

Advocating for Investments on Orange-Fleshed Sweet Potato in Ghana: Workshop Report



Alisa Hotel
Accra, Ghana
17th-18th December, 2012

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Executive Summary

The Reaching Agents of Change (RAC) Project, a partnership between the International Potato Center (CIP) and Helen Keller International (HKI), hosted the workshop “Advocating for Investments on Orange-Fleshed Sweet Potato (OFSP) in Ghana.” With the objective of developing a common understanding among participants of the benefits of OFSP activities in Ghana for combating Vitamin A Deficiency (VAD), participants learned about OFSP and worked towards developing a Ghana-centric strategy to attract and utilize investments in OFSP.

Over twenty-five stakeholders and representatives gathered each day of the workshop. On Day 1, participants learned about the RAC Project and attended presentations on vitamin A deficiency in Ghana, the status of OFSP varieties developed for Ghana, value-addition opportunities, and the donor landscape for agriculture and nutrition development activities. The day closed with participants breaking into groups to develop preliminary investment objectives. Day 2 of the workshop consisted of participant deliberation, working towards a final set of OFSP investment objectives/targets for Ghana summarized as follows:

1. Policy advocacy to ensure OFSP’s inclusion in health & nutrition, agriculture, and education policies
2. Reduction of VAD occurrence in Ghana using OFSP, especially for pregnant and lactating mothers and children under 2 years (“ first 1,000 days”)
3. Development of OFSP value chains in Ghana
4. Raised awareness of the benefits of OFSP among stakeholders
5. Facilitation of effective partnerships across stakeholders and sectors

Before the workshop concluded, participants identified challenges and tips for moving forward, committed to remain actively engaged as part of a network and platform for advocacy, and volunteered their organizations’ commitments to OFSP advancement in Ghana.

Day 1: Presentations & Discussion

Adiel Mbabu, RAC – “Reaching Agents of Change (RAC) Project Background”

- Project to promote Orange-Fleshed Sweetpotato (OFSP) and fundraise / boost investment for the *cause* (vs. for Helen Keller International (HKI) or for CIP)
- RAC’s agenda is to bring people on board and teach people how to be part of advocacy
- RAC indicators of success
 - o Improved diet diversification
 - o Reduced food insecurity
 - o Increased vitamin A intake at the household level
- Specific objectives to attract investments (\$18 million across 5 targeted countries; \$500,000 in Ghana by 2014) and to build capacity for strategic OFSP investments
- Implementation Strategy
 - o Partnership between International Potato Center (CIP) and HKI
 - o Working through Change Agents / Champions – facilitators & implementers

Sonii David, RAC – “RAC Objective #1: ‘Advocacy for Resource Mobilization’”

- Generating investment through advocacy
 - o Investment come from (1) direct funding, or (2) in-kind resources
 - o Champions raise investments for OFSP activities *for their own organizations and partners*
- RAC’s role: facilitation (on behalf of others)
 - o Provides advocacy tools and resources such as factsheets, videos, PowerPoint presentations, and posters/banners, etc.
 - o “Invest in OFSP for Health and Wealth”

Sonii David, RAC – “Workshop Objectives”

- Workshop Objectives
 - o Develop a common understanding among participants of why they should carry out OFSP activities
 - o Develop a shared understanding of the RAC Project and its role in OFSP advocacy in Ghana
- Desired Outputs
 - o A shared vision and strategy for fundraising and advocacy
 - o Agreement reached on key areas for investment for OFSP scaling up in Ghana
 - o Platform for OFSP advocacy established

Questions and Discussion after Introductory Presentations

- It is important to build consumers' interest and market demand for OFSP through value chain activities, an expansion of recipes, etc. However, participants debated the most important target groups that could prefer different preparations (mpotompoto, fried sweetpotato, etc. VS. cakes, yogurts, etc.)
 - Continuation of discussion regarding
 - o Consumption at lower socio-economic groups is different from consumption by middle or upper income groups
 - o Need to know and understand ways in which Ghanaians *already* eat sweet potato in promoting appealing forms
 - o Important not to forget Ghanaian ingenuity – Micro-advertisement specific recipes might not be necessary
 - o Infants are a primary target population for OFSP in terms of nutrition, so preparation considerations must take them into account
 - o Broader commercialization can also be important as a complement to grassroots-level promotion tailored to a nutritional agenda
 - One participant described how advocacy has to be tailored to the funding, investment, and policy environment particular to Ghana. Advocacy should occur where it is most effective – perhaps at the national level for policy matters or at the district level for financial resources
 - Participants mentioned the importance of aligning OFSP advocacy with broader, existing advocacy (i.e. for vitamin A, for nutrition, etc.)
 - Clarification provided for terms “bio-fortification” (enhancing micronutrients through either genetic engineering or conventional breeding) and “biotechnology” (simply using living material or systems to develop products)
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Esi Amoaful, Ghana Health Service – “Vitamin A Deficiency (VAD) Situation & Control Strategies in Ghana”

- Data comes from 2007 GHS/GAIN survey
 - o 23.6% of women of reproductive age women, and 65.3% of children 0-5 are clinically deficient in vitamin A
- Consequences of VAD (and also sub-clinically deficiency levels)
 - o Leading cause of preventable blindness
 - o Compromised or impaired immune system
 - o Increased severity and risk of death from common childhood diseases
- Causes of VAD
 - o Poor access, non-availability, poverty
 - o Low consumption of high bioavailable foods
 - o Low awareness and knowledge
 - o High incidence of infection (reducing appetite & affecting absorption)
- Control Strategies
 - o Comprehensive national strategy

- Supplementation
- Food fortification
- Dietary interventions
- Promotion of OFSP
- Mass media & communication
- Challenges
 - Sustaining high supplementation is difficult & has poor coverage
 - Inadequate funds for food-based approaches (vs. supplementation which provides readily visible outputs)
 - Small-scale interventions are inadequate

Questions and Discussion after VAD Presentation

- Presenter and participants emphasized the problem of our over-focus on clinical levels of deficiency, when lower levels of deficiency also constitute a severe problem across the Ghanaian population
 - Emphasis on the challenging funding environment in which donors focus excessively on short-term, measurable supplementation indicators rather than on longer-term food-based and dietary diversification strategies
 - There is insufficient data, not only to identify the scope of the problem, but also to track progress
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Ted Carey, CIP / Crops Research Institute– “Status of OFSP Varieties and Vine Multiplication Strategies in Ghana”

- The work of the Crops Research Institute (CSIR-CRI) & the “Sweetpotato for Profit and Health Initiative (SPHI)
 - Variety breeding development
 - Survey work (Value chain scoping & project groundwork)
- Great R4D progress in Ghana, with 9 varieties produced
- Value chain scoping studies are ongoing
- Findings
 - Crop is profitable, but markets are problematic
 - Planting material is a constraint on OFSP promotion
 - Perishability of SP/OFSP contributes to low demand
- Seeds are necessary, and efforts are underway
 - OFSP is common in the northern regions
 - Private multipliers can be utilized – assuring market access is vital

Discussion on OFSP development in Ghana

- How do we move forward in face of market challenges?
 - o The varieties in Ghana aren't perfect, but that doesn't mean they don't provide an adequate starting point
 - Need to confront the problem of myths & misconceptions inhibiting consumption despite inherent factors that appear to make OFSP appealing –
 - o community awareness is important
 - Paradox of rejection of OFSP for being too sweet – despite objections, sweetness makes OFSP appealing to target populations such as infants and children after 6 months
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Panel Presentation (Francis Amagloh, Bob Nanes & Ibok Oduro) – “Value Addition Opportunities for OFSP”

Ibok – Using OFSP for new products along value chain

- There are a number of products that can be successful, and have been already
 - o Easy baby food for mothers to make
 - o Sweet potato yogurt (already catching on in the north)
 - o Dry snacks
 - o Flour
 - o Fermented drink
- The School Feeding Program provides a strong entry point for introduction of OFSP products
- Importance of lobbying and dialogue with food companies (production & processing) and NGOs (nutritional education & communication)

Francis – Importance of OFSP as a complementary food

- OFSP needs to be thought of as a complementary food, that's cheap and provides a simple solution to vitamin A needs
- OFSP can and should be especially targeted to post-breastfeeding children
- Attention needs to be paid to growing OFSP at the household level
- A longer term approach to OFSP introduction can look at industrial production – canning, etc.

Bob – Broader agricultural insight as backdrop to OFSP & value additions

- Added value of OFSP isn't only found in value added processing/production
- OFSP providing off-season income generation + 20/30% of vegetables grown by households end up back in household
- Value addition by using OFSP root as animal feed – protein heavy roots/leaves

Discussion on OFSP Value Additions

- Larger context and problem behind nutrient deficiency: Ghanaians aren't eating enough fruits/vegetables

- Broad dietary habits are difficult to change and require significant awareness and support
 - Perhaps too much focus on enriched flours, drinks, etc. as cure-alls. Insufficient attention actually paid to diversified diets
 - Food vs. powder, supplements
 - How is OFSP planting incorporated into smallholders' portfolios?
 - Markets need to develop first, and planting will follow
 - Water is likely a greater constraint than acreage
 - What is cost analysis for supplemental, value-added OFSP products?
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Jennifer Pierre, Facilitator – “Preliminary Donor Landscape Analysis”

- What does the landscape analysis entail?
 - An analysis of publicly available information, examining how nutrition fits into donors' priorities and strategies
- Where are the donors? Who are the donors?
 - Currently, most donors focus on umbrella issues such as agricultural development and food security, particularly in the northern regions
 - Nutrition is often the forgotten or assumed stepchild, sometimes without a clear and prominent agenda
 - However, there is a growing sense of priority and focus on nutrition
- Where to find funding for OFSP activities?
 - Donors have pre-existing objectives, strategies, and programs – Funding must be obtained from programs that exist until new ones are planned
 - Donors have very diverse agricultural (e.g. climate change, cashew development, market access) and nutritional (e.g. nutritional indicators, nutrition-related behavior, school feeding)
- High visibility programs
 - SUN – Scaling Up Nutrition (global push for MCH nutrition)
 - REACH – Renewed Efforts Against Child Hunger (governance support from collaboration between WFP, UNICEF, FAO, WHO)
 - MoFA & CIDA – In support of FASDEP II (Food and Agricultural Sector Development Policy) & METASIP (Medium Term Agricultural Sector Investment Plan and Policy)
 - IIAH – International Alliance Against Hunger (FAO, WFP, IFAD)
 - Pan African Nutrition Initiative – CAADP and NEPAD
- Preliminary conclusions
 - The funding environment is project and strategy based, so those seeking funding must be creative
 - Individual relationships with donors should be developed to justify and advocate for support due to lack of structured agri-nutrition programs

Discussion on Donor Landscape for OFSP

- Funding approaches have to find entry-points in already-existing strategies and project frameworks
- Looking at forwards to yearly donor reports is an easy way to look for current keywords that donors are looking for
- Nutrition sits under “Health” framework in Ghana, so greater consideration of health umbrella is important to consider besides agricultural umbrella
- Cross-sector situation of nutrition poses opportunities and challenges
- Agricultural and Health (and Education) decision-makers and leaders have to sit around the same table to successfully advocate for OFSP and to create a coherent adoption strategy
 - o More movement is needed towards “nutrition sensitive agricultural development,” but we still have to work within existing strategies and take the lead where possible

Day 2: Outputs & Discussions

Deliberation & Discussion on Investment Objectives

- Distinguishing between RAC's goals/objectives and investment objectives for Ghana as an output of this workshop
 - o RAC has two broad objectives: (1) Attracting investment for OFSP in 5 countries (\$500,000 in Ghana), and (2) Ensuring capacity for effective investments
 - o The investment objectives should describe HOW investment should be used (i.e. to what ends)
- Role of objectives in bringing stakeholders around shared, framed objectives
- Delineating outputs/outcomes/goals/impacts + strategies to achieve them
 - o After discussion, general agreement on producing higher-level outcomes
- The importance of networking and partnerships
 - o Do we need to establish a new platform for networking and OFSP partnerships, or are existing platforms adequate for that purpose?
 - o Need for a supporting forum in order to *maintain* ties and dialogue originating from this workshop
- Raising "awareness"
 - o Different advocacy angle and targets
 - o Awareness of OFSP's benefits... by policymakers, by professionals, by the general public?
 - o Is awareness a cross-cutting issue?
 - Yes. However, the group deems it an important enough priority for it to stand by itself as well, attracting unique resources
 - o Example of Farm Radio International (FRI)
 - Currently implementing a project in Ghana and other countries to promote the production and consumption of OFSP
 - Project has to be tailored to the stage of OFSP development in Ghana
 - Goal of 25,000 households producing/consuming in three regions
- Importance of sustainability in OFSP promotion activities
 - o Profitability is essential to viability
 - o Need to accept some limitations of "behavioral change" strategies
- Although supply-side support for OFSP is very important, creative ideas are needed on the demand side to interest consumers
 - o What products can be viable?
 - o How can products be promoted?

- How can we raise consumers' awareness of OFSP benefits?
 - How to bring in different stakeholders along the OFSP value chain?
 - FARA's "innovation platform" serves as a model that can be applied to OFSP in Ghana
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SWOT Analysis: Investment Potential for Orange-Fleshed Sweet Potato

STRENGTHS

1. Ghana has a released OFSP variety and others being developed
2. High vitamin content
3. OFSP variety isn't GMO
4. Crop is known in North and Central Region
5. Ghana has strong institutional/research capacity
6. Strong policy environment including micro-nutrient approach under METASIP
7. Fairly rapid varietal release is possible, in the works
8. Potential for high profitability
9. Market opportunities for both middle and low income groups
10. Planting material is available that is supported and distributed by MoFA

WEAKNESSES

1. High moisture content of released OFSP variety with transportation & consumption preference implications
2. SP not a primary food crop
3. Inadequate nutritional education on vitamin A deficiency (VAD)
4. Farmers not willing to grow OFSP
5. Non-availability of market demand (or foreign markets inaccessible)
6. Although generally resilient, the current released variety has weaknesses (e.g. disease & pests)
7. Slowness of vine multiplication/development (although in the works, instant availability impossible)

OPPORTUNITIES

1. Evidence is available through studies for advocacy and funding
2. Multi-sectoral approach to carry initiative forward
3. School Feeding Program as an entry point
4. Use of Child Welfare Clinics
5. Inclusion of food-based approaches/interventions in Nutrition Policy (yet to be approved)
6. Possibility of targeting fast food and processing industries
7. Existence of root & tuber programmes
8. Existence of trained farmers groups
9. Existence of lead organizations & networks including HKI/RAC
10. Partnership work with University for Development Studies (UDS) – field trials

11. Donors have regional offices in Ghana
12. High VAD prevalence makes advocacy easier

THREATS

1. Production
 - a. Need for more improved/approved varieties
 - b. Challenge of processing & marketing
 - c. Perishability issue and inadequate storage
 2. Consumption
 - a. Myths and misconceptions about SP (malaria, male virility, etc.)
 - b. Particular consumption habits in Ghana are resistant to change
 - c. Non-use of leaves as a vegetable
 3. Policy
 - a. SP is not treated as a priority crop (rice, maize, soya, cocoa) under government policy
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Identification of Investment Objectives (Preliminary)

1. Improved Vitamin A status within the critical group (6 – 24 months) and up to five years; however, the first 1,000 days includes pregnancy and need to look at VAT in lactating mothers.
 2. Improve nutritional status, especially, Vitamin A status within the first 1,000 days
 3. Improve the nutritional status of women and children
 4. Increase proportion of farmers with access to planting materials
 5. Increased acreage for the production of OFSP
 6. Increased proportion of households consuming OFSP
 7. Raised awareness of benefits of OFSP
 8. Increased service provision along the value chain
 9. Increased partnerships across stakeholders and across sectors
 10. Increased agronomic support (e.g. irrigation, extension, post harvest management, and good agricultural practices)
 11. Track increased amount of funds raised
 12. Enhanced profitability along value chain
 13. OFSP is reflected in national policies and programs
 14. Increased diversification of OFSP products in the market
 15. Improved capacity development of professionals
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Participative Exercise: Challenges & Tips for Moving Forward

Challenges

- Getting people to come together regularly without motivation

- Reliance on rain-fed agriculture
- Getting key stakeholders to promote OFSP
- Sustainability of this network and group interest
- Self-interest and organizations' individual agendas
- Need for identifying unique driving force addressing micronutrient deficiency in Ghana

Tips

- Have regular reviews to ensure platform is moving forward synergistically towards a common purpose
- Take cues from successful projects
- Focus on tangible tasks and outputs
- Use existing coordinating mechanisms
- Build off of and learn from previous efforts
- Work through MoFA and MoH along with research partners
- Show people how OFSP can improve health, and how it has in other parts of Ghana
- Get stakeholders to fully understand and buy into platform
- Have clarity of goals/objectives for meetings and *between* meetings
- Have face-to-face meetings in addition to virtual networking
- Have a facilitator/coordinator provide direction and leadership

How do we house our progress? Do we create a specific network/group, or do we use existing structures?

What are some options?

1. SUN's cross-sectoral planning group on nutrition – A sub-committee could adequately house an OFSP support group
 2. Sweet Potato Support Platform for West Africa – The group is regional, is not Ghana-specific, and it has not been very active, but there's an existing group in place that could be very useful
 3. Vit A for Africa (VITAA) – This could certainly be utilized, but it is a pan-African advocacy network just being set up
 4. REACH – The group provides governance support and technical assistance for the SUN movement, and it lacks the right mechanisms or structure to host an OFSP group/network
- Agreement that OFSP advocates in Ghana should attach themselves to an existing platform
 - Immediate linkages to a platform aren't necessarily the most important priority
 - o A two-stage process could entail internal consolidation by advocates before attachment to an existing platform
 - A very important consideration before joining a committee: How do we maintain our own momentum?

- Working as a group vs. working as individuals – both aspects are important, but the goal of RAC (and the workshop) is to bring together independent actors who can achieve the *common investment objectives* independently but in synergy
 - Is our movement’s goal to fundraise?
 - o .Our goal is to stimulate investment in OFSP, and the movement can also impact and implement policies and programs promoting OFSP
 - o Need to advocate for OFSP and put it on the agenda as part of a larger nutritional arsenal
 - o Positively impacting the national agenda will in turn bring investment
 - o We don’t necessarily need to raise new funds. We can allocate *existing* resources (reserved for nutrition, agriculture, etc.) for OFSP.
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Next Steps

1. Training on OFSP advocacy to be provided by RAC
2. Become an “Advocate for Change” not clear what this means
3. Nominate a coordinator to push the effort forward
4. Participate actively in existing forums to promote OFSP

RAC will be communicating to participants by email

Final Set of “Investment Objectives” for OFSP in Ghana

6. Policy advocacy to ensure OFSP’s inclusion in health & nutrition, agriculture, and education policies
7. Reduction of VAD occurrence in Ghana using OFSP, especially for pregnant and lactating mothers and children under 2 years (“first 1,000 days”)
8. Development of valuable OFSP value chains in Ghana
9. Raised awareness of OFSP’s benefits among stakeholders
10. Facilitation of effective partnerships across stakeholders and sectors

Workshop Participants & Contact Information

WORKSHOP PARTICIPANTS

Organization	Sector	Participant	Email	Phone
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International Potato Center (CIP) / CSIR-Crops Research Institute	NGO / Institute	Ted Carey	e.carey@cgiar.org	546938599
International Potato Center (CIP) / Reaching Agents of Change (RAC)	NGO	Adiel Mbabu	a.mbabu@cgiar.org	+254-711860964
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ANNEX I: Detailed Program Agenda

**ADVOCATING FOR INVESTMENTS ON
ORANGE-FLESHED SWEETPOTATO IN GHANA
FACILITATOR’S GUIDE and DETAILED PROGRAM**
**ALISA HOTEL
ACCRA, GHANA
17th and 18th December 2012**

Time	DAY ONE	Materials Needed
8:30	Registration – <i>Participants are welcomed, encouraged to register and sign-in at entrance to conference room, and receive workshop packet (name tags, stationery and materials)</i>	-Sign in Sheet, Name Tags, Note pads, pens,
9:00	<p>Session 1: Introduction and Context</p> <ul style="list-style-type: none"> • Formal Welcome and Introductions (5 mins.) presented by S. David • Introducing Each Other – (10 mins) <i>“Ice Breaker, Introduce your Neighbor” (Pair 2 people together and ask them to share information [name, organization, title, childhood career aspiration, interest of organization in OFSP or experience with it] and then introduce your partner in plenary)</i> • Overview of Program Agenda (5 mins) presented by Jennifer Pierre • Reviewing our Norms (10 mins) – <i>Participants should be allowed to give input and facilitators to note points on flipchart paper. Paper is posted on conference wall for duration of program to remind participants of established norms.</i> 	<p>-Projector, Laptop, Program Agenda</p> <p>-Projector, Laptop, Program Agenda</p> <p>-Flipchart, Stand and Markers</p>
9:30	<p>Session 2: Appreciating the Context</p> <ul style="list-style-type: none"> • RAC Project Overview (10 mins) –<i>Description: Background to the RAC Project presented by A. Mbabu</i> • Overview of RAC objective on advocacy for resource mobilization, workshop objectives/outputs (10 min) presented by S. David • Q&A (10 mins) – <i>Participants given the opportunity to ask questions on the RAC overview</i> • Situation of Vitamin A deficiency (VAD) in Ghana and current strategies (15 minutes) presented by E. Amoafu • Q&A (10 mins) – <i>Participants given the opportunity to ask</i> 	-Projector, Laptop
10:30	COFFEE BREAK	

10:45	<p>Session 2: cont'd</p> <ul style="list-style-type: none"> • Status of OFSP varieties and current vine multiplication activities (15 minutes) presented by T. Carey • Q&A (5 mins) – <i>Participants given the opportunity to ask questions</i> • Panel Value Addition Opportunities for OFSP (60 mins) – <i>Panel made up to sit at high table and lead discussion- Panel represented by Francis Amagloh, Bob Nanes, and Ibok Oduro</i> 	<p>-Projector, Laptop</p>
12:00	<p>Session 3: Group Activity</p> <ul style="list-style-type: none"> • ICE BREAKER/ENERGIZER – (5 mins) • <i>Group session SWOT analysis- (60 mins) OFSP investment in Ghana (what are the opportunities, strengths, weakness and threats for investing in OFSP) Divide into 4 groups and ask each group to address one issue. How much time for this?</i> 	<p>-Flipchart, Stand, Markers, Tape, and Scissors</p>
1:00	<p>LUNCH</p>	<p>-Per diem distribution sheet and per diem monies</p>
2:15	<p>Session 3: Group Activity Cont'd</p> <ul style="list-style-type: none"> • Plenary Presentations (60 mins) – <i>The Facilitator is encouraged to ask all groups to stop work and proceed to collect all flipchart sheets with presentations. Each of the 4 nature groups is called back to plenary to present their work. Each group is given 10 minutes to present plus 5 minutes for reflection and feedback.</i> • <i>Facilitator-led Activity: (45 mins) Identification of Investment Objectives.</i> 	<p>Flipchart, Stand, Markers,</p>
4:00	<p>COFFEE BREAK</p>	
4:10	<p>Session 4: Exploring Funding Funding Opportunities for OFSP (20 mins) – presented by Jennifer Pierre, Consultant Facilitator</p>	<p>-Projector and Laptop</p>
4:30	<p>Session 5: Group Activity</p> <ul style="list-style-type: none"> • Broad Stakeholder Analysis: (60 mins) – <i>Lead facilitator describes the activity and breaks participants into 4 groups. The activity is to create a matrix that summarizes key stakeholder strengths and across Ghana. Each group is given flipchart paper and markers which they will use to IDENTIFY WHICH STAKEHOLDERS (BOTH THOSE PRESENT AND OTHERS) SHOULD BE INVOLVED IN EACH OF THE IDENTIFIED OBJECTIVES. Facilitator will also give clear</i> 	<p>-Flipchart, Stand, Markers, and Laptops</p> <p>-Projector and Laptop</p>

	<p><i>instructions on activity and topics to present on, amount of time to prepare presentation, which is to present and length of presentation.</i></p> <ul style="list-style-type: none"> • ICE BREAKER/ENERGIZER – (5 mins) Japanese Clap 	
5:30	<p>Adjourn for the Day <i>Facilitator thanks all for the days efforts and alludes to plans for the following day.</i></p>	

Time	DAY TWO	
8:30	<p>Recapitulation of Day 1 - (20 mins) <i>(Volunteer participants to go through the main points of Day 1)</i></p>	
9:00	<p>Session 5: Group Activity Cont'd <i>Plenary Presentation (60 mins) - Each of the 4 nature groups is called back to plenary to present their work. Each group is given 10 minutes to present their work via PowerPoint plus 5 minutes for reflection and feedback.</i></p>	
10:00	<p>Session 6: Facilitator led-session</p> <ul style="list-style-type: none"> • Determining how Best to Work Together (30 mins) – <i>Facilitators lead a feedback session on how participants prefer to work together in the platform. Issue to be addressed: What kind of platform do we need? How will it work? What is the mechanism for engaging to achieve the objectives? Facilitators try to tease out points on ways the group can work together, identify working group preferences, and document any other innovative ideas on how the group should work together.</i> 	
10:30	COFFEE BREAK	
10:45	<p>Session 7: Deciding How to Work Together</p> <ul style="list-style-type: none"> • Documenting our Way Forward (30 mins) <i>Facilitator leads the entire group to summarize and document and determine how to best work together.</i> 	
11:15	<p>RAC Capacity Building Events - (10 minutes) presented by T. Carey</p>	
11:30	<p>Session 8: Next Steps - Group Activity</p> <ul style="list-style-type: none"> • ICE BREAKER/ENERGIZER – (10 mins) <i>How many squares? The facilitator leads to group to count the number of squares they see in a diagram. The conclusion is that although we are all looking at the same picture, we see things differently.</i> 	<p>Flipchart, Stand, and Markers</p>

	<ul style="list-style-type: none"> • Anticipating Challenges and Appreciating Good Advice (45 mins) –<i>Depending on the selection, participants will be give an index card and asked to write down either a challenge or a point of advice on how the group will work together. The cards are collected and then participants are asked to tape their cards on 2 opposing sides of the wall. Then, the facilitator leads the group to view both walls and reflect on the challenges and points of advice.</i> 	<p>Large colored index cards, tape, Markers, and 2 walls to receive challenges and advice</p>
12:30pm	<p>Session 9: Closing Remarks</p> <ul style="list-style-type: none"> • Recapitulation of the Program (15 mins) – <i>Facilitator will review what was accomplished, with a focus on what remains to be accomplished as determined by the group</i> • Closing Remarks from organizers (5 mins) –K. Joiner, S. David • Appreciating our Participants (20 mins) – <i>Volunteer participants encourage to say 1 point of appreciation and 1 “hope or wish” for the group</i> • <i>Adjourn for the day</i> 	
1:10	LUNCH	

Other details to note:

-All presentations to be on 1 computer to avoid complication. All presentations should be emailed 3 days before the event to the facilitator for a coordinated execution of the event.

-Per diems will be distributed at lunchtime on the first day.

-A rapporteur will be present (organized by the facilitator) to document the outputs of sessions and discussions, particularly from plenary sessions, flip charts, index cards, and power point presentations