



# THE ROLE OF NSAs IN CAADP IMPLEMENTATION



**Peasant Farmers Association of Ghana**  
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## ACKNOWLEDGEMENT

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## LIST OF ACRONYMS

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ASWG	Agriculture Sector Working Group
CAADP	Comprehensive Africa Agricultural Development Programme
CAP-F	Country Agribusiness Partnership Framework
CBOs	Community based organizations
CNC	CAADP Non-State Actors Coalition
CSOs	Civil Society Organizations
FBOs	Farmer Based Organization
JSR	Joint Sector Review
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
METASIP	Medium-Term Agricultural Sector Investment Plans
MOFA	Ministry of Food and Agriculture
MOFEP	Ministry of Finance and Economic Planning
NAIP	National Agricultural Investment Plans
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organizations
NSA	Non State Actors
PP	Partnership Platforms
PPMED	Planning and Monitoring and Evaluation Directorate
SAKSS	Strategic Analysis and Knowledge Support System

## 1.0 Why Non-state Actors?

The Comprehensive Africa Agricultural Development Programme (CAADP) recognizes that, to transform African agriculture, it is imperative to build broad and inclusive coalitions. CAADP therefore calls for genuine partnership across State and Non-State Actors (NSAs) in transforming the agricultural sector. During the 6th CAADP Partnership Platforms (PP) in April 2010, poor quality of non-state actor participation was recognized as one of the main challenges of the CAADP framework at country levels. It was recommended that more inclusion of Non-State actors, especially poor and marginalized communities, at all levels is needed.

NSAs are a large part of the implementers of CAADP and without them there could be great CAADP investment plans but with weak results, accountability and sustainability. Therefore, CAADPs emphasis on multi-stakeholder dialogue and decision making is central to its success.

## 2.0 Who Are Nsas?

Non-State Actors are crucial to the CAADP agenda in Ghana and the various groups participate differently. These include:

- Private Sector
- Farmer Associations
- National & International NGOs
- Community based organizations (CBOs)
- Academic & Research Community
- Media organizations
- Development partners
- The CAADP Non-State Actors Coalition (CNC) which includes all or most of the above is a coalition that has been specifically formed to engage in the CAADP processes in the continent and Ghana in particular.

### 3.0 Stakeholder Platforms For Engagements

In order to build broad and inclusive engagements involving key stakeholders, platforms exist for NSAs to contribute to the achievement of CAADP objectives thereby transforming the agricultural sector. These include

- CAADP Country Team (METASIP SC)
- Agriculture Sector Working Group (ASWG)
- Joint Sector Review (JSR)
- Strategic Analysis and Knowledge Support Systems (SAKSS)
- CAP-F

#### 3.1 The METASIP Steering Committee(Country CAADP Team)

The Country CAADP Team is the fulcrum for coordination of the National Agriculture Investment Plan (NAIP); in the recent past two medium-terms, known as the METASIP I & II in Ghana. Although the CAADP calls for genuine partnership across State and Non-State Actors in transforming agriculture, the field for Non-State Actors is diverse and only loosely structured. In such a context, for meaningful dialogue, joint planning, aligned programs and mutual accountability to be nurtured between the numerous actors, the CAADP country team provides a pragmatic solution because it is the core coalition formed to drive the transformation of the sector.

The MSC provides strategic advice and guidance for the implementation of the sector plan and its consists of one representative from the following institutions;

- Ministries, Departments and Agencies (MDAs), specifically, Ministry of Food and Agriculture (MOFA), Ministry of Finance and Economic Planning (MOFEP) and the National Development Planning Commission (NDPC)
- Parliament
- Private Sector
- Civil Society Organizations (CSOs)
- Farmer Based Organizations (FBOs)
- Development Partners

- Research/ Academia
- Financial Institutions

It is co-chaired by a representative from the Government of Ghana and the private sector and meet quarterly to execute its functions. Among its functions include;

- Oversee the overall successful implementation of the METASIP (now NAIP).
- Promote and facilitate agriculture related awareness and participation of stakeholder groups.
- Adopt annual work plans for rolling out of the METASIP. This will include work on Strategic Analysis and Knowledge Support System (SAKSS).
- Identify opportunities and constraints to be addressed in implementing the sector plan to enhance improved impact on the sector.
- Make recommendations including relevant policy issues for analysis to inform implementation of sector plan.
- Support resource mobilization for the sector.
- Advise Sector Minister on adjustments in policy direction, planning objectives and operational strategies.

### 3.2 Agriculture Sector Working Group (ASWG)

The ASWG is a platform for dialogue among stakeholders on strategic policy and implementation issues to enhance sector development. It involves all key partners in the agriculture sector, including CSOs and is co-chaired by the lead government agency (currently, the Director of PPMED) and a lead development partner (currently, the Canadian Embassy). The ASWG meets monthly to execute its functions, some of which include;

- Conducting sector policy dialogue to improve planning and implementation.
- Conducting analytical work, sector reviews and general M&E support for improved sector performance.
- Improve harmonization and alignment.
- Provide a platform for learning.

### 3.3 Joint Sector Review (JSR)

In Ghana, the first agriculture JSR was instituted in 2008 and provides a platform for key sector stakeholders (MOFA, Development Partners, other ministries, departments and agencies, the private sector and civil society) to assess the performance of the sector in the preceding year.

The JSR is a platform to assess the performance and results of the agriculture sector and in turn assist governments in setting sector policies and priorities. It serves as a management and policy support tool for inclusive stakeholder planning, programming, budget preparation and execution, monitoring and evaluation, and overall development of the sector. It is an annual event and involves all stakeholders in the agricultural sector.

### 3.4 Strategic Analysis and Knowledge Support Systems (SAKSS)

Strategic Analysis and Knowledge Support System (SAKSS) is a system that provides credible and evidence-based knowledge and analysis to inform agricultural and rural development strategies. The general objective of the SAKSS is to promote actionable policy relevant research for successful planning, implementation, review and dialogue on agriculture policies, plans and programmes.

The SAKSS engages in three major activities and these are

- Strategic analysis
- Knowledge management
- Capacity building

It is composed of the Steering Committee, the Secretariat, Thematic groups (based on the programme areas of the METASIP ) and the network of researchers.

### 3.5 CAP-F

The Country Agribusiness Partnership Framework (CAP-F) is a CAADP tool designed to support effective engagement and mainstreaming of private sector priorities in refreshed National Agriculture Investment Plans (NAIPs). CAP-F aims to unlock private sector investment in agriculture through the creation of partnerships that align

agribusiness investors to NAIP priorities to collectively achieve agricultural transformation goals.

At the request of the Government of Ghana, a CAP-F stocktaking exercise has been initiated. CAP-F stocktaking missions and continued consultations were embarked on from August to October 2018 to evaluate the existing agriculture landscape and determine the level of in-country resourcing required for CAP-F implementation.

At the country level, it is proposed that the private sector lead the CAP-F process with the support of the public sector through the Ministry of Food and Agriculture. To this end, the Private Enterprise Federation (PEF) has been identified as the host of the CAP-F Secretariat.

#### 4.0 Roles of NSAs/CSOs in Ghana

Civil Society Organizations are to partner government, through these is engagement platforms and other avenues to enhance investment and ensure that commercialization is balanced with social responsibility. Specifically, CSOs roles include;

##### **Policy dialogue and planning** through;

- 1 Improving the quality of strategy setting, policy development and investment planning through ideas, evidence and expertise.
- 2 Supporting inclusive dialogue and ensuring alignment to interests of target beneficiaries.
- 3 The voice of sector stakeholders such as poor, farmers, or agribusinesses to enhance quality of decision-making.
- 4 Identify and refine national priorities and growth pathways.
- 5 Support to build national buy-in among stakeholders in readiness for implementation of agreed priorities.

##### **Implementation** through

- 1 Aligning human and financial resources with priorities.
- 2 Acting as partners for programme design and implementation.
- 3 Enhancing implementation capacity.
- 4 Support implementation through capacity building and technology transfer.

### **Policy Reforms** through;

- 1 Policy and institutional reforms and alignment .
- 2 Promoting enabling environment.

### **Accountability and M & E** by;

- 1 Holding stakeholders accountable for delivery on behalf of target beneficiaries.
- 2 Strengthening citizenry responsibility.
- 3 Participate actively in the M&E system. This is critical for redesigning programs/projects which are not producing required outputs/outcomes.

### **Advocacy and agenda setting** by;

- 1 Legislative meetings (lobbying).
- 2 Policy briefs/Memos to the government.
- 3 Participate in policy dialogues/stakeholder forums: JSRs, ASWG, SAKSS, METASIP SC, etc.
- 4 Research into issues which are critical for agricultural development to provide evidence based for decision making.
- 5 Networking: collaborate with other CSOs to harmonize actions and avoid duplication of efforts.

## **5.0 How NSAs are organized in Ghana**

There have been several attempts by various NSAs to properly organize themselves for engagement on available platforms. The METASIP Steering Committee, for example, has one slot reserved for each Non-State Actor and their representative is to serve as the link between their constituent and the platform in providing strategic information for implementation of the METASIP. The representative is expected to provide feedback and convey concerns and input of the group during these dialogue meetings.

This arrangement hasn't worked well for most NSAs as some of their groups are oblivious of the existence of this representative. There is also funding constraints, weak feedback mechanisms and inertia on the part of most NSAs accounting for the low interest and participation on CAADP related issues.

## 6.0 Way Forward/New Paradigm

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In order for NSA to play their role effectively, they need to be better organized, build capacity, have legitimate and accountable representation, generate adequate resources to be truly independent, expand their reach to have a formidable front and have access to these engagement platforms to ensure planning and accountability at all levels.

On the CSO front, the Peasant Farmers Association of Ghana, together, with the Ministry of Food and Agriculture has embarked on series of capacity enhancement exercises to broaden CSOs knowledge and encourage participation in the CAADP process in Ghana. In building the capacity of CSOs, the weakness of CSO organization and participation on the METASIP SC was reinforced and steps are being taken to address the gap.

Currently, a Terms of Reference (TOR) to guide the selection of a CSO representative has been developed and this will represent the first formal structure to have a legitimate and accountable CSO representation.

CSOs are being encouraged to develop interest in the CAADP process and commit to perform their roles effectively to help transform the sector.

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