

**SAVANNAH ACCELERATED DEVELOPMENT AUTHORITY
(SADA)**

2012 ANNUAL REPORT

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1.0 INTRODUCTION

The Savannah Accelerated Development Authority was set up by an act of Parliament (Act 805) in October 2010 as a public policy response to the widening gap between the Northern Savannah Ecological Belt and the rest of Ghana .It is an autonomous statutory Corporation charged with responsibility for closing the development gap between the North and the rest of the country.

1.1 Objectives of The Authority:

The objectives of the Authority are to:

- a) Provide strategic planning guidance to government as regards the implementation and review of an accelerated development strategy for the Northern Savannah Ecological Zone.
- b) Mobilize human, financial and other resources for the implementation of the accelerated development strategy;
- c) Co-ordinate existing and future development and related policies affecting the Northern Savannah Ecological Zone with a view to ensuring coherence in policy-making and implementation.

1.2 Function Of The Authority

For the purpose of achieving its objects, the Authority shall perform the following functions:

- a) Design and periodically review a comprehensive development strategy for the Northern Savannah Ecological Zone;
- b) Facilitate processes for consensus-building among key development stakeholders of the Northern Savannah Ecological Zone;
- c) Establish a co-ordinated system of resource mobilization for the North that transcends regional and district boundaries of the Northern Savannah Ecological Zone;
- d) Establish a venture capital or other risk-finance instruments;
- e) Implement programmes to maximize the economic development potential of the Northern Savannah Ecological Zone;
- f) Execute community-driven development actions that will stimulate the modernization of agricultural development and competitiveness of small holders in the Northern Savannah Ecological Zone through improved technology to promote efficiency for the domestic and export market;
- g) Facilitate private sector development initiative to stimulate investment and business development in the Northern Savannah Ecological Zone to create jobs and increase incomes;

- h) Invest in economic and social infrastructure including roads, energy, water resources and communication in order to create the pre-conditions for accelerated development of the Northern Savannah Ecological Zone;
- i) Facilitate programmes focused on improved access to food, sustainable livelihoods and safety-net investments for vulnerable areas in the Northern Savannah Ecological Zone;
- j) Implement programmes aimed at flood mitigation and environmental renewal to improve water resources management and disaster preparedness in order to reduce the severity of the perennial floods and droughts in the Northern Savannah Ecological Zone;
- k) Co-operate with key statutory institutions including the National Development Planning Commission, Ministries, Departments, Agencies, Metropolitan, Municipal and District Assemblies to ensure conformity with overall national development so as to avoid duplication of function;
- l) Implement programmes to support mainstreaming of gender and other issues of vulnerability through co-operation with the Ministry responsible for Women and Children's Affairs, relevant Ministries, other organizations and civil society;
- m) Serve as agents of the government in public private partnership initiatives in the Northern Savannah Ecological Zone and initiate the public private partnerships directly in the mandated areas;
- n) Establish a system of rigorous monitoring and evaluation to ensure that strategic targets and results are met in a timely and appropriate manner; and
- o) Perform any other functions conferred on it by this Act or that are ancillary to the achievement of the objects of the Authority.

1.3 Vision and Mission.

"Creating a Forested, Green and Peaceful society in a stable and dynamic economy, doubling per capita incomes and reducing the incidence of poverty in the Northern Savannah Ecological Belt to less than 20 percent of the population within 25 years."

SADA Strategy

SADA strategy is premised on the assumption that growth is the most effective means of reducing poverty on a sustainable basis. The strategy is a combination of actions and programs to stimulate economic growth in the Northern Savannah Ecological Zone with the aim of creating a competitive economic zone pivoted around the modernization of agriculture that is linked to manufacturing and other industries.

It is expected to be public sector led but private sector based and also recognizes the need for long and sustained periods of intervention to change technology and production systems.

1.4 The Approach

The thrust of the Northern Savannah Development strategy is to provide a framework within which development strategies for the Northern Savannah can be prioritized and additional resources mobilized for the development of the Northern Savannah Ecological belt. SADA has to operate within an environment where there are MDAs with legal mandates for sectoral planning and development.

SADA will therefore have to achieve its objectives through the coordination, and working with and through others to develop and implement a focused prioritized set of activities within the context of its overall framework for the development of the northern Savannah. It will work therefore with existing MDAs and private sector firms and organizations for the achievement of its objects. SADA will not therefore concentrate on developing internal capacity for implementation. In some cases where the relevant firms and organizations do not exist SADA may facilitate their creation.

A vital role for SADA is to coordinate regional development by bringing all stakeholders together across a diversity of areas. At the onset there may not be the range of delivery agents needed for the implementation of the SADA vision, SADA may therefore support organizations to build their capacity or create a range of extended enterprises which over time will become independent agencies, companies or NGOs.

2.0 SADA's ACTIVITIES

In 2012, SADA undertook several activities in conformity with its mandate and the need to develop an efficient and effective institution capable of delivering its mandate in a transparent and responsible manner. Activities undertaken included:

- a) Institutional Development involving the establishment of SADA as an autonomous statutory Corporation.
- b) The launch of its main strategic programs of transformation;
- c) Organizing and arranging its finances
- d) Monitoring and Evaluation involving creating baseline data for the evaluation of SADA in future.

The rest of this report outlines SADA's activities, possible achievements and some outstanding issues in each of these areas.

2.1 Institutional Development

Institutional Development activities included completing the governance structure of SADA, establishing its head office in Tamale and recruiting core staff.

2.1.1 Governance Structure

The SADA law requires the establishment of the Stakeholder Coordinating Committee (SCC) as a venue for the articulation of stakeholder interests and concerns and a source of advice to the SADA Board. With the SADA Board established in December 2010, the process of establishing Stakeholders Coordinating Committee was initiated in 2011.

Outstanding activities to complete the process included:

- 1) Obtaining the names of representatives of institutions and organizations that had not responded to letters
- 2) Interviewing members of their nominations
- 3) Consulting and agreeing with the presidency on the appropriate date and venue for inauguration of the SCC.
- 4) Obtaining resources for the event.

There is an urgent need to complete the recruitment process in order to make SADA fully functional and a need to development systems, procedures and processes as well.

The SCC was successfully inaugurated in June 2012 and held its first meeting in October/November 2012 in Tamale. Chairmanship is by rotation among the five Regional Ministers starting with the Northern Region.

2.1.2 Establishing the Head Office in Tamale

A major occupation of SADA in 2012 was to complete a temporary structure in Tamale so that its operations could be transferred to Tamale which is supposed to be the head office.

Activities involved included:

- (1) Sketch of the office space and layout.
- (2) Inspection of building and design according to (1)
- (3) Award of contract including furnishing
- (4) Occupation of premises

SADA has been using two temporary offices consisting of three rooms at the Regional Coordinating Council in Tamale and eight rooms at the Constitutional Review Commission, Cantonments, Accra. SADA acquired a building at the former Ghana Cotton Company for rehabilitation to expand its office space in Tamale. Rehabilitation works have been completed and furnishing will be completed in February for possible occupation in March 2013. Meanwhile SADA has acquired land from the Lands Commission, Tamale, for the establishment of a more permanent office. This is necessary because the new premises cannot comfortably accommodate all SADA staff. Moreover other programs related to SADA want to share the same premises. Any SADA building must be spacious enough to accommodate at least three other project. Constructing the permanent building must be treated with urgency.

2.1.3 Core Staff Recruitment:

Recruitment of core staff had delayed because of non agreement about the wage structure and also poor quality applicants in some cases. SADA employed Price Water House to advertise internationally and do the initial short listing of candidates. Additional activities undertaken in 2012 included:

- (1) Re-examination of short-listed candidates
- (2) Invitation of additional applications based on head hunt
- (3) Interviews

Appointments at the Director level have been done and four at Coordinator level have also been done. All staff are expected to take up their positions by March 2013.

In a number of cases where the relevant staff may be difficult to recruit, technical assistance may be necessary. SADA is unique and similar development authorities are few. There is a need for innovation and experienced professionals in its operations may be experience to recruit.

3.0 MAIN STRATEGIC PROGRAMS OF TRANSFORMATION

3.1 Accelerated Agricultural Production for Small-Holders

The SADA Agricultural program seeks to modernize agricultural using a marketing based out-grower system in which both the production and marketing aspects of agriculture are dealt with simultaneously. This program area is the most urgent for SADA.

3.1.1 The 2012 Agricultural Program

There were four components to the 2012 Program:

- Rainfed cereals production
- Mango Program
- Dry season farming program: Butternut squash for export, Evaluation of irrigation potential of open water bodies and abandoned irrigation projects
- Guinea fowl program

3.1.2 Improved Cereals Production

This programme consists of an agricultural input support system in which SADA uses agricultural Technical Service Providers to extend improved input and agronomic practices to farmers.

Program involves SADA providing financial and human resources to the technical service providers to support farmers in a marketing based outgrower system for agricultural development.. Program involves the engagement of 10,000 households per year on cumulative basis. After five years, the first 10,000 would have graduated from the system and be autonomous of SADA. The system will peak at 50,000 households and be maintained at that level as 10,000 graduate each year out of the system and the 10,000 new household are admitted.

SADA 's agricultural support will be based on an intensive agricultural support system in which input, plowing, technical, supervisory and marketing service are provided to out growers by technical providers who themselves may be nucleus farmers or control a processing unit. In this program agriculture is to be treated as a business and the orientation and sensitization of small holder households must transform their perception of agriculture. There must be a change from subsistence to commercial agriculture among small farm households.

3.1.3 The objectives of the agricultural support system are:

- Build asset base of farm households for agricultural modernization
- Increase agricultural productivity to world average thus generating an internationally competitive smallholder agricultural production sector
- Increase household incomes
- Create the raw material base for agro processing industry
- Improve food security

3.1.4 Approach

Two versions of a marketing based out-grower system are used to implement the agricultural programme:

- Intensive service provider system
- Private sector-settler based system

In the intensive Service Provider System, SADA provides input support to Technical Service Providers who extend these services to farmers. The Service Providers may be forming companies of nucleus farmers, they may own their own factory or they may be operating in marketing agricultural output. Each service provider is selected on a competitive process. Each service provider is allocated a certain number of farmers to mobilize and is also assigned the districts. These allocating on line on the basis of information provided in the competitive process and their preferences.

Each service provider signed a contract with SADA to provide service and perform according to a performance contract. At the end of the harvest each service provider is expect to purchase the produce for the farmer according to an agreed price.

The second system which is the settler system involves a large scale firm acquiring several thousands of acres to establish a farming business. SADA can facilitate the acquisition of the land. SADA envisages the firm to extend its production technology to the communities around the plantation is an outgrower system.

The land in this case is encumbered and large scale resettlements are discouraged. The firm is also encouraged to allocate 5% of its shared to the Traditional Council which the Council will pay for.

Four elements must be present in each one of them:

- Introduction of productivity increasing technology
- Technical service (agronomic) supervising support
- Credit system
- Market Support

3.1.5 Implementation

A five member Steering Coordinating Committee (SCC) coordinate the implementation of the agricultural program. The Committee is chaired by MoFA or a Director from SADA. Committee membership consists of Directors from:

- Ministry of Food and Agriculture (MoFA)
- Environmental Protection Agency (EPA)
- SADA
- Forestry Commission
- Private Sector Companies
- REPO (Secretary)

Monitoring and regulatory compliance is done by the REPO and Director of Agriculture for each region.

3.1.6 Results

The 2012 Program concentrated on maize. It was expected that some 15,000 hectares will be cultivated under SADA coordination. Actual area cultivated was 8,884 hectares

or 22,209 acres involving some 11,000 farm household. The distribution of area cultivated and number of farmers involved by region are presented below.

Table 3.1: Distribution of Area cultivated and number of farmers by regions

Region	No. of farm households	Acreage
Upper West Region	2574	5226.5
Upper East Region	1193	2331.5
Northern BA	1690	4244
Northern Volta	1512	3361
Northern Region	4118	7048
Total	<u>11087</u>	<u>22209</u>

As was expected Northern Region had the largest number of farm households participating, however compared with the target for the regions it had the worst performance in terms of the percentage target achieved.

Detailed report about performance of each Technical Service Provider by region is also given below:

Table 3.2: Distribution of Production by Service Provider

NO.	NAME OF ORGANIZATION	NUMBER OF FARMERS	ACREAGE	DISTRICT OF OPERATION	REGION
1	Big Ajar Enterprise	150	150	Wa Municipal, Wa East &West	Upper West
2.	Upper West Agro Industry	381	754.5	Jirapa, Lawra, Nadowli, Wa East, and Wa Municipal	Upper West
3.	Rural Action Alliance Programme, (RAAP)	300	977.5	Sissala East, Nadowli, & Jirapa	Upper West
4.	Antika Agro Chemical Industry	526	760	Nadowli, Wa East, Jirapa, Wa Municipal, Wa West	Upper West
5.	RCC Group	1,217	2,359.5	Wa East, West, Sissala East,& West, Wa Municipal & Lawra	Upper West
Sub Total		2,574	5,226.5		
1.	Heritage Business Service Ltd.	793	1,246.5	Bawku West, Garu-Timpane, Kassena-Nanakana East& West	Upper East
2.	Farmer Training Centre	219	597.5	Talensi, Nabdam, Bolga, Bongo	Upper East
3.	African Centre for Enterprise Development (ACED)	91	349	Bulsa North/Kassena Nankana West	Upper East
4.	Association of Church Development Project (ACDEP)	90	138.5	Kassena Nankana East & West	Upper East

Sub Total	1,193	2,331.5		
1. Muange & Hymore	238	945	Tain, Kintampo North/South	Brong Ahafo
2. African Connections	400	1,500	Sene, Atebubu/Amanten, Pru	Brong Ahafo
3. RCC/SC	1,052	1,799		Brong Ahafo
Sub-Total	1,690	4,244		
1. Nicho Golden Farms	721	2,025	Krachi East & West	Volta
2. Fair River International Association Development	220	467.5	Nkwanta North	Volta
3. Evangelical Presbyterian Development Projects	571	868.5	Nkwanta South	Volta
Sub - Total	1,512	3,361		
1. Association of Church Development Project (ACDEP)	79	139	Sawla/Tuna/Kalba	Northern
2. Partners in Rural Empowerment & Dev (PARED)	178	317.5	Bunkprugu Yonyoo & East Mamprusi	Northern
3. African Centre for Enterprise Development (ACED)	79	139	Nanumba South & North	Northern
4. Savannah Plantations	80	750	Tolon/Kumbungu/Daboya	Northern
5. Presbyterian Agriculture Service	660	660	Zabzugu/Tatale	Northern
6. Kharma	600	1,200	Gushegu/Karaga	Northern
7. Savannah Agricultural and Trading Company (SATCO)	625	755	Gushegu/Karaga	Northern
8. Riskatel Ventures	1120	1394	Central and East Gonja	Northern
9. Centre for Agric & Rural Development (CARD)	691	1,250	Yendi/Savelugu/Nanton	Northern
10. Talim				
11. Jacksally				
12. RCC/SC		254	East Gonja & Kpandai	
Sub-Total		7,046		
TOTAL	11,087	22,209		

Given the short period for the farming season the results were encouraging. We did not expect much since the program started late June and we were worried about the rains stopping earlier than anticipated.

In spite of the late start, the yields per hectare were excellent. SADA was expecting to increase farmers' yields from the national average yield of 1.9 metric tons per hectare to an average of 5.0 metric tons per hectare in 5 years.

However, reports from Technical Service Providers indicate that yields ranged from 3.2 to 4.9 metric tons per hectare. These figures are yet to be confirmed by the Regional Directors of Ministry of Food and Agriculture. The best performing region in terms of yields is Northern Brong Ahafo Region.

The higher than expected yields were due to:

- (1) The use of hybrid seed, some of which were capable of yields up to 7.0 metric tons per hectare
- (2) Improved agronomic practice that increased the plant population per hectare compared with traditional methods, and
- (3) Increased and effective utilization of fertilizer

In spite of the use of more expensive hybrid seed and fertilizer the results for 2012 indicate that maize can be produced competitively. Cost of per metric ton was less than US\$200.00.

3.1.7 Challenges

There are however several challenges which have to be addressed if these results are to be sustained by farmers and poverty reduced on a permanent basis.

1 Late Start

As indicated earlier the program started late in June. Planting for most farmers was in July. At some point MoFA directed service providers to stop planting. Ideally inputs for the Southern Fringe of the zone should be delivered in March and the rest of the zone in April-May. Unfortunately there was a delay in the acquisition of tractors. Agricultural activities are time bound and if SADA has to succeed it must maintain appropriate schedules, internalize and make them routine.

2 Low Capacity of Service Providers

Even though most Service Providers had some experiences in providing agricultural services their capacity in terms of staff, vehicle, finance and knowledge of agronomic practices was weak. This necessitated several capacity building workshops. At the same time MoFA extension agents and districts directors had to assist several service providers to deliver the services. Seed suppliers also provided training workshop for both extension agents and beneficiary farmers. SADA was always aware that it may not have the necessary institutions to work with at the initial stages of its operations. It was therefore expected that SADA will have to assist in the development of some institutions. If the SADA programs are to have a large local content this one area that must be taken seriously.

3 Low levels of Mechanism

With a few exceptions all farmers used twines and sticks cut the size to determine and measure plan and row spacing. This is a laborious process and often results in low plant population and yields. SADA will have to encourage the use of hard drawn dibblers to save energy and increase yields. These dibblers can be manufactured locally at low costs.

4 Inadequate Staff

SADA did not allocate enough staff to monitor and coordinate the agricultural program. Part of this is due to the fact that SADA itself did not have the staff and was busy trying to recruit.

Effective monitoring and coordination are crucial for the success of the program and SADA will have to allocate enough resources for it.

5 Marketing

Agricultural transformation involves simultaneously increase productivity and marketing. The sudden increase in the yields took everybody by surprise! Financing for the purchase of the output was a major stumbling block and could jeopardize the programme if not properly handled.

3.2 Agro Forestry

3.2.1 Objectives

- (1) Build asset base of farm households for agric mobilization
- (2) Increase household incomes
- (3) Create the raw material base for oil seed industry
- (4) Food Security

3.2.2 Coverage

All SADA Zones with initial emphasis on areas where irrigation can be done using boreholes or surface water and where marketing based firms are available to implement.

3.2.3 Target:

4,500 farm households growing one acre of mango/cashew/lemon intercropped with soya or groundnuts.

It was difficult to obtain an adequate number of service providers in this area.

Four service providers qualified by our selection criteria. They were expected to facilitate the cultivation of two thousand (2000) hectares of mango. However, one opted out on disagreement over the level of technical fee, so the program is left with three service providers, covering Upper West, Northern Region and Northern Volta. Contract for supply of or development of seedlings, siting and drilling of boreholes will be completed in February. The actual planting will start in April 2013.

The main outstanding activities include:

- 1) Purchase of bulldozers (4) for the clearing of land. Purchasing is cheaper than renting especially if SADA uses the service providers for more than one year.
- 2) Pegging
- 3) Digging and filling pits with manure
- 4) Planting
- 5) Maintenance

The agro-forestry program is a critical element of the SADA strategy. It is the basis of concept of foresting the North. It is expected to provide the sustainable basis of income

and also environmental protection. It should produce the cash cow from which farmers can modernize their agriculture in an integrated system.

SADA needs to increase its efforts in perennials crops. They are more expensive to produce compared with annuals and the accumulated experience in mango production unlimited in the country as a whole. The markets for these products have been established.

These challenges should inspire SADA to achieve its mango production targets.

3.3 Dry Season Farming

3.3.1 Background and Objectives

SADA's strategy for agricultural modernization revolves around 'forests' and 'greening' the North. Greening the North refers to dry season farming using irrigation facilities to convert the "brown and dark" environment of the harmattan to lush green crops.

In 2011, the Board approved a program for the rehabilitation of dams and dug outs which had been adversely affected by the floods of 2010. The intention was that this will form the basis of 'greening' the North. However, as a result of inadequate information and huge costs proposed in some cases the program could not be implemented. However, the program of 'greening' the North remained a critical part of SADA'S accelerated agricultural development.

In the 2012 work program it was proposed to do two pilot projects, butternut and guinea fowl production. The period for this program is usually the dry season. The budgetary provision as inadequate.

The 8th regular Board meeting approved a larger budget for dry season farming. The program consisted of two components: production of butternut squash and evaluation of irrigation potential of open water bodies.

3.3.2 Objectives

The objectives of greening the North are to:

- 1) Diversify farmer sources of income
- 2) Generate two crops a year and increase farmer incomes
- 3) Make farmer income more resilient to weather changes
- 4) Convert a period of open and disguised unemployment into a period of vibrant agricultural activity

5) Improve food security

The dry season farming programme has just started. It is expected that the programme will meet the winter and spring demand for butternut squash in the EU. First exports are expected in February 2013.

A major evaluation of open water bodies, abandoned/uncompleted irrigation facilities with road access is expected to be awarded to Water Research Institute and Ghana Irrigation Development Authority with collaboration from Savannah Agricultural Research Institute and the Faculty of Agriculture, UDS, Tamale.

3.4 Rural Banking/Finance

In 2012 SADA designed a program to encourage the development of rural banking in the SADA zone. For the success of SADA programme financial intermediation and credit are necessary. However, financial depth is shallow in the zone and the rural banking concept which was developed by Bank of Ghana to address the problem has not succeeded. The SADA zone have the lowest levels of bank penetration and over 70% of the districts in the SADA Zone could not establish rural banks because of their inability to raise the minimum capital requirement.

3.4.1 Objectives:

The SADA rural finance programme was expected to:

- (1) Increase financial intermediation in the zone
- (2) Increase financial savings, and
- (3) Provide credit for economic activities.

3.4.2 Target:

- (1) Assist in the establishment of rural banks in 80% of the MMDAs in the SADA zone within five years
- (2) Assist in the establishment of at least 10 rural/community banks in 2012.

3.4.3 Implementation:

Implementing the program required a number of partners:

- Bank of Ghana
- Association of Rural Banks
- Apex Banks
- Ministry of Finance and Economic Planning
- Ministry of Local Government and Rural Development
- The MMDAs in the zone.

The programme was introduced and explained to the MMDs in the Mole Series gathering in Tamale.

We have also held meetings with the Association of Rural Banks are normally responsible for assisting MMDAs to establish these banks.

One application has been received. Action has been taken on it and SADA is awaiting the response of the DA to take up its shares.

Activities with respect to this program will have to be intensified.

3.5 Housing Project

3.5.1 Objectives:

- (1) To provide affordable flood resistant housing
- (2) Create employment opportunities in rural SADA
- (3) Improve community water and sanitation facilities and environment

3.5.2 Coverage:

Entire SADA Zone but initially concentrating on the most vulnerable and public buildings in the drought prone zones.

3.5.3 Target:

- (1) Create employment for 500 youth a year over the next five years.
- (2) Provide housing for 500 households per year.

3.5.4 Implementation Framework

The housing programme was expected to create 500 jobs for the youth and providing housing for 500 households in collaboration with the UNDP. Architectural drawing for public housing facilities was agreed and one proto type house was built at Malzeri in the Yendi Municipal. Other sites for development include: Yendi, Wecheu and Paga. The SADA component has delayed. However SADA has purchased 50 hydraform interlocking block making machines to start the program in 2013.

More efforts need to be made and a schedule of activities for housing programmed developed.

The strategy was presented to the Board which after discussions asked for some changes and modifications. The revised implementation strategy is to be approved as part of the 2013 budget and workplan.

4.0 RESEARCH, MONITORING and EVALUATION

In 2011 through DFID, SADA commissioned the development of a draft M&E framework. A draft was written and a capacity building workshop held in Tamale.

In the SADA business plan, an amount of five million Ghana Cedis (GHC5Million) was proposed as support for research in UDS. The first one million Ghana Cedis (GHC1Million) was disbursed to the University in the form of laptop computers to support students' third semester community work.

While M&E is a major component of SADA program SADA may start implementing its programs before it establishes a complete M &E framework and collect the relevant baseline data. 2012 was expected to be used to establish the framework and collect baseline data. SADA has already contacted the Ghana Statistical Services and indicated its data requirement. These include such data as will allow comparison between the SADA zone and the rest of Ghana as well as assess the impact of SADA programs.

Three (3) baselines were to be conducted. These included:

- a) SADA Pilot interventions in the Growth Poles
- b) SADA agricultural interventions
- c) SADA baseline in national statistics. Baseline design completed and tested in May/June.

Much has been achieved in terms of national statistics to allow for comparison between the SADA Zone and the rest of Ghana. Through the sponsorship of U.K. DFID the Ghana Statistical Service is over sampling in some SADA area for the Ghana Living Standard Survey VI (GLSSV) in order to create a data base for national comparism between SADA and the rest of the country. The UNDP is commissioning the University of Development Studies, Tamale through SADA to produce a SADA Human Development Report. This will provide the basis and opportunities for changes in Human Development as a result of SADA's interventions to be captured.

The design and collection of baseline data for the monitoring and evaluation of individual programs have to wait for the Director, Monitoring and Evaluation to take up his position.

The framework has to agreed before any major programs are launched other wise we create complications for monitoring and evaluation.

5.0 FACILITATION OF PRIVATE SECTOR INVESTMENT

The SADA intervention, while public sector led is private sector based. Private sector participation and investments are crucial for sustainable success. The Board at its meeting in Kete Krachi also asked for the identification of private sector firms in the zone.

5.1 Objectives:

- (1) Create a platform for private sector input into the SADA program and activities
- (2) Sensitize the private sector to the economic opportunities in the SADA Zone.
- (3) Increase private sector investment in the SADA Zone
- (4) Facilitate the development of resident private firms
- (5) Encouragement of the development of a Tamale cluster of industries

5.2 Coverage

Both Ghanaian and foreign firms will be encouraged throughout the SADA Zone

5.3 Target:

The target is to increase private sector investment in the zone. However for the first year getting two growth Poles project started may be sufficient.

In the course of 2012, SADA interacted with several private sector companies both foreign and domestic in order to interest them in investing in the SADA zone. SADA has interacted with several resident private firms in the SADA Zone with a view to supporting and building their capacity to provide the services required by SADA. In this respect SADA is working with about 20 resident firms. SADA has held more than four workshop/seminars with these firms trying to change their orientation towards agriculture and training their staff together with the together with the Agriculture Extension Agents of MoFA in certain good agronomics practices to be extended to SADA beneficiary farmers. We attached to those who did not have adequate staff on MoFA extension agents to help train and supervise beneficiary farmers in the new agronomic practices.

It is SADA's policy to review annually the performance of Service Providers and to replace nonperforming farming firms with one that could help achieve SADA'S objectives.

Besides interacting and help build the capacity of agricultural service providers, SADA also interacted with other firms both domestic and foreign. Through SADA's facilitation two factories were set up by foreign investors: one rice mill by Avnash at Nyakpanla and a cement producing factory at Buipe.

SADA also entered into a joint venture agreement with a Ghanaian based company, Asongtaba for the establishment of a factory to process and promote a semi-intensive guinea fowl outgrower system.

A Memorandum of Understanding was signed with Wienco Ghana Ltd. sourcing funding from the Dutch Government for a feasibility study for the development of Sisilli-kulpawn Valley . This project will involve the development of irrigation system for the crop and possible electricity production that will feed into the national grid.

DH Solargigar , is entering into an agreement with SADA to produce solar energy to power an irrigation system and to feed the national and PGBI Sugar and Bio-Energy Ghana Ltd. is proposing the establishment of an integrated Sugar and Energy production system in the Savelugu and Tolon-Kumbugu districts.

Based on an understanding with the Volta River Authority, the main hydro electric Company in Ghana, Pawlugu on the White Volta will be developed into an integrated power and irrigation system. It is expected that through a Ghanaian company the Vietnamese technology on Rice-Fish culture will be introduced in Nambrugu near Kraga. This technology can produce more than two crops in a year and a fish processing plant will also be established to process the fish. Several discussions have been held with Northern Sugar Ghana Ltd for the construction of a dam at the Dak valley that will release over 23000 hectares of land for irrigation.

SADA also needs to establish the Private Sector Advisory Board to provide input into its private sector policies.

Program activities to develop the private sector in the zone and increase local participation and benefits from the program must be intensified.

5.4 Joint Venture with Private Sector.

5.4.1 Tree Planting Program

NEED INFORMATION TO WRITE

5.4.2 Guinea Fowl Production

NEED INFORMATION TO WRITE

6.0 FINANCING.