

GHANA RICE INTERPROFESSIONAL BODY (GRIB) STRUCTURING PROCESS, MAIN ACHIEVEMENT AND MAJOR ISSUES RAISED

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1. The rice sector in Ghana: high increase of importations and stagnation of the local production despite great opportunities

The rice sector is considered as a strategic sector for Ghana at the macro economic level and also in terms of food security and poverty reduction.

The local production has been stagnant for 10 years at around 160,000 mt of milled rice, coming from around 120,000 ha of paddy field, 8% being irrigated field and the majority being lowland fields. On the other hand, the rice consumption grows at a higher pace than the population growth because of a rapid urbanisation and a change in the food consumption habit. Rice is gradually becoming a staple food in Ghana. In 10 years, the rice consumption per inhabitant increased from 19 Kg 28 Kg a year. In 20 years, the total consumptions has been multiplied by 10, reaching over 700,000 mt in 2006. Besides, after years of strong advertisements, urban Ghanaians seem to show preference for imported rice and are very specific about the quality required.

Consequently, the importations of rice have soared and are now estimated at 600,000 mt tons in 2005, representing a value of roughly \$ 185 million, contributing 6% of trade balance deficit. Ghana self sufficiency in rice is below 30%.

Besides problems peculiar to each stakeholder, the rice value chain is faced by the following cross-cutting issues:

- Lower quality of local rice
- Hard competition from imported rice of relatively equivalent price and higher quality for which consumers seem to be ready to pay more.
- Irregular supply of local rice
- Lack of credit along the chain
- Weak extension and research linkage so low level of stakeholders
- Lack of investment in proper land development, machinery and processing equipment.

Many weaknesses are also due or worsened by the low level of organization of the stakeholders along the chain: most stakeholders are atomised along the chain, have little bargaining power and make few economies of scale, additional costs are incurred by the high number of intermediates and few private industries are ready to invest seriously in the sector.

However, the rice sector offers great opportunities:

- A survey conducted by Soil Research Institute¹ has shown that 26 to 48% of total land mass (approx. 5 to 11 million ha) depending on the type of rice cultivars is suitable to very suitable for rice cultivation. Therefore, a tremendous area of low-lands could be developed to boost quality paddy production.
- With proper land development (irrigation, bunded lowlands...) and access to favorable credit, rice cultivation remains profitable. Around Tamale, in the Northern Region,

¹ Geo-Spatial Modeling for Agro-Ecological Assessments and Decision Support for Development Planning in Ghana, Soil Research Institute, 2001.

surveys showed that rice was even considered as the most profitable crops. There is high potential for increase in profitability through proper land development, extension and access to credit.

- Local rice remains more competitive than the cheapest imported rice. Regular current increase in rice price is confirming this fact. Besides, pilot marketing experiment showed that urban middle and upper class Ghanaians had an interest in consuming local rice, provided that the quality was acceptable. Therefore, with proper investment to improve the quality, local rice should not be threatened by the current importations.
- In many areas of Ghana, especially the three poorest regions of the North, rice is one of the only cash crop that peasant farmers can crop. It is mainly grown by small scale farmers. Besides, parboiling, milling and selling the rice employ many small scale processors and brokers. Consequently, rice is a strategic crop as far as poverty reduction is concerned.

The government of Ghana has always expressed its interest in the rice sector, organizing regularly emergency stakeholders' workshop to solve its problems. However, it has failed to make appropriate policies and investment to develop it. In the context of liberal policies and structural adjustment, the government of Ghana showed much interest in the strengthening of the rice sector via its private stakeholders and the reinforcement of the chain. Therefore it showed much interest in developing an inter-professional body through the Food Security and Rice Producers Organization Project (FSRPOP), a project funded by the French cooperation and implemented from 2002 to date. The main objectives of the project were to support the development of the rice sector through capacity building of institutions, support to the government to adopt better policies and facilitation of consultation process along the chain. After preliminary studies and consultation workshop, the FSRPOP chose to support the creation of a permanent inter-professional body.

2. Emergence and structuring of the GRIB

2.1 Creation process and missions

The creation of the Inter-professional body followed a rather top down approach due to time constraints (lifespan of the FSRPOP project) and lack of existing strong organizations along the chain. The following steps were taken:

- Synthesis of 10 years of study on the rice sector so as to highlight the major issues and data missing
- 40 days study tour to identify rice stakeholders in all regions of Ghana
- Hiring a rice consultant to organize the creation process (documents, constitutive GM, registration)
- General Meeting held in June 2004 so as to adopt the proposed bye-laws and elect the executives of the organization.
- Financial support for the running cost and investment budget. The consultant hired to organize the creation process was made the executive secretary of the organization.

GRIB is made of the different stakeholders of the chain, including the rice importers and some input dealers.

The main objectives as spelt out in the constitution are:

- Create a platform to build dialogue and consensus between the rice stakeholders
- Identify factor chain constraints and develop strategies at different levels to alleviate them and develop the rice industry

- Promote and regulate marketing agreements among stakeholders
- Promote price negotiations and fair profit sharing mechanisms
- Collect, produce and disseminate information
- Propose and lobby the government for the implementation of relevant rice policies

GRIB was registered as a company limited by guarantee in October, 2004. The concept of inter-professional body is quite new in Ghana and there is no specific legal context concerning them. The government is currently working on some new legal status for farmer based organizations. The main present legal status is cooperative and is cumbersome to obtain for small scale organizations.

2.2 Organization of the GRIB

The current membership (65), representing roughly 7,500 stakeholders comprises of:

- Rice farmer Based Organizations (27 groups representing around 7,000 farmers),
- Rice millers groups (12),
- Women Rice marketers' groups (8)
- Par-boiler groups (7)
- Rice brokers (6)
- Importers (3), input dealer (1)

Due to lack of reliable statistics, it is difficult to know the fraction of the rice sector which is represented by the GRIB.

The highest organ of decision is the General Assembly, gathering all members and meeting once in a year. Its duties are:

- i) Give the overall orientations of the working plan;
- ii) Approve the technical and financial reports prepared by the Executive Committee;
- v) Elect the Executive Committee of the GRIB and its GRIB President, Vice-President and financial Controller; secretary/ treasurer;
- vi) Approve the membership.

The second main organ of decision is the executive committee, which meets 3 times a year and gather the following stakeholders:

- 11 zonal representatives (mainly producers but not only)
- 4 representatives from the brokers / marketers
- 1 representative for the miller and 1 for the parboilers
- 1 representative of importers

The duties of the executive committee are:

- Approve the work plan and budget prepared by the secretariat
- Follow up the implementation of the work plan and budget
- Implement decision of the General Assembly
- Appoint auditors and present the audit to the General Assembly
- Set up and monitor activities of the zonal representatives

Finally, the last organ of decision is the board of directors, made of the president, vice president and secretary – treasurer. This organ was created more officially at the end of 2006 so as to ensure closer supervision and involvement of the executives in every day management. They meet monthly so as to monitor the secretariat, review activities implemented during the month and plan next activities, set up and monitor contracts and look for funds from other agencies.

GRIB employs an executive secretary and an assistant for the day to day management of the organization.

At the zonal level (made of several districts), the zonal representatives are responsible to implement the decentralization of GRIB and more particularly the following:

1. Collection of annual fees
2. Dissemination of newsletters to members
3. Dissemination of information to members
4. Sensitization of new members
5. Providing information of rice prices (paddy and milled) to the secretariat
6. Implement activities beneficial to members: facilitate negotiation of price and contracts, facilitation of credit access, organization of training...

The zonal representatives have been introduced to the decentralized level of the Ministry of Agriculture with which they are supposed to collaborate (technical support from the Ministry for the organization of training, meeting, sharing of information...)

The zonal level was created in late 2005 and the zonal representatives were given specific trainings in 2007. The process is on going but has started yielding results (100% increase in membership, collection of dues, organization of meetings and price negotiation process started in some zones)

2.3 Resources and expenses

In terms of budget, GRIB has a yearly running budget of around 30,000 euros, comprising mainly of salary and allowance (2 staff representing around 50% of costs), office running costs (phone, internet, fuel, maintenance of car and equipment, mails etc... for 25% of the costs), General assembly and executive meetings (15%), field trips and zonal budget (10%).

In terms of resource, FSRPOP support is to gradually reduce: from 100% in 2005, to 85% in 2006-2007 and to be stopped in 2012. The main sources of revenue of the GRIB are: members' dues (will never be enough), management fees on project undertaken, fees on commercial activities undertaken (management of the color sorter, equipment given to the GRIB by the FSRPOP and leased to a broker), donations, consultancy fees.

In 2006, GRIB managed to raise the required 15% but mainly thanks to donation (45%), consultancy (14%), management fees (18%). The registration fees and annual dues only represented 22% of the revenue. The color sorter did not raise any funds in 2006 but started slowly in 2007.

3. Activities, achievements and way forward

3.1 Creation of a platform to build dialogue and consensus between the rice stakeholders

Since its creation, GRIB has facilitated dialogue of various stakeholders during its general assembly and executive meetings. It has been called for conflict management among different stakeholders.

3.2 Identification of factor chain constraints and development of strategies at different levels to alleviate them and develop the rice industry

The identification of factor chain constraints and strategies was done through the following:

- Individual meetings with various GRIB members
- Participatory constraints analysis and solutions ranking during General Assembly and training

- In 2007, GRIB was requested by the Ministry of Agriculture to facilitate a meeting to discuss the strategies needed to develop the rice sectors. GRIB organized preparatory meetings with its members to analyze the key factor chain constraints (based on existing literature review) and build consensus on the proposed strategies which were later discussed with the Ministry and rice experts. Following the workshop, GRIB facilitated meetings between other rice experts to come out with a 5 year strategic plan presented to the Ministry.

Following identification of constraints, the following strategies were undertaken by GRIB to alleviate them:

- Financing of pilot investment studies and implementation (for mill, input shops, quality chain, dryer, sorter, implements, study of perfume rice varieties...)
- Since 2007, further strengthening of the zonal and grass root level to analyze constraints on their own and develop adequate proposals to source fundings at local level
- Negotiation of a marketing credit line to alleviate the problem of unavailability of local rice and difficulties of marketing. The marketing line is to support brokers to purchase large quantities of local rice. The credit is secured by stocks of rice and guaranteed purchase by subsidized organizations (School feeding program by NEPAD)
- Pilot actions taken to improve the quality of local rice:
 - o Purchase of a color sorter, leased to a broker, so as to improve the quality of local rice, especially parboiled rice. Indeed, local rice usually has black spots (unfilled grain become black during parboiling) which are difficult to avoid, not attractive and very costly to remove. Color sorting is one of the only way to enable local parboiled rice to compete with imports.
 - o Purchase of improve parboiling equipment for parboilers' groups. This equipment are sold at subsidized price to enable the groups to see the benefits of the equipment
 - o Support the rice parboiling chain in the North. The process of parboiling is mainly done on small scale and with high quality variability. It is therefore difficult for brokers to purchase large quantities of quality parboiled rice or to purchase paddy and organize its parboiling. It is even more difficult to control the quality

In a first action, a regional FBO was given a revolving fund to contract farmers to produce quality paddy and then processors to parboil and mill with adequate technologies. However, it came out that the supervision of parboiling and management of quality were difficult for the farmers.

The best solution seemed that the processors shall be responsible for the purchase and processing of rice to ensure full control over the quality. The processors shall be contracted by a broke instead of the farmers. Yet, it therefore requires that the processors have enough credit to do it on a larger scale, economic for the brokers.

GRIB then tried to facilitate negotiations between southern brokers and parboilers' associations. However, it could never be implemented because the associations did not have credit and could not supply sufficient quantities on timely basis.

- Pilot actions taken to improve marketing of local rice: 3 day campaign was funded to promote local rice in Total filling stations. Special advertisement was designed. The operation was successful and showed interest of Ghanaians in local rice. However, it could not be sustained due to problems in stocks of local rice and easy delivery.

WAY FORWARD

For 2007, GRIB has requested support from experts for a value chain study and training to strengthen the skills of MoFA and GRIB in analyzing the constraints of the value chain, identify appropriate solutions and develop a base line to further monitor the impact of actions on the value chain.

GRIB shall resume support to develop the parboiled rice chain by involving more local Northern brokers and lobby for innovative marketing loans.

GRIB shall also direct efforts towards the promotion of local rice, once chain is prepared to meet the demand hence created.

Many constraints can be solved locally through training, organization of marketing agreement, bulk purchase, lobbying for credit, improved collaboration with extension and research services. Therefore, GRIB shall continue strengthening the grass roots in implementing these solutions through training and support to the zonal level.

3.3 Promotion and regulation marketing agreements among stakeholders, price negotiations and fair profit sharing mechanisms

In this area the following was achieved:

- Building the capacities of the GRIB secretariat and executives in facilitating marketing agreement, calculating pricing and seek fair profit sharing
- Facilitating a marketing agreement between Nestle and House of Remma (main broker being also the president of the GRIB).
- This agreement concerns the supply of local rice for the production of “cerelac”. The executive secretary participated in two inspection trips with Nestle and House of remma team to inspect rice production site at Asutsuare and mill site at UGARS, Kpong. Later, in 2006, GRIB facilitated the setting of a price between the broker and FBOs in two large irrigation areas with all the stake holders in attendance
- Building the capacities of all members in pricing, marketing strategies and marketing agreement.
- Negotiating marketing agreement between GRIB and the “Ghana School Feeding program”, public program aiming at supplying school children with meals. The Ghana School Feeding Program is committed to purchase quantities representing 25% of current rice production upon some standards of quality
- So as to enable the brokers to supply the government with enough paddy, GRIB is starting a negotiating process with marketers’ groups and farmers’ groups to secure their supply.

WAY FORWARD

It is expected that the training given to the zonal representatives and all members shall soon lead to marketing agreements between stakeholders. However, it is likely that it will take time and that the GRIB shall be more actively involved in helping zonal level agreement Clear guidelines and standard marketing agreement shall be fine tuned to facilitate such process.. It seems that the trust of local stakeholders in such agreement is limited and has to be build progressively.

Besides, the question of quality has to be more intensively tackled. GRIB shall certainly facilitate directly some pilot agreement on quality and fair sharing of profit. One of the constraints of quality improvement is that the quality is not well rewarded at farm and milling level. Building a quality chain would certainly meant that the brokers are ready to negotiate an increase in price

for increased quality and therefore may lose some funds if the quality is not enough rewarded at the last end of the chain. After undertaking some preliminary quality studies, GRIB could study the possibility of putting standards on quality.

The marketing credit line gives opportunity to brokers to have the necessary funds for direct purchase and the security of marketing at a fixed price. These favorable conditions shall be used to facilitate fair agreement between the beneficiaries of this line and other stakeholders. GRIB shall

3.4 Collect, produce and disseminate information

The following has been achieved:

- Regular collection and analysis of import data
- Writing of articles on the rice sector and international negotiation
- Writing of a news letter for GRIB members and other stakeholders (4 issues so far)
- Education of members during General Assembly on issues concerning the rice sector
- Financing of study on the effect of increased tariff on the poor, and on the raising of a rice development funds
- Work with the agricultural statistics units to collect more detailed data on the rice marketing (no result so far)

WAY FORWARD

- Improve the collection and dissemination of information concerning the marketing of the rice and the different prices
- Collect and disseminate information on successful local initiatives in the rice sector and success stories of local associations
- Need to design a software to be able to model impacts of changes of inputs and or outputs price on the rice chain: profitability of stakeholders, final price of rice, competitiveness of imported rice. This way, GRIB could make better use of data collected on marketing for lobbying but also to promote fair exchange. It would be easier to know if some increases in prices are not followed by increase in paddy or to see whether the local rice is still competitive with imported rice.

3.5 Propose and lobby Government for the implementation of relevant rice policies

GRIB is involved in the following:

- Working with Ministry of Trade, Ministry of finance and Ministry of Agric to **create rice marketing credit line** for brokers.

This policy shall make the local rice more competitive, create market avenues for the farmers at harvest time to enable them repay their loan and go back to production. In addition, this mechanism shall allow the creation of a national stock for local rice. Even though the Ministries support the idea, they could not fund. They however accepted to partially secure such a credit line by ensuring that all stocks would be bought by the subsidized "school feeding program". Based on this security, negotiations were then held with private bank.

⇒ The marketing credit line was accepted by a private bank in June 2007 and disbursement has started. It is too early to evaluate it but it already constitutes a major achievement.

- GRIB is advocating for the **creation of Rice Development Fund** through imposing 5% levy on imported rice.

The rice development fund will be used to fund the development of the local rice industry (development of rice paddy fields, provision of extension, strengthening of farmers and processors groups, implementation of micro-credit schemes, development of markets). Development of the local rice industry will reverse the current trend of imports surge and impact positively both on economy and poverty reduction. Various memos were written, a workshop held with parliamentarians and representatives from the Ministry of Agriculture and a study undertaken to further describe the use of this development funds and its impact.

- ⇒ Despite claimed interest of the Minister of Agriculture, raise of tariff brings stiff opposition from the government. In 2003, such proposition (but without the idea of using the increase in tariff to develop the rice sector) had already been made and refused by the parliament. Besides, it seems that food sovereignty is not a main objective of the Ministry (not even mentioned in their latest policy document).
- ⇒ Therefore, GRIB shall also start documenting other arguments (comparative advantages, poverty reduction...) and involve other stakeholders (consumers, civil society) to further lobby for this fund.

- **Taxation of imports:**

GRIB is also advocating for the following to be taken into consideration in CET negotiations: rice shall be considered as Type B exception for economic and food security reasons, current 10% tax proposed for the CET shall be increased to 20% and rice shall be put on the list of product that can attract the IST (import safeguard tax) and the DPT (decreasing protective tax). Memos were written to the Ministry of Agriculture and GRIB tried to meet the negotiation team.

- ⇒ So far, GRIB has reached limited results and still could not meet the team in charge of the negotiations
 - ⇒ Information is very difficult to get within the Ministry of Agriculture which seems little involved
- GRIB is closely working with the Ministry on all issues relative to the rice sector:
 - Support stakeholders' meeting on rice sector development: preparation with secretariat and then executives: synthesis of previous policy proposals, review of weaknesses of the sector and formulation of adequate proposals. GRIB secretariat and executives participated to the workshop with rice experts and policy makers
 - Support MoFA in planning of activities to develop the rice sector
 - Support in the review of the general policy document.
 - GRIB is used as a resource person on the rice sector by MoFA: writing of synthetic notes on the rice sector, compilation of import results...
 - ⇒ Role of GRIB as adviser on rice policies has been strengthened
 - ⇒ MoFA is however ambivalent on the rice sector: despite regular announcement on the importance of the rice sector (which led to this urgent stakeholders' meetings supposed to come out with appropriate actions for MoFA), there are few practical actions (rice not really stressed upon in policy document, serious opposition of Deputy Minister against any rice development funds...)

WAY FORWARD:

- Continue present lobbying and ensure that GRIB is part of the design of the operational documents that will follow up FASDEP
- Try to get sustainable collaboration with MoFA through policy implementation document: GRIB shall be seen as their main partners in planning and monitoring activities related to the rice sector.
- Work better with the Planning Policy Monitoring and Evaluation Directorate (PPMED).

- Further studies to be planned to enable more efficient lobbying: new FASDEP document seems to leave each District free to choose its extension crop based on comparative advantage. GRIB shall collect more data to lobby strength of rice in this sector.
- Need to get involved better in the process of international trade negotiations (EPA, CET within ECOWAS...):
 - o GRIB does not have any referents in MoFA that feeds them with information or request some. Therefore, lobbying seems to have been quite useless so far.
 - o Lobby other Ministers (trade) as MoFA does not seem to be much involved in the trade negotiations
- Coordinate with other networks working towards the same direction (GAWU, peasants' farmers association, Oxfam, mapronet...)

4. Main organizational and structural issues at stake for the GRIB and challenges

4.1 Internal organizational issues

- Place of importers in the GRIB:

Even though it is important to negotiate better with importers, the area of common interests is questionable. For instance, the importers are highly against the idea of raising tax and write articles to criticize GRIB position. So far, even though the vice president is an importer, little has been discussed on the possible common interests and possible collaboration.

- ⇒ Discussions shall be held to get more clearly the position of the importers about the GRIB and see the possible areas of common interest (for instance in the use of possible marketing or distribution chain, ways to increase rice market in Ghana, possibilities of importers to invest in the local chain...)
- ⇒ Another position of lobbying could be to ensure that importers get involved in the local rice business promotion and marketing

- Representation of stakeholders at the different levels of decision and arbitration between Zonal representation and sector representation:

When the zonal level was created, it was assumed that the zonal representatives would be farmers and would therefore represent the farmers' side within the executive committee. However, over 35% of the zonal representatives are not farmers and therefore the quota of farmers is not respected and some stakeholders become over represented (the executive committee is made of 4 millers instead of 1). In the current system, there could be no farmer represented if no farmer was elected at the zonal level. However, it is important that the zonal level is represented to ensure smooth sharing of information and supervision of the zonal work. Imposing that farmers are chosen would be counter productive as what matters most is to have committed and active zonal representatives.

- ⇒ Stakeholders' representation has to be discussed and reviewed. The decision modalities and voting rights shall be better spelt out.

- Capacity to get decision and consensus within each category of stakeholders

One of the environmental constraints of the GRIB is that the stakeholders are little organized. For instead there is no national or even regional apex of farmers – processors- millers' organizations. Individual local organizations are members. GRIB is therefore starting a process to try to support the stakeholders to organize themselves internally, both at the grass root zonal level and at national level. During meetings and trainings, group discussions are made at stakeholders' level to help them bring consensus among themselves and see common areas of interest leading to eventual ideas of further grouping. This is a long process and would actually need more means if this path was chosen and considered relevant. It may also need some changes in the way GRIB is organized with the creation of more formal "college of stakeholders" in charge of bringing consensus within themselves and with better representation from the local to the national level.

- **Capacity to provide services at the decentralized level, as well as to disseminate and collect information with the grass root.**

As described earlier in the report, it is important for GRIB to be able to organize relevant services at the local level. Very little is done in terms of collective action so there is much room for improvement. The capacity building process has started but will take time considering the initial low level of many zonal representatives. GRIB shall now be able to support more closely and practically the setting of some activities at the zonal level: supporting zonal representatives in organization of general meetings, marketing meeting, training...

- **High dependence of the daily running on a few individuals and hence fragility of the learning and capitalization process.**

Indeed, during the first years, much was depending on the executive secretary, the president and the FSRPOP technical assistant. An assistant secretary was recruited in 2006 so as to complement the team and the learning process. The executives rely mainly on the secretary and are not active in the supervision of all activities, focussing mainly on lobbying areas. Outside 3 yearly executive committees, there was no official instance of regular monitoring of activities. The death of the executive secretary in June 2007 has indeed weakened the organization.

⇒ The board of directors, officially created in end of 2006, has started meeting and the executives understand the need for it. They shall be further supported to take this role professionally.

- **Conflict of interest between executives and activities implemented:**

The president is very actively involved in many activities. Due to the reduced number of large brokers specialized in local rice, he has benefited directly from the marketing pilot action, was the only broker involved in the negotiation of marketing agreement, is one of the two direct beneficiary of the marketing credit line and is the manager of the color sorter (he was the only one who applied) which is hardly used by others than himself. Therefore, some members question these facts and conflicts have already arisen.

⇒ GRIB shall be able to identify other brokers to work with in terms of marketing actions and more transparent and open procedures to select beneficiaries of actions

⇒ Monitoring of the color sorter and the marketing credit line shall be improved

- **Improve monitoring and evaluation of work and executives:**

During the 2006 GM, some members managed to convince the other members into refusing to organize new elections, arguing that the executives had done very well their work without any real proof of it. The executive secretary had to fight to get the elections organized.

- ⇒ In 2006, GRIB reviewed its constitution to incorporate some more practical indicators to evaluate the executives (presence to meetings). Before new elections, the attendance of executives to meetings shall be presented and the executives required to present reports on their individual achievement.

Outside review of technical and financial report, there is no instance to evaluate the achievement of the objectives and there is no clear set of indicators to evaluate.

- ⇒ GRIB shall set up clear set of indicators to evaluate regularly the performance and impact of GRIB.
- ⇒ During general assembly, the secretariat could facilitate process of GRIB self evaluation based on criteria to be agreed by all.

4.2 Financial sustainability

GRIB can never rely only on contributions and donations. However, they will need to improve their contribution and reach financial balance by 2012. The following possibilities are currently explored and mainly connected to the management of economic functions – services:

- Fees on color sorter, property of GRIB and leased to a broker: so far it has yielded little due to under-use. However, the concept is new in Ghana and it has only been operational for one year. With improved management, creation of added value for improved quality and proper advertisement, at least 1% of the rice produced in Ghana could be color sorted, which would bring full financial autonomy
- Fees on marketing credit line:

In 2007, GRIB has managed to negotiate a large marketing credit line for brokers to purchase and stock local rice. 10 euros cent is levied on each bag. If the credit is well repaid and sustainable, GRIB will be ensured of enough funds. However, the purchase plan seems unrealistic Therefore it is doubtful that much profit will be made for the first year. Upon success, this sole source shall also bring financial sustainability

- Consultancy fees:

GRIB was hired to provide expertise on the rice sector. Most of the fees were given to GRIB

- Fees on the rice development funds negotiated and to be co-managed by GRIB. As it has not yet been accepted, nothing has been generated this way.

WAY FORWARD:

- Continue and improve on current solutions
- Explore the possibility for MoFA to support GRIB: 1) allocation of staff, 2) give subsidies to GRIB for co-management of rice policy program: this would however take time and needs GRIB to be more representative of the sector
- Try to get support from other donors, especially for specific projects and training outside the running costs. In 2006, 30,000 euros was awarded by a foundation to undertake study and lobbying actions.
- GRIB has indeed many possible ways to ensure sustainability. However, these ways will take time to be established. Therefore financial support is still needed for the mean time.

4.3 External issues

- **No specific status of Inter-profession and official recognition by government**

In the 2007 agricultural policy document, the Ministry acknowledge the importance to build consultation mechanisms with private stakeholders and that private stakeholders shall play their roles of lobbying. However, the mechanisms of consultations are not clearly spelt out and no criterion is given to select the organizations to represent the stakeholders. During the final consultation on the policy documents, no apex or lobbying organization was invited (including GRIB). Regions were left to choose some individual farmers and processors to represent the sector...

- ⇒ GRIB shall continue lobbying to ensure they are being represented in the different consultation mechanisms, at national and local level (through zonal representatives)
- ⇒ The Ministry shall be supported to practically implement consultation mechanisms and to choose institutions effectively representing stakeholders.
- ⇒ An adapted official status of Inter-professional body, recognizing their quality to represent a sector and capability to advise government shall be discussed

- **Networking with other lobbying organizations.**

It is interesting to note that the rice sector is an issue taken very seriously by various stakeholders: outside OXFAM, the peasant farmers associations, the Ghana Trade and livelihoods coalition and the Ghana Agricultural Workers Union, Marketing networks are all involved in lobbying for the rice sector but with little consultation.

- ⇒ GRIB could facilitate meetings between these different organizations to share the lessons learnt and agree on common strategies and share of responsibilities in supporting the rice sector.

- **Networking and lessons learning with regional organizations, issues of English**

Active networks are involved in the rice sector at the regional level. However, the language is a clear barrier to improve collaboration...

- ⇒ Regional organizations could make more effort into involving English speaking organizations and having documents translated into English
- ⇒ Study trips shall be organized in the sub region so as to share lessons learnt, expose GRIB to other types of organization and strengthen network

- **Better networking with the Ministry**

If the connection is well established with the technical directions, it seems that GRIB has difficulties to get news on what is going on in terms of international negotiation and general policy. It would be good to better identify the technical persons in charge of these topics and build collaboration with them.