brong Ahafo	Nkoranza North	Busunya
19	Techiman	Ashanti	Offinso North	Akumadan



The Senior APOs will be in charge of overseeing the design and implementation of activities to increase on-farm productivity, reduce post-harvest losses and ensure production is responsive to market demands.

Two Agribusiness Specialists will be posted in Kumasi to implement the input supply chain strengthening activities targeting larger commercial scale input providers based in Kumasi with linkages to community dealers located in the operational zones. These two staff will have strong agri-business backgrounds with experience in the agricultural input supply sector.

One additional M&E officer will be added to the ADVANCE II team based in Accra to manage all GAMSAP M&E data collection and reporting.

<b>GAMSAP Year 1 Staffing Plan Summary</b>	
<b>Position</b>	<b>Location</b>
Project Director	Accra
Senior Agricultural Productivity Officers (x3)	Sunyani, Teciman and Ejura Operational Zones
Agribusiness Specialists (x2)	Kumasi
M&E Officer	Kumasi
Drivers (x6) <sup>3</sup>	Kumasi (x2) and Operational Zones (x4)

All field staff will be equipped with laptops, printers, GPS handsets and smart phones and are expected to work remotely. They will receive an initial training on the ADVANCE II nucleus farmer model before being tasked with identifying potential outgrower businesses. They will be supported by technical teams based in Tamale and Accra, and can access the Kumasi office for supplies and logistical support.

## 1.2 Procurement and Equipment

Immediate procurement taking place in May will be as follows:

- 1 SUV style 4x4 vehicle (i.e. Nissan Patrol)
- 4 double-cab 4x4 pickup trucks (i.e. Toyota Hi-Lux)
- 8 laptop computers
- 5 smart phones
- 4 printers
- 6 cameras
- 4 GPS units
- 4 moisture meters
- 20 soil testing kits
- 1 photocopier
- 8 Office 365 licenses
- 8 anti-virus licenses

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<sup>3</sup> Some Senior Agribusiness Specialists may be able to drive themselves, therefore, reducing the need for drivers. This will be determined after recruitment.

## **2.0 ADVANCE II SUPPORT SERVICES**

### **2.1 Grants Management**

With approval from USAID, ADVANCE II grant funds would be utilized south of the 8<sup>th</sup> parallel in support of the GAMSAP program. ADVANCE II has two grant funds. The \$2.5 million I-3 Fund is a flexible financing mechanism to reduce risk associated with investing in new technology and business approaches, foster innovation, leverage resources, and provide incentives to stimulate private sector investment and mitigate constraints in the targeted VCs. The \$2.5 million Local Partnership Grant Fund enables ADVANCE II to engage local NGOs, BDS providers, trade groups and other actors to directly provide services to VC actors while building the capacity of the local institutions through the grant management process.

### **2.2 Project Communications**

The ADVANCE II Communications Officer will ensure high visibility and wide media outreach for the GAMSAP program through creation and dissemination of professional information products to program stakeholders and media. The Communications Officer will work with the COP, GAMSAP Program Director, and technical staff to frame communications strategies and develop specific communication pieces to ensure maximum impact on targeted actors and communities. ACDI/VOCA will periodically develop success stories and submit these and other reports and informational products to USAID and Pioneer.

### **2.3 Gender Mainstreaming**

The GAMSAP program will be integrated into the ADVANCE II gender strategy, ensuring interventions encourage women to participate fully in economic opportunities, which are expected to improve food security and decrease household level conflict. The Gender Specialist will provide training on gender mainstreaming to GAMSAP staff and will tap into ACDI/VOCA's gender community of practice, develop materials and build on lessons learned to ensure GAMSAP activities provide female smallholder farmers access to data, skills, equipment and finance to improve their livelihoods.

### **2.4 Environment and Climate Change**

In recent years, Ghana has seen shifting weather patterns that are significantly affecting production decisions. ADVANCE II's Environmental Officer will be responsible for ensuring GAMSAP production-related activities focus on environmental sustainability and climate resiliency, they are responsible for the climate change mitigation strategy and the implementation of the Environmental Mitigation and Monitoring Plan (EMMP) for which GAMSAP will adopt and implement. GAMSAP as a program of ADVANCE II will also test and promote conservation agriculture and climate mitigation techniques to improve integrated soil fertility management and will ensure that its management team integrates compliance with Title 22 of the Code of Federal Regulations section 216 (22CFR216).

## **2.5 Monitoring, Evaluation and Learning**

The ADVANCE II Deputy Chief of Party, Dr. Emmanuel Dormon, is the Monitoring and Evaluation and Learning Specialist and leads the ME&L unit. M&E ensures accountability to our beneficiaries, donor and stakeholders, and facilitates results-oriented and knowledge-based management. GAMSAP will be integrated into the ADVANCE II MEL Plan and employ one M&E Officer in addition to the current ADVANCE II M&E team. A baseline survey will be conducted in the south during July and August to inform program targets, once completed an updated ADVANCE II PMP with GAMSAP indicators and targets will be submitted.

## **3.0 GAMSAP Year One Activities**

GAMSAP will commence in May, providing sufficient lead time to prepare for the 2014 maize belt minor planting season with a “seed in the ground” time frame of August depending on rainfall. The priority for the program staff once posted is to scout out their assigned operation zones and begin to form working relationships with actors including nucleus farmers, aggregators, input and equipment importers and distributors, and financial service providers. In zones north of Techiman the teams will renew relationships with actors who participated in the ADVANCE I project but were located too far south to continue with ADVANCE II. The Senior APOs, with their actors on board, will then begin preparations for the planting season.

### **SUB-PURPOSE 1: INCREASED AGRICULTURAL PRODUCTIVITY IN TARGETED COMMODITIES**

#### **1.1: Increased adoption of hybrid maize seed and related good agricultural practices [to increase productivity and profitability]**

The Senior APOs will establish a home office equipped with computer, copier/printer, and internet; and, if qualified, drive a Toyota double cab, 4x4 Hi-lux pickup truck (if not qualified a driver, also based in the town, will be assigned). They will also be supported through project bank accounts to cover vehicle operations, per diem and other expenses. In this start-up phase, each Senior APO will have a target of 13 OBs, each connected to a network of 125 farmers, for a first year cumulative total of 40 OBs and 5,000 smallholders.

- 1.1.1 Once posted the Senior APOs will start the process of creating their client base. Local media, especially radio, will be used to announce project start-up and interested aggregators, commercial farmers and FBOs will be encouraged to apply for participation. The pre-season event in April will also be used to promote project participation as well as a well-publicized GAMSAP launch in May/June.



- 1.1.2 The Senior APOs will work with OBs and commercial farmers to develop simplified farm business plans that will guide both the actor and the program facilitators and will determine what resources will be required.<sup>4</sup>
- 1.1.3 The Senior APOs will facilitate private sector supported maize demo sites that include Pioneer seed as well as fertilizer. One hundred sites are planned for the 2014 minor season to be visited by 3,500 smallholder farmers (35 farmers per demo). The Program Director and Agribusiness Specialists will identify sponsors and coordinate private sector-supported demonstrations.
- 1.1.4 Demo seed will be provided through Pioneer (30y87 yellow maize variety<sup>5</sup>) and other varieties to demonstrate a mix of improved maize seed varieties.
- 1.1.5 Commercial seed production and distribution is arranged by Pioneer through input dealers.
- 1.1.6 GAP training through actors and MOFA to take place at all 100 sites with private sector firms for 3,500 farmers.
- 1.1.7 The GAMSAP team will use existing ADVANCE II maize crop production protocols in year one and then will work with Dupont technical staff to tailor protocols to the diverse regions of southern Ghana for subsequent years. Training modules around specific maize crop protocols will be used at demo sites.
- 1.1.8 ICT outreach (with ADVANCE II assistance from Tamale) will be facilitated to push planting advice through expanded radio programming content and information dissemination by SMS and call centers.
- 1.1.9 Senior APOs will work with OBs to negotiate with local leaders to make available land for productive women farmers. Out of the first year target of 5,000 smallholder farmers, 30% are anticipated to be female farmers, while GAMSAP will reach 40% of smallholder female farmers by the end of the project.
- 1.1.10 New OBs will visit NF farms in the North for a first-hand look at what a multi-service outgrower business operation can look like.<sup>6</sup>
- 1.1.11 ADVANCE II ICT outreach will be provided to GAMSAP OB networks to mitigate production risk by working with Ghana Agricultural Insurance Program and Ignitia to expand customer base and payment models, and tailor products to GAMSAP target groups.

## **1.2: Improved input supply chain [to improve farmer access to improved technology]**

The input supply chain program is focused on improving the competitiveness of the maize input supply chain by facilitating improved relationships between importers, wholesalers, retail, and

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<sup>4</sup> In 2015 these plans will be formalized and facilitated by both the agronomists and the business support staff based in Kumasi. An ADVANCE “Compact” similar to a MOU will be negotiated between ADVANCE II/GAMSAP and the actors in 2015. The business team will then implement the OBM program that will start the process of a structured and scheduled business management model that is able to adopt itself to individual farm business requirements.

<sup>5</sup> 30y87 yellow maize is the only Pioneer variety that has been registered in Ghana to date.

<sup>6</sup> The role of FBO groups in the GAMSAP southern regions will be assessed in 2015 and similar exchange visits will be organized in year two of GAMSAP.

community agents. Although the use of commercial farmers or aggregators with outgrower programs as input retailers is feasible, they will not constitute the majority of input outlets for GAMSAP farmers. The program will also work closely with input firms across the supply chain to provide business planning and management support coordinated by GAMSAP's Agribusiness Specialists in Kumasi. GAMSAP will also coordinate closely with the Ghana Agricultural Input Dealers Association (GAIDA), long supported by AGRA, and IFDC's USAID/ATT project to utilize existing technical resources.

- 1.2.1 Using readily available directories, and a local survey, staff will identify all community input retailers located within the operation zones to participate in the program's input supply improvement interventions.
- 1.2.2 Agribusiness Specialists and ADVANCE II Trade and Market Specialists will facilitate wider distribution of certified seeds, chemicals and fertilizer through improved linkages between retailers and out-grower businesses, supported by commercial finance (with FinGAP) and commodity off-take contracts.
- 1.2.3 Senior APOs and Agribusiness Specialist will work with out-grower businesses to develop cost/benefit scenarios in regards to in-kind lending of inputs or tractor services to smallholder farmers.
- 1.2.4 Business and financial planning will be offered for input dealers through tailored financial literacy modules and workshops.
- 1.2.5 GAMSAP/ADVANCE II will drive innovation and investment through agribusiness fairs, investment conferences and equipment suppliers to promote new technologies and investment opportunities. Preparations for OBs to attend the Northern pre-season agribusiness fair in October will commence during the first year of GAMSAP.
- 1.2.6 The I-3 grant fund will be used strategically to spur new technologies and high-impact investments by buying down the risk for input supply chain actors to invest in their business and outreach to smallholders. The program team will develop organizational and technical selection criteria and structure support in phases based on performance metrics.

### **1.3: Improved post-harvest handling practices**

GAMSAP will introduce new PHH equipment and practices such as maize shelling and storage techniques through GAMSAP outgrower businesses. GAMSAP will also work with OBs to provide practical training and demonstrations for smallholders as well as expand their PHH service offering to farmers through mechanized equipment. In-kind grants through the ADVANCE II I-3 fund and links to financial institutions will be used to stimulate investment in PHH mechanization.

- 1.2.7 Senior Agronomists will begin preparing materials to work with OBs and FBOs to train OGs on PHH techniques; especially on-farm drying and storage techniques.
- 1.2.8 Initiate I-3 in-kind grants for OBs to invest in commercial scale PHH technologies and mechanization.
- 1.2.9 Facilitate linkages to suppliers of scales, tarpaulins, and moisture meters for OBS and their OGs.

- 1.2.10 Support Ghana Grains Council (GGC) to expand warehouse receipt program to GAMSAP southern operational zones to encourage use of WRS to improve grain storage methods and quality assurance.<sup>7</sup>

### **Sub Purpose 1: Year 1 Milestones**

- 100 demonstration sites established.
- 40 OBs working with a minimum of 5,000 farmers identified.
- 5 of private sector firms participating in demonstration sites.
- 30 of OBs receiving Ignatia weather reports.
- 30 of OBs participating in the GAIP crop insurance program.
- Two exchange visits to ADVANCE II nucleus farmers in the north.

### **SUB PURPOSE 2: INCREASED ACCESS TO MARKET and TRADE OPPORTUNITIES**

GAMSAP will rely on ADVANCE II Trade and Market Access team to identify target lead firms, consolidate market information and facilitate market linkages with prospective buyers. Trade and Marketing Officers in Kumasi will analyze production volumes of GAMSAP OBs to broker deals with more profitable end market segments. Additionally, the Trade and Markets team will feed market information regarding volumes and quality specifications to GAMSAP Senior Agricultural Offices to share with their network of OBs.

#### **2.1: Increased market linkages with end buyers.**

- 2.1.1 Assess viable lead firms and end market segments for GAMSAP maize OBs through the ADVANCE II end market assessment.
- 2.1.2 Facilitate market linkages for GAMSAP OBs with targeted lead firms and end market buyers.
- 2.1.3 Facilitate participation of GAMSAP OBs in ADVANCE II trade promotion and marketing events.
- 2.1.4 Facilitate Esoko and other market information services to offer market pricing and brokerage services that target GAMSAP outgrower networks.

### **Sub Purpose 2: Year 1 Milestones**

- Facilitation of 10 supply contracts between lead firms and GAMSAP OBs.
- 40 OBs utilizing ESOKO market information services.

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<sup>7</sup> Warehouse renovation and construction will not be part of the GAMSAP program but GGC is encouraged to seek other donor funding for these efforts.

**GAMSAP Year 1 (May – September 2014) Gantt Chart**

Activity		Lead	Target s	May	June	July	Aug	Sept
<b>RAPID START-UP, ADMINISTRATION, PLANNING and REPORTING</b>								
<b>Office and Staff</b>								
	Recruit and contract Project Director	COP						
	Advertise and contract new staff	COP/DCOP	7-11 new staff					
	Kumasi office ready	PD/Ops						
	Procurement –vehicles, equipment	COP/PD						
	Technical Program starts May	PD						
	Staff training on GAMSAP	PD						
	Pioneer agronomists train GAMSAP and ADVANCE II staff on maize hybrid production	PD/Pioneer	10 agronomists					
<b>Reporting Deliverables</b>								
	Draft First Implementation Plan submitted to USAID by May 5 <sup>th</sup>	COP						
	Quarterly Progress Report Submitted to USAID within 30 days from end of quarter; first report submitted July 30 <sup>th</sup>	DCOP/COP						
	Performance Monitoring Plan with updated targets completed							
	First Annual report submitted to USAID by October 30 <sup>th</sup>	DCOP/COP/TD						
	Weekly bullets as prepared, submitted on every Thursday	DCOP/PRC						
<b>1.</b>	<b>Increased agricultural productivity in targeted commodities</b>							
<b>1.1</b>	<b>Increased adoption of hybrid maize seed and related good agricultural practices [to increased productivity and profitability]</b>							
1.1.1	Senior APOs will start the process of creating their client base. Local media, especially radio, will be used to announce project start-up and interested farmers are encouraged to apply for participation. The pre-season event in April will also be used to promote project participation as well as a well-publicized GAMSAP launch in May/June.	PD/SA	5,000 SHF					

Annex 2: GAMSAP Program Description and Year 1 Implementation Plan

Activity		Lead	Target s	May	June	July	Aug	Sept
1.1.2	The APOs will work with OBs to develop a simple business plan that will guide both the actor and the program facilitators and will determine what resources will be required.	PD/SA	40 business plans					
1.1.3	Team to identify actor supported demo sites, where Pioneer seed is to be demonstrated; 100 sites planned for 2014 minor season. Program Director to identify sponsors and coordinate private sector-supported demonstrations. All seed demonstration sites must incorporate fertilizer.	PD/SA	100 sites					
1.1.4	Demo seed is provided through Pioneer	PD/Pioneer	100 sites					
1.1.5	Commercial seed for production is arranged by Pioneer through input dealers	Pd/Pioneer	40 OBs					
1.1.6	GAP on Pioneer hybrids and PHH training through actors and MOFA to take place at all sites with private sector firms.	PD/SA	100 training events					
1.1.7	Team to use existing ADVANCE maize crop production protocols and training modules at demo sites.	PD/SA						
1.1.8	ICT Outreach (to assist from Tamale) to push planting advice provided through expanded radio programming content and information dissemination by SMS and call centers.	PD/SA	Five radio stations					
1.1.9	Facilitate local leaders to make available land for productive women farmers.	PD/SA	1,500 women participate					
1.1.10	New actors will visit NF farms in the North for a first-hand look at what a multi-service operation (OBM) can look like.	PD/SA	2 site visits					
1.1.11	ICT outreach will continue to mitigate production risk by working with GAIP and Ignitia to expand customer base and payment models, and tailor products to GAMSAP target groups.	PD/SA	30 key actors with weather forecasting					
<b>1.2</b>	<b>Improved input supply chain [to improve farmer access to improved technology]</b>							
1.2.1	Using readily available directories, and a local survey, staff will identify all community input retailers located within the operation zones to participate in the project's business improvement program.	PD/BSO	50 input dealers					
1.2.2	Facilitate wider distribution of certified seeds,	PD/BSO						

Annex 2: GAMSAP Program Description and Year 1 Implementation Plan

Activity		Lead	Target s	May	June	July	Aug	Sept
	chemicals and fertilizer through improved linkages between retailers and out-grower businesses, supported by commercial finance (with FinGAP) and commodity off-take contracts.							
1.2.3	Work with out-grower businesses to develop cost/benefit scenarios in regards to in-kind lending of inputs [or tractor] services to smallholder farmers.	PD/BSO	40 OBM					
1.2.4	Financial risk and benefits taught to farmers and input dealers through tailored financial literacy modules and workshops.	PD/BSO	40 Input dealers					
1.2.5	GAMSAP/ADVANCE II will drive innovation and investment through agribusiness fairs, investment conferences and equipment suppliers to promote new technologies and investment opportunities.	PD/BSO	Preparation for 1 fair					
1.2.6	The I-3 grant fund will be used strategically to spur new technologies and high-impact investments by buying down the risk for VC actors to drive upgrading strategies. The project team will develop organizational and technical selection criteria and structure support in phases based on performance metrics.	PD/BSO/Grants	TBD					
<b>1.3</b>	<b>Improved post-harvest handling practices</b>							
1.3.1	Senior APOs will prepare to work with actors to train OGs on PHH techniques; especially on farm drying and storage techniques.	PD/SA						
1.3.2	Initiative steps to access ADVANCE II grant program to encourage investment and mitigate risk in PHH technical areas.	PD/SA						
1.3.3	The warehouse receipt program will begin to be expanded into the GAMSAP operational zones; Ghana Grain Council will be further supported by GAMSAP to encourage use of WRS to improve grain storage methods and quality assurance.	PD/SA						
1.3.4	GAMSAP will also encourage use of scales, tarpaulins, and moisture meters by aggregators	PD/SA						
<b>2</b>	<b>INCREASED MARKET ACCESS AND TRADE OF TARGETED COMMODITIES</b>							
<b>2.1</b>	<b>Increased market linkages with end buyers.</b>							

Annex 2: GAMSAP Program Description and Year 1 Implementation Plan

Activity		Lead	Target s	May	June	July	Aug	Sept
2.1.1	The T&M team based in Kumasi will identify competitive market opportunities for GAMSAP actors through [contractual] linkages with lead firms and aggregators. The ADVANCE II lead-firm survey will greatly assist in maize marketing.	PD/T&M	10 contracts with lead firms					
2.1.2	Formal end-buyer contracts will be encouraged; such contracts strengthen credit facilitation for production and equipment loans.	PD/T&M						
2.1.4	Facilitate participation of GAMSAP OBs in ADVANCE II trade promotion and marketing events							
2.1.4	ICT outreach from Tamale will engage Esoko and other ICT companies to develop a more robust marketing campaign to directly engage out-grower networks.	PD/ICT	40 OBs utilizing Esoko MIS service					