

Cities Farming for the Future

ACCRA,
GHANA



A Strategic Agenda for Urban and Peri-urban Agriculture in Accra, Ghana



July 2008

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Accra city multi-stakeholder team consists of representatives from the following institutions:

- ❖ University of Ghana
- ❖ Ministry of Food and Agriculture
- ❖ Accra Metropolitan Assembly
- ❖ Town and Country Planning Department
- ❖ Science and Technology Policy Research Institute
- ❖ Livestock and Vegetable farmers Association

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INTRODUCTION

Accra, capital city of Ghana covers an area of about **230 to 240 km²** and lies within the coastal-savannah zone with low annual rainfall averaging 810 mm distributed over less than 80 days. The rainfall pattern is bimodal with the major season extending from March to June, and a minor rainy season around October. Mean temperatures vary from 24 °C in August to 28 °C in March.

Accra is the most urbanized city in Ghana **with an estimated population of 1.66 million** growing at an **average rate of 3.4 % per annum**. (Ghana Statistical Service, 2002). Manufacturing industries, commerce and business enterprises as well as cultural, educational, and political and government administrative activities are concentrated in the Accra-Tema conurbation. The overall annual average income of Accra is \$915 as compared to Ghana's GDP of \$350. It is also estimated that about 12.2% of the Accra population is unemployed.

URBAN AND PERI-URBAN AGRICULTURE (UPA)

Urban and peri-urban agriculture can be broadly defined as the production, processing and marketing of food items including vegetables, fruits, milk, eggs, meat, mushrooms and other agricultural products, such as flowers, herbs, ornamental plants, tree seedlings, within and around urban environments. The term urban agriculture and peri-urban agriculture are often used interchangeably. The abbreviation UPA is commonly applied to both, while UA applies specifically to urban agriculture. Peri-urban agriculture strictly refers to agricultural activities which are undertaken within a radius of 40 km from the city centre. The major feature of UPA is that it is practiced within urban environments as distinct from rural agriculture which is undertaken in rural areas well outside rural communities.

Urban and Peri-urban Agricultural production is very important in efforts to achieve food security and sustainable livelihoods especially for the urban poor, the disadvantaged and vulnerable groups. UPA can contribute to the alleviation of urban poverty, enhancement of urban food security, local economic development, recycling of urban wastes and the greening of cities environments.

Specifically,

- UPA improves food security through increased food availability, stability, and to some extent, accessibility. The production of vegetables and food crops contributes to household food supplies in cities.
- UPA contributes to poverty alleviation through income generation for the urban households involved in production, processing, marketing and distribution of foods produced in this system. The income earned is usually spent on non-food items.
- UPA creates employment for urban men, women and to some extent, children. In addition to direct employment UPA provides opportunities for induced jobs in relation to equipment and agricultural input supply including fertilizers, technical services and marketing.
- UPA creates green areas within and around the city to beautify the surroundings.
- Trees are used for micro-climate amelioration and for water conservation.
- Urban floriculture and forestry also play important productive roles through using flowers and trees to provide food, fodder, fuel, building materials, and for supporting the development recreational and aesthetic facilities.
- UPA also involves recycling of solid and liquid wastes, thus helping in transforming waste into useful products such as compost. Solid (metal) scraps are transformed into useful tools and equipment such as watering cans, cutlasses, metal home decoration items, hoes as well as toys.

The Practice of Urban and Peri-Urban Agriculture in the Accra metropolis

A wide variety of agricultural practices are undertaken in urban Accra. These include the production of poultry, livestock (small ruminants, pigs and cattle), irrigated vegetable, mushroom, floriculture, and domesticated wildlife, medicinal plants and seasonal food crop production. The dominant UPA practices are irrigated, market-oriented, vegetable production which contributes up to 80% of the supply of fresh exotic vegetables, namely lettuce, cabbage, spring onions, cucumber, green pepper and cauliflower, in Accra. Vegetable production has substantial impacts on the livelihoods of those involved in it. About 1000 vegetable farmers are known to operate in and around Accra, 60% of these farmers produce exotic vegetables while 40% grow indigenous vegetables. Productivity of vegetables depends entirely on the demand for particular products at particular times of the year. UPA cropping areas are estimated to be as follows: 100 ha is under irrigated vegetable production during the dry season, 680 ha under maize, and 251 ha is under mixed cereal-vegetable cropping systems. Furthermore, 60% of all households in Accra are engaged in some form of backyard gardening with about 50-70 ha distributed over 80,000 backyards

Improving Urban and Per-Urban Agriculture in Accra

Despite the contribution of UPA production to food security, farmer livelihoods and the greening of the city, the importance of this agricultural production system is not usually fully recognised for support in local economic development policies. Furthermore, UPA is not adequately considered in urban land use and development plans. However, there is now greater awareness among city authorities, NGO's, urban planners and other organizations, that urban agriculture is part of the urban ecological and economic systems. Those policies should be revised and interventions introduced to fully exploit the potentials of urban agriculture for poverty reduction and social inclusion, enhancing food security, recycling of urban wastes, amelioration of the urban climate, and to minimize the risks associated with urban agriculture.

Integration of urban and peri-urban agriculture into urban policies and planning, and stronger participation of key stakeholders in planning processes is essential. This would pave the way for coordinated activities of public and private organizations to support poor urban farmers in their efforts to develop safe and sustainable production, processing and marketing systems.

Development Process for a Strategic Action Plan for UPA in Accra

Recent initiatives to improve the practice of urban and per-urban agriculture in Accra have involved several stakeholders. These initiatives have been co-ordinated by the International Water Management Institute (IWMI) as part of the Global Network of Resource Centres on Urban Agriculture and Food Security (RUAF). IWMI is a non-profit scientific research organization which is a member of the Consultative Group on International Agricultural Research (CGIAR). IWMI is designated the RUAF coordinating centre for Anglophone West Africa and IWMI-RUAF is implementing the "Cities Farming for the Future" (CFF) programme in selected West African cities, including Accra. The overall goal of the CFF programme is to contribute to urban food security, urban poverty reduction and improved urban environmental management through capacity building of stakeholders and participatory formulation and implementation of UPA policies and action plans.

Furthermore, the CFF programme is designed to support sustainable improvements in urban farmers' livelihoods, while safeguarding municipal concerns related to health, environment and other development issues. To achieve this objective, the programme employs a multi-stakeholder approach for action planning and policy formulation (MPAP). This approach brings together major UPA stakeholders for effective communication, dialogue, co-determination of issues, joint decision making, planning and implementation of projects. In November 2005, a stakeholders' forum on UPA was therefore organized in Accra along these lines.

Accra Multi-stakeholder Forum on UPA

The Multi-stakeholder Forum on Urban and Peri-Urban Agriculture was held at the Institute of Local Government Studies, Accra from 29th to 30th November, 2005. It was organized by the Resource Centres on Urban Agriculture and Food Security (RUAF) in collaboration with the Ministry of Food and Agriculture (MoFA), the Science and Technology Policy Research Institute of CSIR (STEPRI-CSIR), The Food and Agriculture Organization of the United Nations (FAO) and the International Water Management Institute (IWMI).

The main objectives of the forum were to articulate stakeholders' interests in UPA reach consensus on key issues and make decisions on how to translate decisions into actions. Discussion and decisions at the forum were based on the premise that:

- UPA will continue to be practiced in Accra and its surroundings as in other African cities because of its contribution to the livelihoods of urban poor and to respond to the increasing demands for its products;
- the benefits of UPA can be maximized while minimising the associated health and environmental risks if the practice is institutionalized, regulated and integrated into urban planning agenda

At the forum, key issues regarding UPA in Accra Metropolis were addressed. These included the human health, environmental quality and urban development implications of current UPA practices, the types and locations of UPA sites, the strengths, weaknesses, opportunities and constraints associated with current UPA practices and major gaps and intervention areas needed to effectively promote this production system. The stakeholders reached a consensus on UPA in Accra, prioritized research & development and policy issues (Table 1) and constituted a 15 member Working Group (Table 2) to develop UPA Action Plans for implementation and participatory learning through joint monitoring and evaluation. The outcome of this multi-stakeholder forum was subsequently presented to key policy makers, for endorsement, at a policy seminar.

Policy Seminar on UPA

The Policy seminar on UPA co-organized by MoFA, FAO, CSIR and IWMI-RUAF was held on 13th December 2005 at M-Plaza Hotel, Accra. The main objective of this seminar was to create awareness among policy makers on the importance of UPA to urban food security and local economic development and to discuss strategies for minimizing the perceived risks associated with UPA practices.

The seminar discussed the outcome of the multi-stakeholder forum on UPA held in November 2005 and the consequences of no-policy intervention on UPA practices in Ghana.

Table 1. Stakeholder prioritization of issues in UPA for action

Issue/Area	Priority Position
Policy and legislative support for UPA	1 st
Education and public awareness on urban agriculture and urban food safety towards positive perception of UPA	2 nd
Standards and quality assurance	3 rd
Promotion of UPA enterprises	4 th
Capacity building for farmer associations: Facilitate the formalization of farmer associations	5 th
Development of collaborative UPA projects/programmes among key stakeholders	6 th
Post-harvest handling and marketing	7 th
Land tenure and urban agriculture	8 th

At the end of the forum and policy seminar, the stakeholders adopted the following *Vision Statement on Urban and Peri-urban Agriculture in Accra* as well as an Agenda on UPA.

List of Participants **Statements of Vision on UPA**


Urban and Peri-urban Agriculture (UPA) in Accra

- UPA plays an important complementary role to rural agriculture in contributing to food security, employment and income generation, especially for the urban poor.
- While contributing to livelihoods and food security, it is recognized that UPA faces numerous challenges and constraints such as limited availability of land, access to safe water and other production resources, and market constraints.
- There is the need to overcome current and emerging challenges facing UPA by coordinating all stakeholders, streamlining its operations and creating an enabling environment for its sustainability
- As urban population soars, the role of UPA in supplying perishable food to cities of Africa becomes increasingly important and needs a supportive policy and legislative framework.
- Overcoming the challenge calls for the recognition of UPA in the sector ministries and agencies and for policies to effectively integrate UPA in urban planning and development.

Statement of Consensus

We Call for the promotion of a shared vision on UPA that takes into account the specific needs and conditions in the country and urge Policy makers, in partnership with Development Partners, to develop gender sensitive policies and appropriate instruments that will create an enabling environment for integrating and supporting UPA into our economies

Endorsed by the participants in the presence of:



Honourable Clement Eledi
Deputy Minister of Food and Agriculture

Table 2. Membership of AWGUPA

	Name	Institutional Affiliation	Position
1	Adzokor Doku	MoFA-AMA	Director of MoFA
2	Timothy T. Oman	AMA-Plann. & Coord. Unit	Principal Planner
3	Anthony Adotey	AMA-Metro Health	Public Health Officer
4	Gladys Muquah	AMA- Town & Country Plan.	Assistant Planner
5	S.K. Kufogbe	Dept of Geog. Univ. of Ghana	Senior Lecturer
6	Nelson Obirih-Opareh	STEPRI-CSIR	Researcher
7	Irene Egyir	Dept. of Agric. Econs. UG.	Senior Lecturer
8	Theophilus O. Larbi	IWMI	Research Officer
9	Florence Agyei	EPA-Accra	Head of Office
10	Theophilus Osei Owusu	MoFA/Directorate of Extension	Desk Officer, Envi.
11	Atsu Titiati	Enterprise Works, Ghana	Country Director
12	Andrews Tagoe	Ghana Agric. Workers Union	Coordinator
13	Tom Dorkenoo	New Times Corporation	Senior Editor
14	Fuseini Bukari	Crop farmers Association	Farmer
15	Nicholas Charway	Livestock Farmers Association	Farmer

The Accra Working Group on Urban and Peri-urban Agriculture (AWGUPA)

At the November 2005 Stakeholders forum, a 15 membership working group on urban and peri-urban agriculture in Accra (AWGUPA) was constituted, as shown in table 1.

The working group was mandated to:

- Analyse the prioritise issues (Table 2) in greater depth, formulate action plans and prepare and oversee execution of demonstration pilot projects
- Build on the agreements reached at the multi-stakeholder forum
- Regularly report to the entire multi-stakeholder forum.

Subsequently, the AWGUPA held several consultative meetings to review the issues and processes agreed by participants at the stakeholder forum. AWGUPA is to promote implementation of the agenda on UPA development in Accra, and organize meetings of the stakeholder forum to plan, make joint decisions and implement projects on UPA.

The Working Group formulated a Strategic Action Plan for UPA in Accra (Table 3) based on the issues discussed at the Multi-stakeholder forum. The lessons learnt during implementation of this plan will inform the long term development planning of UPA programmes for the city of Accra and other urban areas.

TABLE 3. STRATEGIC ACTION PLAN FOR UPA IN ACCRA

I **Policy Component/ Issue: Policy and legislative support for UPA**

Main objective: To provide policy support and lobby for legislation to back UPA in Ghana

	Sub-objectives	Strategies	Activities	Expected outcomes/ outputs	Objectively verifiable indicators	Implementing responsibility	Timeli ne
1	To facilitate the formulation of policy and legislative support for UPA in Ghana	Set up a task force to undertake awareness creation/ sensitization, lobbying/ advocacy	Organize public information campaigns/ fora, Interact with policy makers (meetings, round table discussions, information meetings, etc)	UPA become an issue on development agenda of various institutions. Better articulation of UPA issues by policy makers	Awareness creation task force in place. Number of awareness creation meetings with policy makers.	STEPRI, AMA -MoFA, AMA, Parliamentary Select Committee on Agriculture	1-9 months
2	To provide draft policy document for consideration	Set up a review team to undertake documentation of best practices in UPA policies	Conduct Desk study/web search literature reviews (secondary data collection), Consult experts for information and guidelines	Draft policy document to guide the practice of UPA	Records of meetings and consultations, Documents on best practices. Draft Policy Document	STEPRI, AMA- MoFA, IWMI, College of Agric and Consumer Science (UoG)	1-7 months

II **Policy component/issue: Education and public awareness on UPA, and urban food safety towards positive perception of UPA**

Main objective: To enhance public awareness about the importance and challenges of UPA

	Sub-objectives	Strategies	Activities	Expected Outcomes/Outputs	OVI	Implementing responsibility	Timeline
1	To improve public perception of UPA	Multi-media campaigns, stakeholders/ public fora, support UPA activities in urban and peri-urban schools farms and gardens	Sensitize the general public with documentaries, drama, journals, advertisements, talk shows, fliers, newspaper articles, web pages. Organize demonstrations on best practices and field visits. Form UPA clubs in schools for UPA activities in school farms, support	Enhanced public perception	Numbers of documentaries produced, posters, fliers and newspaper articles produced. Number of school farms supported with best UPA practices	AMA-MoFA, MoFA-DAES, Media (New Times), IWMI	1-9 months
2	To bring to focus the economic, social and environmental benefits of UPA to national development	Provision of relevant and proven data/information on UPA	Collect and collate relevant data/ information on the economic, social and environmental	Records/ documentations	Working papers, handouts, bulletins	STEPRI, IWMI, AMA-MoFA, EPA	1-9 months

		benefits of information. Disseminate information to relevant stakeholders					
		Pilot in 3 basic and 3 second cycle schools to use debates, excursion and documentary or drama to sensitize the public	Improved awareness and enhanced perception among students	Number of debates, excursion, documentaries and dramas undertaken	Researchers, DASFA, IWMI		
3	To highlight the roles of consumers, producers, and service providers in ensuring food safety	Formation of producers, service providers and consumer associations, build capacity of various groups, develop messages on alternative practices in UPA management	Organize producers, processors, marketers, etc into associations, Organize fairs and exhibitions to sensitize members of these associations, Train the various groups on food safety, sustainable environmental practices	Well organized and informed associations,	Numbers of associations formed, Number of training programmes	AMA-MoFA, AMA, Metro Health	1-5 months

		Produce manual and poster messages on best practices (English, local languages)		Numbers of fairs and exhibitions organized	
		Package and disseminate testimonies and success stories	Testimonies and success stories packaged and disseminated	Records, Number of CDs, pamphlets, brochures and documentary material produced	DAES-MoFA, IWMI, AMA 1-3 months
				Numbers of produced and distributed material	
				Numbers of success stories packaged	

III

Policy component/issues: Capacity building for UPA Farmer Associations

Main objective: To build the capacity of UPA farmers through formalized Associations

	Sub-objective	Strategies	Activities	Expected Outputs. outcomes	OVI	Implementing Responsibilities	Timeline
1	To strengthen existing Farmers' Association	Train Farmer Associations in organizational management and group dynamics	Organize workshops,	Enhanced cohesion of Farmer Associations, Associations' bye-laws	Numbers of workshops held, records of messages and services/received	MoFA-AMA, Dept. of Cooperatives, DAES-MoFA	1-6 months
Motivation speeches from government agencies and NGOs				Numbers of associations with Constitution and structured role definitions			
Conduct training needs assessment			Training needs report	Numbers of assessment reports			
2	To encourage the formation of new Farmer Associations	Mobilize farmers into Associations	Sensitize farmers on need for Farmer Associations	Farmers mobilized into Farmer Associations	Training report, Numbers of farmers with access to service providers, number of new Associations and members in farmer associations		
Organize training workshops in group formation							

		and group dynamics.		
		Link Farmer Associations to service providers		
		Identify individual UPA farmers for inclusion into Farmer Associations.		

IV **Policy component/ issue: Land tenure and enterprise development and key stakeholders in UA**

Main objective: To promote favourable tenure arrangements and enterprise development in UPA

Sub-objective	Strategies	Activities	Expected Outcomes/Outputs	OVI	Implementing responsibility	Timeline
1 To secure Land for UPA	Lobby for relevant and appropriate policies and legislation to protect land for UPA	Awareness creation on the policies and laws in place	Policies and legislation on favourable land tenancy formulated	Policy document available	AMA, AMA-MoFA, Town and Country Planning, Institutional Heads, RCC	1-9 months
	Encourage institutions to integrate UPA in their land planning policies	Enforce laws on land use planning	UPA integrated into institutional land use plans	Numbers of institutions incorporating UA in their land planning practices		
	Educate stakeholders (farmers and institutions) on the need to release undeveloped plots for UPA	Conduct meetings with stakeholders (land owners, farmers and institutions) to negotiate favourable terms of tenancy	Lands are released for UPA activities	Minutes and undertakings available		
	Explore possibilities of reclaiming degraded lands and wetlands for UPA	Enforce regulations on land reclamation	Degraded lands reclaimed	Hectares of reclaimed lands in use for UPA	EPA, AMA-	

2

	Facilitate decisions among stakeholders of possible conflicts and suggest solutions	Form conflict management team; Draw up contingency plan for conflict management	-Contingency plan to mitigate possible conflicts drawn	Document of Contingency Plan; Conflict management team in place	AMA, AMA-MoFA, Town and Country Planning, Institutional Heads, RCC	1-9 months
To promote Urban Enterprise	Improve the production system along the agricultural value chain (crops, livestock and fisheries)	Organize special markets and exhibitions for urban agriculture products, Provide technical support for extension services	Improved business plans, Technological packages for value chain management	Numbers of special markets for UA products increased, Training reports, List of technologies	AMA-MoFA, CACS, Enterprise Works, STEPRI	1-6 months
	Promote non-traditional agriculture (grasscutter, rabbits, mushrooms, etc)	Education and create awareness on UA products	UPA enterprises diversified into non-traditional productions	Numbers of grasscutter , beekeeping, rabbitary, mushroom productions, Records of TV adverts, talk shows, newspaper cuttings, food shows, exhibitions, etc	AMA-MoFA GTZ, Heifer International, FBOs, CBUD,	
		Build capacity of urban farmers to access credit	Improved capacities of farmers	Numbers of farmers who accessed credit facilities		
		Facilitate the acquisition of start up capital by UPA farmers	Farmers more aware of different sources of start-up capital	Numbers of farmers with information on start up capital, Number of farmers able to access star-up capital		

		Create awareness through the media					
	Promote production of herbs, ornamentals and medicinal plants	Create awareness on the importance and benefits of herbs, medicinal and ornamental plants,	Herbs, medicinal plants promoted	Numbers of trainings on herbs and medicinal plants	Parks and Gardens Dept, ASNAP		
		Train UPA farmers on production techniques					
3	Strengthen Collaboration among stakeholders of UA projects	Improve networking among key stakeholders	Organize workshops for key stakeholders	Framework for networking developed	Framework document, Number of projects collaborating, Number of workshops organized	AMA-MoFA, IWMI, AMA, STEPRI, UoG, CACS, Enterprise works	1-9 months
			Organize special awards to UA practitioners	Award schemes established, Criteria and procedures for awards developed	Numbers of special awards ceremonies/organized		
			Source for funds to sponsor awards day.	Funds secured for sponsorship	Amount of funds secured		

V **Policy Component/issue: Quality Assurance and Safety**

Main objective: **To ensure safe and wholesome UPA products to consumers**

	Sub-objective	Strategies	Activities	Expected Outcomes/Outputs	OVI	Implementing responsibility	Timeline
1	To ensure the use of well decomposed manure for production	Educate farmers and producers on ways to properly decompose manure for production	Organize farmer field schools	Farmer field school in places	Numbers of farmers using well- decomposed manure	ADRA, CBOs, AMA	1-6 months
			Train farmers and producers on proper application of decomposed manure	Farmers and producers trained in compost preparation and application	Numbers of training courses organized. Types of training materials used		
			Train teachers and students in urban schools in the proper preparation and application of compost and decomposed manure.	Teachers and students trained in compost preparation and application	Numbers of teachers and students trained in urban schools		
2	Explore Alternative sources of water	Explore for ground water	Drill for ground water	Ground water sites identified, Bore holes drilled, Pipe-borne water extended for UPA	Pipe borne water available for use	Enterprise Works, IWMI, WRI	1-6 months
		Extension of pipe-	Construct dug-out				

	borne water	wells			GWCL	
		Extend pipe borne water for UA				
3	To improve the quality of wastewater	Water treatment	Establish stabilization ponds, Take inventory of broken treatment plants, Rehabilitate treatment plants	Wastewater treatment guidelines developed	Numbers of Septic Treatment plant working. Number of stabilization ponds.	1-6 months
		Rehabilitation of treatment plants in the Metropolis		Rehabilitated treatment Plants		
4	To ensure safe and appropriate application of agrochemicals	Enforcement of laws/by-laws Public education Adopt IPM policy	Arrest and prosecute offenders, Educate farmers on proper application of pesticides, Establish FFSs, Educate the public through the media, Carry out regular monitoring	Procedure for enforcing by laws developed, An informed public, IPM technologies adopted	Numbers of persecuted offenders, Number of farmers applying pesticides correctly, Number of FFS established, Handbook on IPM technologies	AMA-MoFA, DEAS-MoFA, PPRSD, EPA, FAO, IWMI, STEPRI 1-6 months

VI **Policy component/issue: Post harvest handling and marketing**

Main objective: **To minimize risk and losses in handling and marketing agricultural products**

Sub-objective	Strategies	Activities	Expected outcomes/ outputs	Objectives Verifiable Indicators	Implementing responsibility	Time line
1 To minimize post-harvest losses of agricultural products	Training program for farmers and sellers	Identify participants (farmers, market queens etc.) prior to	Farmers and sellers capacity built	Workshop reports Numbers of farmers/sellers trained/ and their experiences captured e.g. in interviews	AMA MoFA , IWMI, CSIR-INSTI, DAES (Directorate of Extension Services linked back to national)	1-2 months
		organizing demonstration workshops through school, media programs, Farmer Field Schools on the right and proper time to harvest, improved packaging and transportation, displaying of products, storage of crop and animal products				1-6 months

2

	Advocacy on refrigerating and processing	Organizing stakeholder fora to support local authorities to provide of marketing infrastructure including refrigeration equipment, construction of slaughter slabs, and processing facilities; to sensitize need for action by District Assemblies, private and public sector	Commitment of stakeholders towards steps taken to improve the provision of infrastructure	Stakeholder fora reports, mutual agreement/ commitment on the way forward and action taken numbers of participants	AMA Planning and Coordinating, Accra Working Group on UPA, District Assemblies, private and public sector	1-12 months, continuously ongoing	
	Exploring research findings on minimizing post-harvest handling	Make use of research findings	Incorporated into the training program curricula	report on literature review	College of Agriculture, CSIR-FRI (Food Research Institute)	1-3 months	
		Identifying new research areas and write proposals	proposals for new research projects	Numbers of proposals prepared			4-6 months
	To promote marketing of UA products	Create public awareness through the media for UA products	Columns on various aspect on UPA	sensitized public, increased incomes and standard of living, poverty reduction, increased participation in UPA	Numbers of articles published Numbers positively and numbers negatively connotated long-term impact assessments	Media Houses coordinated by T. Dorkenoo (New Times), Agro companies to sponsor the pages, public service social responsibilities	1-12 months

VII **Policy component or issue: Gender in UA**

Main objective: Mainstreaming Gender in UA

	Sub-objective	Strategies	Activities	Expected outcomes/ outputs	Objectives Verifiable Indicators	Implementing responsibilities	Timeline
1	To promote and harness increased gender representation in all aspects of UA	Education/ Training of men, women, youth, children and the physically challenged	Discussions (group/family), role plays, media programmes, talk shows (Mmaa Nkomo) church programmes	Attitudinal and perception change on gender roles	Numbers of discussions Numbers role plays Numbers of talk shows Numbers of church programs organized	Media, MOFA/Ministry of Women and Children Affairs, MDAs	1-12 months
2	a. Production and Processing b.	Assist women and the physically challenged in playing increased roles in production	To facilitate provision of credit facilities to women and the physically challenged	Increased access to credit for women and the physically challenged	facilitators report	AMA MoFA, Banks, Embassies, etc.	1-12 months
					raised funds, links established to financial institutions and on-going programs e.g. MOAP (Market Oriented Agric Program)	MoWAC (Ministry of women and children), Credit unions, NGOs	1-12 months
3	b. Marketing/Distribution	Distribution and marketing of UA		More involvement of women and the physically challenged in UA		MoFA WIAD (Women in Agric Development)	1-12 months

VIII **Policy component: Monitoring and Evaluation**

Main

Objective: Establish an M and E Systems to measure project Output

	Sub-objective	Strategies	Activities	Expected outcomes/ outputs	Objectives Verifiable Indicators	Implementing responsibility	Timeline
1	To establish a Program Monitoring System	Formation of monitoring team	Identify members of the monitoring team	M&E team of 3 focal points	Nominations of monitoring members and their contacts	IWMI , MOFA, Working group, Monitoring team	1-12 months
			Get their commitment - define terms of reference	ToR developed	signed ToRs		1-12 months
			Set up physical location with ICT facilities	Have an office assigned to this function	Office; Pictures of office and location		1-12 months
			Prepare a validated survey instrument for field data collect	M&E guidelines/ protocol	Monitoring plan developed		IWMI , MoFA AMA
2	Program Evaluation	Use appropriate evaluation instrument to generate program specific data	Prepare activity inception report	inception report	pictures, summary of what the program and pilot project is about	Monitoring and evaluation team	1-12 months
			Conduct a mid-term evaluation	learning outcomes documented and integrated in program implementation	mid-term evaluation report	Monitoring and evaluation team	6. months
			Conduct final programme evaluation to measure social, environmental & economic impacts where applicable	Final evaluation report. Learning outcomes documented for future program	Final evaluation reports	Monitoring and evaluation team	after end of program

IX

Policy component / issue: Co-ordination**Main objective: To ensure focus on UPA vision**

Sub-objective	Strategies	Activities	Expected outcomes/ outputs	Objectives Verifiable Indicators	Implementing responsibility	Timeline
1	Encourage interaction among stakeholders	Hold regular stakeholder meetings/for a	enhanced commitment of stakeholders towards UPA	Numbers of participants and working agreements reached	RUAF Coordinator/ working group ; stakeholder forum	Continuous
		document and share relevant and significant UPA changes/events with stakeholders	stakeholders become aware of current issues in UPA	Numbers of documented experiences shared among stakeholders	stakeholder forum	
				Numbers of stakeholders and roles assigned		
2	Establish a program co-coordinating unit	Nomination and approval of members of coordinating body	A functional coordinating body in place		stakeholder forum	
		Harmonize UPA activities of stakeholders	document and harmonize ideas on UPA	harmonized ideas translated into new UPA projects	# of new UPA projects that are developed; documents	
			share relevant ideas and significant UPA changes/events with stakeholders			

X

Policy component/issue: Networking & Linkages**Main Objective: To establish a network relationship with relevant organizations**

Sub-objective	Strategies	Activities	Expected outcomes/ outputs	Objectives Verifiable Indicators	Implementing responsibility	Timeline
1 To establish a networking system among stakeholders	Develop systems for knowledge management and information sharing	Design web pages	Ready access to information on UPA	Domain name acquired	IWMI	Continuous
		Create e-mail list serve		Numbers of stakeholders enlisted on the web page	IWMI	Continuous
		Engage in E-conference	shared information on UPA	Numbers of E-conferences held and topics treated	IWMI	Continuous
		Organize field days		Numbers of field days and documentations	IWMI	Continuous
		Write periodicals	Populace become educated in UPA	Numbers of articles published in periodicals and newsletters	All stakeholders / media	Continuous
		Write articles in newsletters				Continuous
2 To establish linkages with external organizations and partners	Lobbying through advocacy groups (coming from existing organizations related to UPA programs and projects)	identify internal and external stakeholders	Database on internal and external stakeholder prepared	database become available	Accra Working group coordinating unit	Continuous
		Link with stakeholders through mails/correspondence for their commitment	Information/ knowledge and other resources to further the course of UPA are shared widely	Types of info/ knowledge shared and other resources; reports prepared		Continuous

