

CLIP STRATEGY 2020 - 2024



CLIP
A LIFE-LINE TO LIFE



LIST OF ABBREVIATIONS

AEAs	Agricultural Extension Agents
CBO	Community Based Organizations
CLIP	Changing Lives in Innovative Partnership
CLTS	Community Led Total Sanitation
CRMAS	Community Resource Managed Areas
CSR	Corporate Social Responsibility
FAGs	Farmer Advocacy Groups
GCRPC	Ghana Cattle Ranching Program Committee
GDCA	Ghana Developing Communities Associations
GDCP	Ghana Danish Communities Project
GV	Ghana Venskab (Friends)
ISWM	Integrated Sustainable Waste Management
JMP	Joint Monitoring Program
MMDAs	Metropolitan, Municipal and District Assemblies
NGO	Non-Governmental Organization
PFJ	Planting for Food and Jobs
PPP	Public Private Partnership
SDG	Sustainable Development Goals
SLTS	School Led Total Sanitation
TC	Technical Committee
UN	United Nation
UNICEF	United Nations Children's Funds
VSLA	Village Savings and Loans Authority
WAGs	Water Advocacy Groups
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WSMT	Water and Sanitation Management Teams



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1. EXECUTIVE SUMMARY

Changing Lives in Innovative Partnership (CLIP) is a Non-Governmental Organization registered with the Registrar General Department and an affiliate of the Ghana Developing Communities Association (GDCA). The organisation was founded in 1997 under the name Community Life Improvement Program. The organization envisions “**a society free of hunger where local communities have sustainable skills and opportunities to improve their livelihoods**”.

The overall goal and mission of CLIP is to **empower people to influence and drive their socio-economic development in a sustainable environment**.

The strategic objectives of the organization are:

1. Organizational development, strategic positioning and engagement to increase funding base
2. Improve access to and use of WASH facilities by all and effective management of waste
3. Improve food security, livelihoods and climate resilience in deprived communities
4. Improve and strengthen commercial agribusinesses in rural communities
5. Eradicate malnutrition in deprived communities in northern Ghana
6. Improving the socio-economic well-being of agro-pastoral communities in Ghana and promoting sustainable economic development of the livestock sector.

CLIP has expertise in six (6) intervention areas; Water, Sanitation, Hygiene and Waste management, food security and livelihoods, climate

change, business development and inclusive growth, nutrition and agro-pastoralism.

The main objectives on each of the six (6) intervention areas are:

1. To increase the funding base of CLIP by 20% and enhance organizational learning, knowledge management and skilled human resource base by December 2024.
2. To improve access to equitable, sustainable and affordable WASH services and turning waste into prosperity.
3. To empower farmer organizations to use climate resilient strategies/integrated farming systems to improve their productivity and livelihoods.
4. To improve the business approach and capacity of existing farmer and women organizations to use growth opportunities to make their businesses competitive and profitable
5. To reduce the impacts of climate change on farmer organizations/households especially women by strengthening their adaptive capacity and building resilience for sustainable livelihoods
6. To address chronic and hidden hunger suffered by children and women in Ghana due to poverty, lack of knowledge about their nutritional needs, and socio-cultural beliefs
7. To improve the socio-economic well-being of agro-pastoral communities, and promote sustainable economic development of the livestock sector through strengthening livestock value chain, enhance mobility, access to markets and key resources.



2.0 BRAND STATEMENT

CLIP provides innovative and SMART solutions that empower people economically to become food and nutrition secure in Northern Ghana and increase climate change adaptability.



3.0 HISTORY, MISSION AND VISION

The organisation Changing Lives in Innovative Partnership (CLIP) started as a rural development programme under the name Community Life Improvement Programme with the aim to increase self-help capacity and improve living conditions for the populations in rural communities. Its main activities have focused on Water supply, Hygiene & Sanitation, Food Security and Environmental management as well as Micro-credit promotion.

On 26th August 1997, the CLIP was registered with the Registrar General Department as a Non-Governmental Organization (NGO) with registration number, CG063852016. It operates as an independent registered organization with its own management and staff and a governing board of directors known as the Technical Committee (TC).

It is one of the affiliate organizations of the Ghana Developing Communities Association (GDCA).

Since its establishment, CLIP has expanded its operational coverage to include several districts in Northern region, North-east region, Savanna region, Upper East region and Upper West region of Ghana. CLIP is dedicated to assisting rural poor communities and vulnerable groups to uplift their standard of living through their own initiatives and efforts in identifying their needs and taking action to addressing those needs.

The organization has been providing services to deprived communities through water provision (construction of hand-dug wells), rural and urban sanitation improvement, facilitating sanitation and hygiene dialogues, waste management, food security and livelihood promotion and Community Based Organizations (CBOs) capacity building programmes. Recently, agro-pastoralism and child nutrition schemes have been added to the organizations portfolio for enhanced community nutrition, and policy advocacy.

3.1 PRINCIPLES OF CLIP

Three principles form the bedrock of the organization and shape its policies and programmes.

1. The need to promote attitudes, practices and behaviours that will empower communities to identify and prioritise their needs for social change as a means of addressing poverty in their communities.
2. The need to promote actions that allow people especially, youth and women to have sustainable skills and opportunities to improve their livelihoods
3. Community-led problem solving is the key to supporting communities in addressing their development.

3.2 VISION

A society free of hunger where local communities have sustainable skills and opportunities to improve their livelihoods



3.3 MISSION STATEMENT

CLIP exist to empower people to influence and drive their socio-economic development in a sustainable environment

3.4 CORPORATE VALUES

- Professionalism
- Participation
- Partnership
- Transparency
- Accountability
- Loyalty
- Team Work
- Honesty & Trust

3.4 CONTRIBUTION OF CLIP TO WIDER DEVELOPMENT

Through joint initiatives and interventions based on common and unique competencies, CLIP has strategically positioned itself in relation to its thematic competencies. The organization is contributing visibly to the overall development objectives of the Government of Ghana (GoG)

The table below highlights some few contributions of the organization to the wider development of the various thematic areas in Ghana.

THEMATIC AREA	RESULTS
Water, Sanitation and Hygiene (WASH) and Waste management	<ol style="list-style-type: none"> 1. Over 250 hand-dug wells constructed in the northern region of Ghana 2. Developed and implemented viable finance schemes for promoting sanitation in both rural and urban communities. 3. Over 30 entrepreneurs along the service and value chain identified and supported to establish business through training on business development and advisory services 4. Conducted Innovative researches to improve WASH service delivery e.g Faecal sludge drying beds, black soldier fly larvae etc 5. More households in the communities own and use latrines thus improving their health status
Food Security and Livelihood	<ol style="list-style-type: none"> 1. More than 100 women groups have improved livelihoods due to capacity building on value addition to their trade. eg they are now able to produce quality rice, sheabutter, soya milk, weanimix among others. 2. Increased productivity and yield of farmers due to the use of good agricultural practices learned through Farmer Field Schools and Farmer Field days. 3. Established 180 Village Savings and Loans Associations in 5 districts in Northern Ghana 4. Better planning and management of the PFJ pro-gram by MoFA due to evidence based advocacy embarked by CLIP on the findings of a research conducted on the PFJ 5. 120 farmers trained as Agricultural Extension ser-vice volunteers to breach the gap between farmers and Agricultural Extension Agents 6. 150 farmers trained as Community Livestock Workers to provide veterinary services to livestock farmers.



THEMATIC AREA	RESULTS
Nutrition	<ol style="list-style-type: none">1. Trained over 720 women on effective food preparation that will conserve nutrients and fortification of local diets with soybeans and moringa for improved household nutrition.2. Trained over 720 women on the processing of locally available foods into tom-brown, weanimix, cerelac, baobab fruit drink, soymilk and extraction of oil from moringa seeds.3. Over 500 women have improved income levels through processing and selling of value added products.
Inclusive Growth and Business Development	<ol style="list-style-type: none">1. Business model tool developed to facilitate the identification and assessment of potential businesses2. Women agro-processing groups assisted to identify their business potential and developed business plans.3. A practical business plan facilitation guide developed for supporting viable businesses to develop competitive business plans4. The mindset of 250 farmers have changed to commercial farming
Climate Change Action	<ol style="list-style-type: none">1. Ten communities in Yendi and Gushegu areas facilitated to expand community resource managed areas (CRMAS)2. Fifteen community bushfire volunteers established3. Planted Casia along the river Daka in Yendi municipal to reduce siltation4. Over 250 households have increased resilience against unexpected changes, stresses and shocks5. Over 97 farmers have adopted improved seed varieties and this has tremendously increased their crop yields.6. Increased capacity of 200 farmers on the establishment, operation and management of cage fish farming in 10 communities as an alternative livelihood diversification strategy.
Agro-pastoralism	<ol style="list-style-type: none">1. Conducted informed debates (capacity building workshops) on livestock trading in West African module in seven (7) operational districts in Northern and Upper East Regions2. Advocated for peaceful coexistence among herders and crop farmers3. Built capacities of Livestock Market Management Committees (Bawku, Tamale, Buipe, Pusiga & Gushegu) and facilitated them to acquire certificates from the Registrar General Department at the national level.4. Identified and trained field facilitators at the local levels on livestock trading module in West Africa.5. Made technical inputs in to the development of a national policy document on Transhumance management in Ghana. The document is entitled; Ghana pastoral development policy and strategy



3.5 SWOT ANALYSIS

As part of the process of revising the organization’s strategic document, in a strategy workshop session in June, 2019 CLIP undertook a self-capacity assessment. It revealed areas of strengths and weaknesses as portrayed in the table below. The key issues that emerged from the analysis especially on overcoming both the internal and external weaknesses are discussed below.

3.5.1 INTERNAL ANALYSIS

Marketing and Branding Needs

The self-capacity assessment unearthed vital internal lapses that need to be overcome to strengthen the organization. Branding and marketing being one of the weaknesses identified, CLIP will leverage on the competence of its partner GV, to strategically use social media as a marketing channel to reach out to more audiences and increase the visibility of the organization.

Furthermore, the organization will focus on building its communication platforms to promote its activities.

Fund raising/Resource mobilization

The organization will utilize its available opportunities such as; its strong focus on climate change, representation in GCRPC, partnership with GV and GDCA among others to increase its fund raising ability/mobilised more resources. With the developing competencies in business development and PPPs in the organization, the Ghana beyond aid agenda is a gold mine that the organization will utilize to harness more resource to strengthen its operations. Further more, the business ministry will also be explored for partnership and funding.

Inadequate logistics

Increased resources and funds will boost CLIP financial capacity to bridge the logistical gap in the organization and hence strengthened the organization’s operations and deliverables.

SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Strong organisational capacity – systems and procedures Strong connections/partnerships High capacity- staff Local NGO- physical presense in Northern region Adaptive to changes Strong climate change focus- Leading organization in agro-pastoralism Partnership with GV and GDCA 	<ul style="list-style-type: none"> Marketing and branding needs (further development and focused) Fund raising/Resource mobilization Inadequate logistics
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Ghana beyond aid and business Feeds in to SDG- global focus Availability of resources- CSR and PPP Visible in northern region Peace and democracy- attracts donors Pador – EU Representation in GCRPC at the national level PFJ policies can improve results 	<ul style="list-style-type: none"> Ghana beyond aid - changing donor focus Political interference/politization Conflicts, Land and Chieftancy disputes Bureacracy/poor governance Competitive NGO market/no synergy Frequent transfer of key heads of department in MMDAs



3.5.2 EXTERNAL ANALYSIS

Ghana Beyond aid- changing donor focus

The Ghana beyond aid agenda has made a strong impact on the focus of development donors, thus shifting from aid to trade, businesses and partnerships. Generally, CSOs are experiencing dwindling donor funding and this is greatly impacting on the development processes of their constituents. CLIP as an organization that is adaptive to change is deepening its experience and know-how on PPP and business development processes to take full advantage of the changing trend. The organization will work to widen its resource portfolio through its strong connections, partnership, consortiums and alliances. Furthermore, business development models will also be developed, tested and marketed to attract donor attention and the government, most especially the business ministry.

Political interference/politization

Most often program interventions are being interfered or politicized by politics. This usually poses a great threat and has negative influence on the reputation of the organization. The organization has built strong relations and goodwill among its constituents. This strong goodwill and relation will be used to strategically influence and minimize the politicization of CLIP interventions.

Conflicts, Land and Chieftancy disputes

There are conflicts, land and chieftancy disputes in some communities in which CLIP operates. These situations pose a threat to the achievement of the vision, mission and goals of CLIP. Persistent conflicts, land and chieftancy disputes may increase the level of deprivation in the communities and therefore increase the number of communities that CLIP will have to work in. When this happens, the dwindling donor funding may not be able to help adequately empower the various communities.

3.6. STRATEGIC OBJECTIVES

1. Organizational development, strategic positioning and engagement to increase funding base
2. Improve access to and use of WASH facilities by all and effective management of waste

3. Improve food security, livelihoods and climate resilience in deprived communities
4. Improve and strengthen commercial agribusinesses in rural communities
5. Eradicate malnutrition in deprived communities in northern Ghana
6. Improving the well-being of agro-pastoral communities in Ghana and promoting sustainable economic development of the livestock sector.

Objectives 2-7 are the objectives for CLIPs programmatic portfolio as described in section 5 and illustrated in a theory of change at p. 11

3.7 ORGANIZATIONAL DEVELOPMENT, STRATEGIC POSITIONING AND ENGAGEMENT

CLIP aims to be a strong and active civil society organisation in Northern Ghana (Northern, North East, Savanna, Upper East and Upper West Regions) with considerable influence in policy change at the national and international levels. CLIP will build strong and functional systems that enhance its legitimacy and accountability towards its stakeholders at all levels and to strengthen its acceptance among CBOs, local groups and associations as their representative. CLIP will undertake continuous, systematic and planned change in its organisational processes based on the context within which it operates, so that it can continue to be relevant. CLIP will adopt processes that enhance organisational learning, financial sustainability and working with partnerships and strategic alliances with relevant stakeholders to increase and sustain the organisation's impacts.

Objective

To enhance organizational learning, knowledge management and skilled human resource base by December 2024 and increase the funding base of CLIP by 20% by December 2024

Outcomes

- Improved organizational learning, knowledge management and skilled human resource base.
- Increased funding base of CLIP

Strategic Interventions

- Develop knowledge management system
- Develop resource mobilization strategy
- Donor engagement and writing of proposal for funding



4. TARGET AUDIENCE AND BENEFICIARIES

Water, Sanitation and Hygiene (WASH)

The target beneficiaries will be households and underprivileged men and women, girls and boys (school pupils) and the youth whose livelihoods and survival depends on the availability of potable water, basic sanitation and improved hygiene services and facilities.

Food Security and Livelihoods and Climate Change

The organization's target groups in this theme include; Farmers producer groups, Farmer Advocacy groups, Water Advocacy groups, Farmers associations and Livelihood groups (women groups, sheanuts processors, etc.), farmer cooperatives and networks.

Business Development and Inclusive growth

The primary target audiences under this theme are farmer and women groups, farmer networks and associations, cooperatives, Agribusiness

groups (potential and viable existing businesses), micro, small and medium enterprises as well as enterprising individuals from deprived communities.

Nutrition

The primary target beneficiaries are children and women, men and traditional authorities from deprived communities

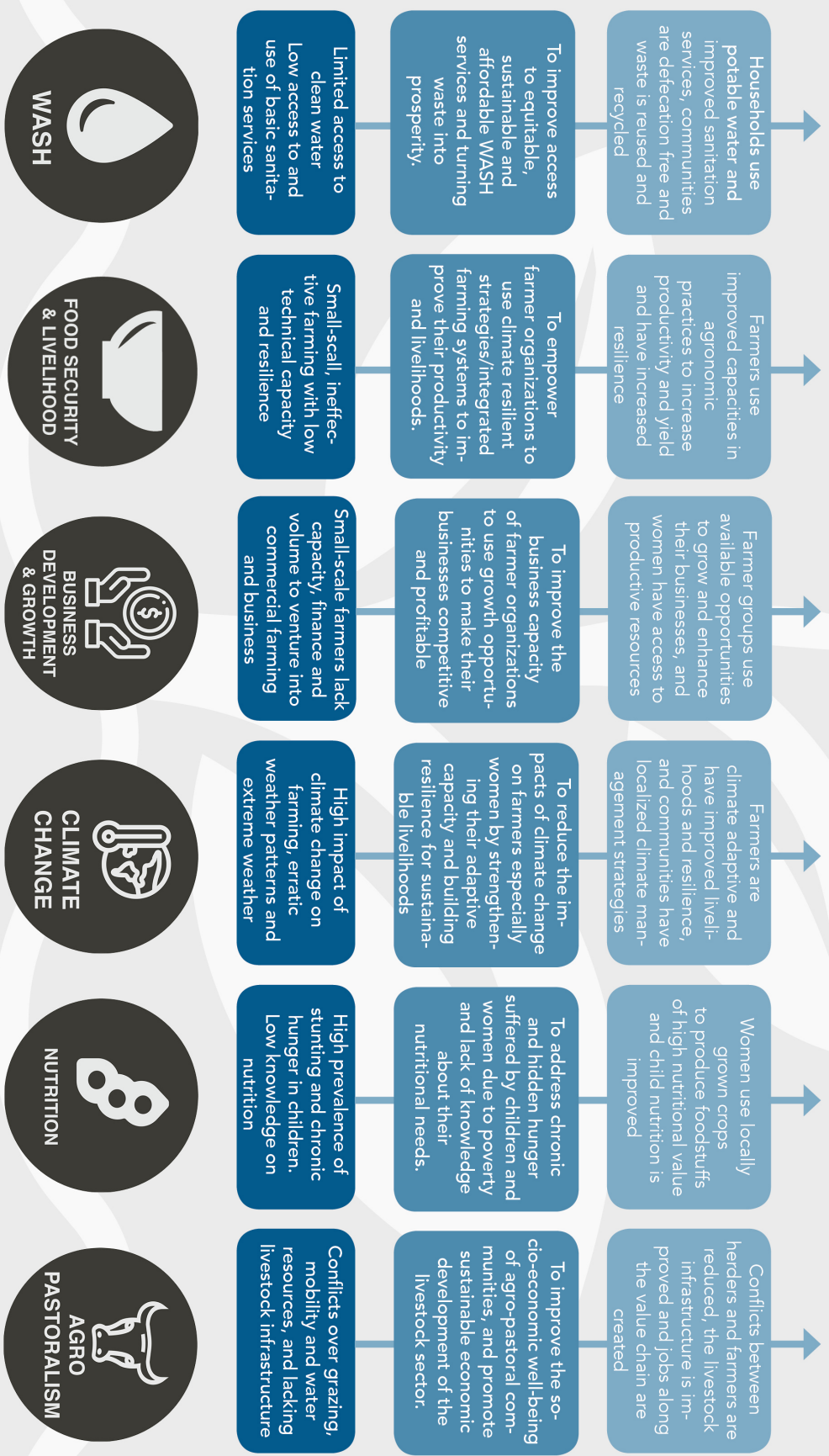
Agro-pastoralism

This theme's primary target and beneficiaries are;

- Producers' organisations, pastoral and agro pastoral associations and unions;
- Private sector agents and professional (for instance livestock trader's organisations);
- Local governments (existing and future ones);
- State Technical Departments at local, regional and national levels, especially those involved with livestock production and marketing, trans-border livestock mobility and regional integration.
- Rural communities (mostly agro-pastoralists), focusing on poor and vulnerable groups experiencing production constraints and limited access to markets.



EMPOWER PEOPLE TO INFLUENCE AND DRIVE THEIR SOCIO-ECONOMIC DEVELOPMENT IN A SUSTAINABLE ENVIRONMENT



CLIP - THEORY OF CHANGE



5. CLIP'S PROGRAMMATIC PORTFOLIO

5.1 WATER, SANITATION AND HYGIENE (WASH)

Universal access to safe drinking water is a fundamental need and human right. Securing access for all would go a long way in reducing illness and death, especially among children. As a result, the SDG 6 on clean water and sanitation propagates for Ensuring the availability and sustainable management of water and sanitation for all, which CLIP is contributing to realize. In Ghana, in spite of the progress that has been made to ensure that children and families every part of the country have access to safe drinking water, data has shown that 76 per cent of households are at risk of drinking water contaminated with faecal matter. The proportion of population using piped water and non-piped improved water sources is 19% and 70% respectively whilst 7% of the population still relies on unimproved drinking water sources and 4% of the population uses surface water (UN_UNICEF and WHO JMP, 2017).

Similarly, on sanitation, the national coverage of people using basic sanitation services is 15%. The proportion of population using unimproved sanitation services and resorting to open defecation is 6% and 19% respectively (UN_UNICEF and WHO JMP, 2017). There is no clear urban basic sanitation strategy and plan in Ghana. Various approaches and interventions in urban basic sanitation are not effectively coordinated and monitored. Unlike rural communities, social mobilization for sanitation and hygiene promotion in urban settlements is quite complicated due to its cosmopolitan and multi-cultural nature.

However, sanitation is a social and public good where-by every citizen needs to participate in discussions and decisions that will benefit everybody.

Objective

To improve access to equitable, sustainable and affordable WASH services and turning waste into prosperity.

Outcomes

- Households use potable water all year round
- Households use improved sanitation services
- Clean communities that are open defecation free
- Households in rural and urban communities practice waste separation and management and
- Waste generated are reused and recycled

Strategic Interventions

1. Cost effective Water Systems

CLIP will continue to promote cost effective water facilities to improve access to and use of potable water by all people in the communities as enshrine in the SDG 6. The provision of cost-effective water systems such as hand dug-wells, bore holes, river bed wells, water trapping among others will be promoted based on contextual conditions. Furthermore, high yielding wells will also be identified and mechanized using solar and grid powered systems.

The formation and capacity building of Water and Sanitation Management Team (WSMT) will be an integral part of the water provision process. This will promote the effective management and repairs of the facilities to ensure its sustainability.

2. Sanitation and Hygiene Promotion

The capacity of people and Community Based Organizations (CBOs) will be built using sanitation and hygiene approaches/models that will influence a positive behavioral change towards improving sanitation and hygiene in the communities. This will permit people especially, women and youths to appraise and analyze their sanitation profile, defined the desire situation and the means to achieving the desired change. Some of the approaches/models that will be used to facilitate this behavioral change in the communities will include but not limited to; Community –Led Total Sanitation (CLTS), PHAST, School Led Total Sanitation (SLTS), Life Skills training, Safe Zone Flag concept, and sanitation dialogues.

3. The Diamond Model

The Diamond model is a multi-stakeholder approach developed by WASTE (a partner in the Netherlands) to build a local waste management system that can reach scale.

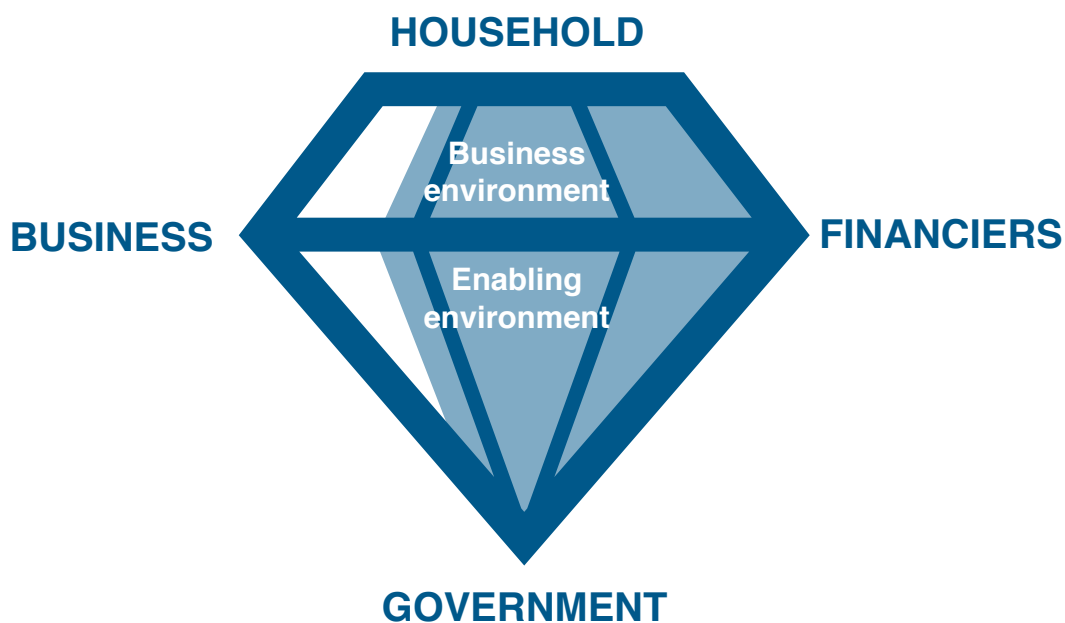
The model focuses on connecting four key actors; households, businesses, financiers and government in the local waste management market that are essential for scaling of results as in the diagram below.



The strategic interventions for the model are;

- Demand creation for products and services in the waste management value and service chain.
- Identification and business development training for local artisans
-
- Facilitate Micro Finance Institutions and impact investors to see market opportunities in financing both customers and businesses
- Facilitate the development of appropriate financing schemes/models for customers and business
- Advocate for Government to create enabling environment for businesses to flourish.

THE WASTE DIAMOND MODEL



Customers (demand-side): Through marketing in waste management, customers have developed a demand for improved services and products in waste management. For example demand for a safe toilet, recycled plastic products or waste collection services. **Businesses (supply-side):** Local entrepreneurs (SMEs) are trained to meet their customers' demand. They are incentivized to offer cost-effective and good quality services and products. This includes entrepreneurs who construct safe toilets, collect and process plastic waste and private faecal sludge collectors.

Financiers: Financiers, such as Micro Finance Institutions (MFIs) and impact investors, see market opportunities in financing both customers and businesses. Consequently, they develop and promote credit products for customers and businesses.

Government: The government has the responsibility to develop and reinforce laws and regulations in waste management standards and stimulates market growth through leadership in awareness creation and proactive engagement in Public Private



4. Integrated Sustainable Waste Management (ISWM)

The ISWM will be used to improve sanitation and waste service delivery. Sanitation and Waste intervention can only be sustainable if systems are created to continue to function to provide services and products in the society.

The ISWM helps us understand the WHO, HOW and WHAT of waste management and change. The model recognizes three important dimensions:

1. **WHO** are the stakeholders that are currently present? And who are the key stakeholders that need to be engaged? - Multiple stakeholders working together
2. **HOW** are the service- and value chains of the waste management system currently working? And how could these be strengthened? - Building a stable service and value chain in waste

management

3. **WHAT** is the current status of the most important enabling aspects: technical, environmental, health, financial, economic, socio-cultural, institutional, legal and political aspects? And how can these be enhanced? - Enabling aspects that ensure sustainability

We work on understanding each of these dimensions and how they relate to each other to identify solutions, and to improve the sustainability of the waste management system.

5. Advocacy, Networking and Coalitions

Local and national level advocacy will be embarked on to improve WASH service delivery. CLIP will work with networks, coalitions, alliances and platforms to push for the effective development and implementation of sector policies and programmes.





5.2 FOOD SECURITY AND LIVELIHOOD

Agriculture is fundamental to Ghana's economy employing almost 45% of the population and contributing 21% to GDP. The Government of Ghana (GoG) considers it a key sector and has recently unveiled key flagship pro-poor programmes: - Planting for Food and Jobs (PFJ), Rearing for Food and Jobs (RFJ) etc., with the aim of increasing productivity. Agricultural growth is the major driver of poverty reduction, especially in northern Ghana, an area characterized by high poverty and malnutrition. Agriculture is the largest source of employment for these communities, mostly smallholder farmers with five acres or less. Farmers in the north are challenged by poor soils, low productivity and changing and increasingly unpredictable rainy seasons.

The agricultural sector in Ghana still faces key constraints that curtail its becoming competitive to drive economic growth. These constraints include – sub-optimal sector coordination; low yields; weak market linkages and high post-harvest losses and low access to finance.

Objective

Empower farmer organizations to use climate resilient strategies/integrated farming systems to improve their productivity and livelihoods.

Outcomes

- Rural household have improved incomes
- Farmers use improved capacities in agronomic practices to increase their productivity and yields
- Improved availability, accessibility, stability, quality and nutritious value of food
- Farmers use resilience and diversification strategies to improve their livelihoods and income

Strategic Interventions

1. Integrated Farming System

CLIP uses the Integrated Farming System approach to facilitate farmer organizations to identify and effectively link and integrate the various components of the farming system to maximize household food security and resilience. An intensive integrated farming system addresses two issues, reduction in risk with the monoculture activities and promoting enterprise diversification,

value addition and development of alternative income sources with efficient utilization of farm resources. It brings about enterprise diversification for sustainability and additional benefits, better management of important farm resources like land, labor, capital, etc. It provides an opportunity for effective recycling of the product and by-products, helps to generate flow of cash to the farmers round the year by way of disposal of milk, fruits, fuel, manure etc., beside other agricultural output. The main components are:

1. Identification of major socio-economic situations; that is understanding dominant enterprises and most common existing farming system and doing analysis of economic viability of existing farming systems. It also entails understanding relationship between different enterprises and analysis of linkages between different farming systems
2. Understanding the modifications made in existing farming system by innovative farmers; that is understanding the changing scenario in rural areas and its impact on existing farming system, identification of new market opportunities and its impact and relevance to socio-economic situation, suitable modification made by innovative farm families in existing farming system and type of modification made (diversification or intensification of the enterprises).
3. New options recommended by the Researchers/Extensionists: Identification of new suggested options by researchers/extensionists around each dominant enterprise and understanding the technological details about new options.
4. Economic analysis of recommended options and working out alternatives; Analysis of relative profitability of recommended options as compared to existing farming system, understanding of implications of each options with regard to reallocation of resource
5. In the absence of any recommendations, work out an alternate model by fine-tuning the existing model (without major changes) considering the resources, market, profitability and sustainability. Propose an alternate model by fine-tuning the existing farming system by working out the possibilities of diversification or intensification of an enterprise. Work out the economic analysis and benefits of alternate model compare to existing and identify the gaps in knowledge and skill to adopt the new model. Develop strategies and activities to overcome the gaps in knowledge and skills. Testing the effectiveness of recommended options over a period of time



6. Carry out SWOT analysis in respect of different Farming Systems. SWOT analysis is a very useful tool in developing strategies as it helps in identification of - current strengths within existing farming systems and success stories, weaknesses within the existing farming systems, opportunities, which are advantageous for optimal exploitation of the existing farming systems in terms of providing, scope for new market opportunities, new technologies, services etc. Real potential threats to the natural resource base, existing farming systems and markets etc.

2. Adopting Good Agricultural Practices (GAP) to raise community smallholder agricultural productivity.

This will help communities build resilient and adaptive capacities by combining resources and knowledge to find solutions to existing challenges within the targeted communities.

Adopting GAPs involves a wide range of practices to improve agricultural productivity and to reduce food insecurity. These include crop rotation, using improved seeds, observing good planting and fertilizer application protocols, agroforestry, good tillage practices, organic compost preparations, organic farming and post-harvest loss management, among others. The GAPs will be promoted using farmer field schools (FFS) and lead farmer approaches among farmer groups in the operational communities. The approach will be holistic and based on the specific needs of farmer groups in the communities. It will also involve using traditional (Community durbars) and mass media (community FM stations), focusing on training and building the local capacity in agricultural practices and improving inter and intra community farmer group networking.

Again, due to inadequate extension service agents in the districts, CLIP will identify and select youth volunteers in the communities and train them to become agricultural extension services volunteers. These volunteers will provide basic support to farmers in the communities/districts in consultation with the AEAs in the districts.

3. Resilience and diversification strategies

Resilient and diversification strategies will be employed to empower farmers to improve their livelihoods and reduce their vulnerability to the associated climate stress and shocks. Contextual analysis of communities will be carried out to know their comparative advantages and this will influence the choice of the right resilient

strategy. Within this strategy, various strategies have been outlined below.

A. Promotion of cage fish farming

Communities with perennial water bodies will be identified for the promotion of cage fish farming as an alternative livelihood diversification strategy. Farmers will be capacitated to effectively operate and manage the fish cages. To ensure a reboust and sustainable cage fish farming, the following key activities will be delivered.

- Awareness creation and sensitization of communities on fish farming/cage fish farming.
- Identification of existing groups or formation of farmer groups for the establishment and promotion of cage fish farming
- Facilitate farmer groups to identify suitable sites for the establishment of cage fish farms
- Procurement and distribution of fish cages for the stocking of fingerlings
- Procurement and distribution fingerings
- Procurement and distribution of fish feed
- Conduct training for farmers on modern methods of fish farming.
- Training of farmers on the handling, stocking, temperature management and general management of cage fish farming.

B. Village Savings and Loans Association (VSLA) approach

The approach will strengthen farmers especially women and the youth resilience to climate stress and shocks. The focus of the approach is assets building through savings and provision of credit to members of self-managed groups in communities. The main activities for the approach are listed below;

- Orientation of community and community leaders on VSLAs in pilot communities
- Introductory meeting with groups on VSLA formation/operating modalities.
- Facilitation in Group Dynamics and Elections
- Facilitation in development of group Policies and Regulations Related to the social Fund, and Savings and Credit activities
- Facilitation of development of VSLAs Constitution
- Facilitation of VSLAs in Meeting Procedure and Record-Keeping
- Facilitating and mentoring VSLA leaders on the values relating to transparency and accountability.
- Facilitation of VSLAs in First Savings, Loan and Repayment Meetings



C. Dry season vegetable gardening

Farmers in communities with access to perennial water resources will be empowered to incorporate vegetable production alongside their staple crops as a way of diversifying farming activities. This will avert the risk of total crop failure in case of insufficient rainfall, increase household income and improve their dietary intake. Women and youth will be the main target for this intervention. The capacities of the farmers will be improved on good agricultural practices to ensure better productivity. Farmers will be introduced to improve seeds of vegetables, different irrigation schemes such as; drip irrigation and sprinklers. Market linkages will be created to boost the sale of the vegetables and ensure that they get good prices for the vegetables.

D. Livestock Production

Livestock production constitutes a major source of livelihood, food security as well as a source of income and employment for the people of Northern Ghana. Livestock play a crucial role in the socioeconomic and cultural lives of the people. Almost every household keeps one form of animal or another. However, animal husbandry practices remain traditional, largely characterized by poor feeding, housing, prevalence of diseases, and low performing breeds. There are also inadequate veterinary services in the communities and this affects livestock production in Northern Ghana.

To help strengthen the livestock production, this strat-

egy seeks to facilitate the execution of the following interventions;

- Training of community volunteers as Community Livestock Workers (CLW) and link to district veterinary officers
- Provision of basic veterinary equipment to CLW
- Provision of improved breeds of livestock mainly sheep and goat to farmers
- Capacity building for farmers on improve feeding techniques/skills, proper housing, disease control and prevention.

4. Evidence based advocacy

CLIP will increasingly support farmer networks, movements and other stakeholders in advocating for inclusive pro-poor programs, better government services and market access. Researches/surveys will be conducted into specific government programs and issues and the findings used to support the advocacy process. Current relevant issues are Planting for Food and Jobs (PFJ), Rearing for Food and Jobs (RFJ), women's access to productive resources, agribusiness promotion, and inclusive agricultural sector national policies. CLIP will do this in collaboration with research institutions, networks/coalitions, CSO platform and international organizations such as; Oxfam, Plan international, Care, and iDE Ghana among others. At international level, the PAMOBARMA project will be an advocacy platform.





5.3 BUSINESS DEVELOPMENT AND INCLUSIVE GROWTH

The small-scale farmers lack capacity, finance and volume to start viable businesses and take part in the existing value chains. Access to decent work and employment is a major challenge to especially youth and women, who also have limited access to productive resources; and national programs tend to leave out the rural poor in practice even if accommodated for on paper. As a result, there is a widespread poverty especially in the northern regions of Ghana. The small-scale farmers also lack the needed the capacity to identify and take advantage of the few available growth/business opportunities in the agricultural commodity value chain. The few pockets of available potential business cases are challenged with; limited finances to propel their business growth, capacity to effectively manage their businesses, among others so as to grow their businesses in to competitive commercial businesses. This notwithstanding, farmers mindset will be changed to focus on agribusiness and commercial farming through capacity building using the farmer business school approach. A tried and tested 4 step business development model will also be used to support and facilitate the growth of viable business cases to grow into strong and profitable commercial businesses.

Objective

To improve the business approach and capacity of existing farmer and women organizations to use growth opportunities to make their businesses competitive and profitable

Outcomes

- Farmer groups use available opportunities to grow and enhance their businesses
- Women have access to and used productive resources

Strategic Interventions

1. Business Development Model

It entails a change of mindset of farmers to become more business focused and working strategically with and within the agricultural and commodity value chain through Farmer business development promotions and business coaching.

CLIP seeks to increase access to finance and the support for micro, small and medium enterprise development of women and farmer groups as well as enterprising individuals from deprived communities to enhance their productive and economic capacities.

CLIP uses a four-step business development model to support and facilitate the growth of viable businesses to grow into strong, profitable and competitive commercial businesses. Key in the model is to facilitate MSMEs to develop a competitive business plan by enrolling in a business incubator program. The various components of the model are highlighted below;

Step 1 - Identifying a Profitable Business Case; Existing agribusinesses will be identified and assessed to select potential and viable business for further capacity development in the business incubator program. The SWOT analysis of each identified case will portray its business development gaps and this crucial in providing tailored capacity needs of the groups.

Step 2 - Developing a Good Business Plan and Incentive Model; Viable/profitable businesses selected from step 1 will be trained, facilitated and coached to develop good business plans and incentive model to effectively operate and expand their business portfolio.

Step 3: Identifying Financial Facility or Investment Fund; with a good business plan in place, the businesses will be supported to engage potential investment funds, financial institutions, projects/programmes, embassies among others to solicit funds to finance their business operations and expansions.

Step 4: Release of Funds and Repayment mentor an coach the groups in their impelmentation of business plans and monitor repayment of loans

The activities within the business incubator program include;

- Agri business and value chain analysis
- Business development and management
- Financial management and record keeping
- Branding and marketing
- Development of competitive business plans for potential business
- Facilitate potential businesses to engage investment institutions for funds
- Coaching and mentoring of groups



2. Agri – business promotion

The rural agribusiness promotion will help train the rural people, especially women and youth, who are already engaged in income generating activities on how to improve on their products and businesses. Through farmer business schools, farmer organizations will be trained to cultivate for business/commercially and will also be encouraged to diversify their businesses taking into consideration the potentials of their localities.

The approach is to make use of existing groups in the communities comprising, producer and processing groups. These groups will be facilitated to form e.g. associations and cooperatives according to their skills. Training on post-harvest management system, cash crops productions and value addition, as well as linking farmers to market through cooperatives will be promoted to encourage production and increase profit.





5.4 CLIMATE CHANGE

Current and expected effects of climate change differ locally and nationally in Ghana. Even though Ghana only contributes 0.7% of global CO₂ emissions it is highly vulnerable to global climate change ranking 101 out of 181 countries in the ND-GAIN Index for climate vulnerability. According to the World Bank Climate Knowledge Portal for Ghana and the Climate Change Profile for Ghana (2018) climate change in Ghana is projected to affect water resources, crop production and food security – and most severely in the already vulnerable five northern regions. Northern Ghana already experience increased extreme weather conditions with longer periods of droughts and floods, increase in temperatures, decrease in water availability and increased post-harvest losses.

Climate change vulnerability in Ghana is greatest for those who: already experience high poverty; have limited access to alternative livelihoods; are strongly dependent on natural resources; and have the lowest capacity to cope with these changes. Thus female-headed household and smallholder farmers are the most at-risk groups. In Northern Ghana these groups make up the majority of farmers. Ghana has made significant progress in developing policies and frameworks on climate change. In 2013 Ghana's National Climate Change Policy was developed to provide strategic directions and co-ordinate climate change issues. In 2015 the National Climate Change Master Plan was launched and ten policy areas identified. Ghana has also ratified the UNFCCC, and the Copenhagen and Paris Agreement. In 2016 it submitted its first Nationally Determined Contributions to the UNFCCC, which is aligned with the national climate change master plan, the national medium-term development plans, the socio-economic transformational plan and the SDGs.

Objective

To reduce the impacts of climate change on farmer organizations/households especially women by strengthening their adaptive capacity and building resilience for sustainable livelihoods

Outcomes

- Farmers are climate adaptive and have improved livelihoods and resilience
- Communities develop localized climate change management approaches

Strategic Interventions

Adaptation and mitigation measures are used to support farmers and vulnerable households especially women to reduce the impact of climate change on their livelihoods. This is done through capacity building for adoption and resilience to the impact of global warming; improve farmers, especially women access to climate information, technology, and productive resources to strengthen their coping capacity.

1. Climate Adaptation

Climate change vulnerability analysis will inform the choice of contextualized adaptation technologies such as water conservation and management, irrigation, composting, post-harvest loss management and improved seeds. The farmers also need diversification strategies to diversify their livelihoods and income. The farmers will be supported to engage in other activities, e.g off-season business, VSLA, fish farming, dry season vegetable farming, and small ruminant production among others.

2. Climate Mitigation

CLIP will facilitate and build the capacities of farmers to adopt non-burning farming practices, biodiversity conservation, promotion of Agro-silviculture and watershed management among others to mitigate the impacts of climate change in the communities. Active youths will also be identified and trained as community environment brigades/volunteers to combat deforestation and bush fire in the communities so as to ensure a sustained environment.

3. Advocacy

The organization will join district, regional, national and international networks on climate change action to influence policies and programs to reverse the impacts of climate change in the country.



5.5 NUTRITION

There are a number of social and economic costs associated with children and women under nutrition in terms of health, education and productivity. Children usually suffer from chronic hunger when their food intake regularly provides less than their minimum energy requirement leading to under nutrition.

Food insecurity is a major contributing factor to the poor nutritional status of the population in the northern regions of Ghana. Among the regions of greatest concern, which include Upper East, Upper West, Northern, Brong-Ahafo, and Volta, sixteen percent (16%) of households are considered food insecure. The Northern, Upper East and Upper West Regions have the highest rates of malnutrition in the country; four out of ten children under the age of five are stunted or chronically malnourished, meaning they will not be able to meet their full growth potential. Nearly thirty percent (30%) of people in the Upper East Region do not have adequate access to food, compared to a national average of five percent (5%).

Also, significant regional disparities exist in the nutrition and food security situation in Ghana. The prevalence of stunting (chronic malnutrition or low height-for-age) is nineteen percent (19%) nationally, but rises to thirty-three percent (33%) in Northern region. The prevalence of acute malnutrition (wasting or weight-for-height) is also much higher in the Northern regions, and at nine percent (9%), is highest in Upper East region. Central region also has high levels of both stunting and wasting, at twenty two percent (22%) and eight percent (8%), respectively (GSS, GHS, and ICF International 2015; World Health Organization 2017).

CLIP will work to improve nutrition level of the household in rural communities especially among children and women of reproductive age. This will be done through awareness creation, cooking classes, food days and community events, among others.

Objective

To address chronic and hidden hunger suffered by children and women in Ghana due to poverty, lack of knowledge about their nutritional needs, and socio-cultural beliefs.

Outcomes

- Women group members use locally grown crops to produce foodstuffs of high nutritional value.
- Communities take action in addressing cultural

practices preventing children and women from accessing quality food.

- Children and women's right to quality food is promoted on regional level.

Strategic Interventions

The organization will work to improve the nutrition of children and women in vulnerable communities through the empowerment of women, especially those organized in groups, to prevent micronutrient deficiencies in children as well as improve the health status of pregnant and lactating women. This will be done through the following activities;

1. Train women on nutritional value of different products
2. Train women in processing and preparing soy beans, moringa, baobab etc. into high protein/nutritious foods for households
3. Train women as TOTs in food preparation
4. Facilitate women to organise community 'food days' events for community members to share lessons
5. Invite stakeholders such as MOFA and GHS who can support the women farmer groups
6. Train women groups in nutrition, children and women nutritional needs and children's right to quality food
7. Monthly local radio programmes on relevance of child and women nutrition



5.6 AGRO-PASTORALISM

Shrinking grazing areas due to population growth and crop farming activities, drying up of water bodies and change in precipitation due to climate change thus, reducing water availability for livestock watering, movement of pastoralist from Sahel to Coastal regions to access livestock markets and other resources, relocation for security (conflict, disease, animal rustling, theft, etc.)

Conflict between crop farmers and herders, difficulty in accessing productive resources by herders, limited mobility, limited access to veterinary services, absence of feed supplements in the dry season, absence of movement corridors and modern livestock markets, absence of grazing reserves, water points and camp sites.

Objective

To improve the socio-economic well-being of agro-pastoral communities, and promote sustainable economic development of the livestock sector through strengthening livestock value chain and enhanced mobility of herds with access to key resources

Outcomes

- Sustainable jobs opportunities are created along the livestock value chain

- MMDAs IGF increased through revenue from livestock sector
- Reduced incidence of conflicts between herders and crop farmers
- livestock infrastructure Improved
- Mobility of herders and access to resources enhanced

Strategic Interventions

- Promote the creation of grazing reserves and camp sites,
- Facilitation of peaceful coexistence of herders and indigenes
- Promote livestock value chain development among MMDAs,
- Capacity building of stakeholders using the Livestock Trading Module in West Africa
- Use of technology for livestock mobility and trading
- Advocacy on agropastoralism promotion at local, national and international level
- Facilitate the creation of serviced livestock movement corridors, livestock markets (livestock infrastructure)
- Promotion of livestock market upgrading and construction.
- Promotion of animal rights and welfare
- Networking with like-minded organizations and institutions



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