

Training on Agricultural Policy

MOVE Ghana

22nd – 25th of July 2025

Introduction

J u l i a R e i m e r s

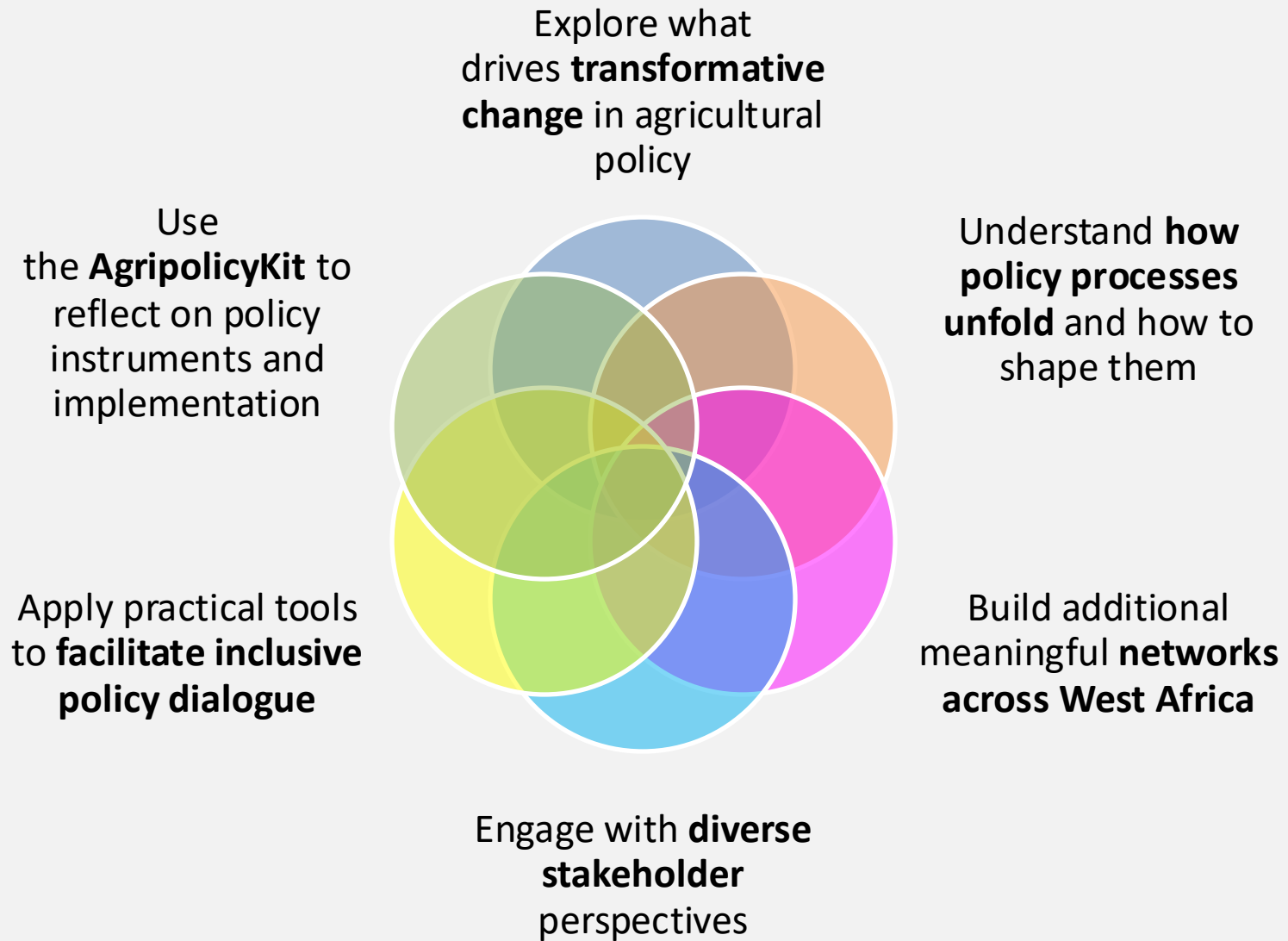
C o n s u l t a n t f o r A g r i c u l t u r a l
P o l i c y
&
R e s e a r c h e r a t U n i v e r s i t y o f
H o h e n h e i m

About this Training

- This training is not shaped by inputs, but by **INTERACTION**.
- At a time when few people have the opportunity and time to truly engage, this training offers something rare: the time and structure to **LISTEN, REFLECT & COLABORATE**; across institutions, countries, and perspectives.
- Participants will not only deepen their understanding of agricultural policy processes but also practice the kind of **DIALOGUE** that policy actually demands: navigating complexity, embracing differences, and working towards shared solutions.
- **Transformative change begins with conversation, then questions and answers.**



Training Objectives



Training Agenda

- Highly **participatory** design: it prioritises dialogue, co-creation and peer learning rather than unilateral contributions from experts.
 - Nearly **30% of training time is devoted to group work**, which reinforces theoretical input and policy concepts.
 - **A full day is devoted to learning in the field**, with concrete examples from the cashew and rice sectors in Ghana.
- **Brings together** stakeholders from different sectors, countries and value chains
- **Encourages reflection, debate and comparison** between countries and cultures, drawing on the specific political context of each participant.
- Provides a space to address both the **“ideal” and the “real”** in policy development, identifying concrete entry points for change.



To ensure an open exchange in a safe space, **we ask all participants to keep what is said during the training confidential.** This is particularly important for sensitive experiences, opinions or institutional insights.

Impressions from the Past – Former Trainings



Training with IAPRI and i4Policy in Lusaka/ Zambia.



Training of Trainers (ToT) with ANAPRI



Training with NUST in Windhoek/ Namibia



Training with Master Students at University Hohenheim

Getting to know each other

Lessons Learnt: Getting to know each other and to establish trust is key for quality training outputs

Getting to know each other

1

"Who is Who"

Take out the "Who is Who" paper from your folder and fill it out.

2

Position yourself where you most belong

Grab your personal card and find your main professional home on the wall.

3

Plenary Sharing

One at a time, share a personal connection to agriculture/ rice/ cashew, or a key takeaway you hope to gain this week.

4

Photo

We'll capture this moment and add the picture to your card on the wall.

5

Gallery Walk

Throughout the week, you can walk and look at the profiles. If you would like to have coffee or lunch, feel free to note that down on the respective profile.

Training on Agricultural Policy
MOVE Ghana
22nd – 25th of July 2025

**Foundations of Policy-Making: An
Introduction to Policy Structures,
Processes, and Dynamics**

J u l i a R e i m e r s

C o n s u l t a n t & R e s e a r c h e r f o r
A g r i c u l t u r a l P o l i c y a t
U n i v e r s i t y o f H o h e n h e i m

Agenda - Understanding the Policy Process



- **Rationale for government intervention in agriculture**
- **Dimensions of the term “policy”**
- **Policy Objectives**
- **Policy Cycle**

Understanding the Policy Process



Rationale for government intervention in agriculture

Rational for Government Intervention



Does the agricultural sector have to be treated differently than other economic sectors?

Rational for Government Intervention

1

Favourable political frame conditions are a **precondition for investments and growth** in the agri-food sector and rural development. They are hence a **precondition for production and productivity increases and the creation of employment.**

2

External negative effects on the environment and natural resources must usually be addressed by public authorities as markets mostly don't remunerate private efforts of environmental and natural resource protection and/ or animal welfare.

3

An efficiently functioning agricultural sector is a **prerequisite for social stability and human health**, for enough diverse and nutritious food and hence requires special political attention.

Understanding the Policy Process



Dimensions of the Term “Policy”

Basics of Political Science: Policy Dimensions

The term „policy“ has several dimension that together define the policy outcome

1

Politics

The
Process

2

Polity

The
Structure

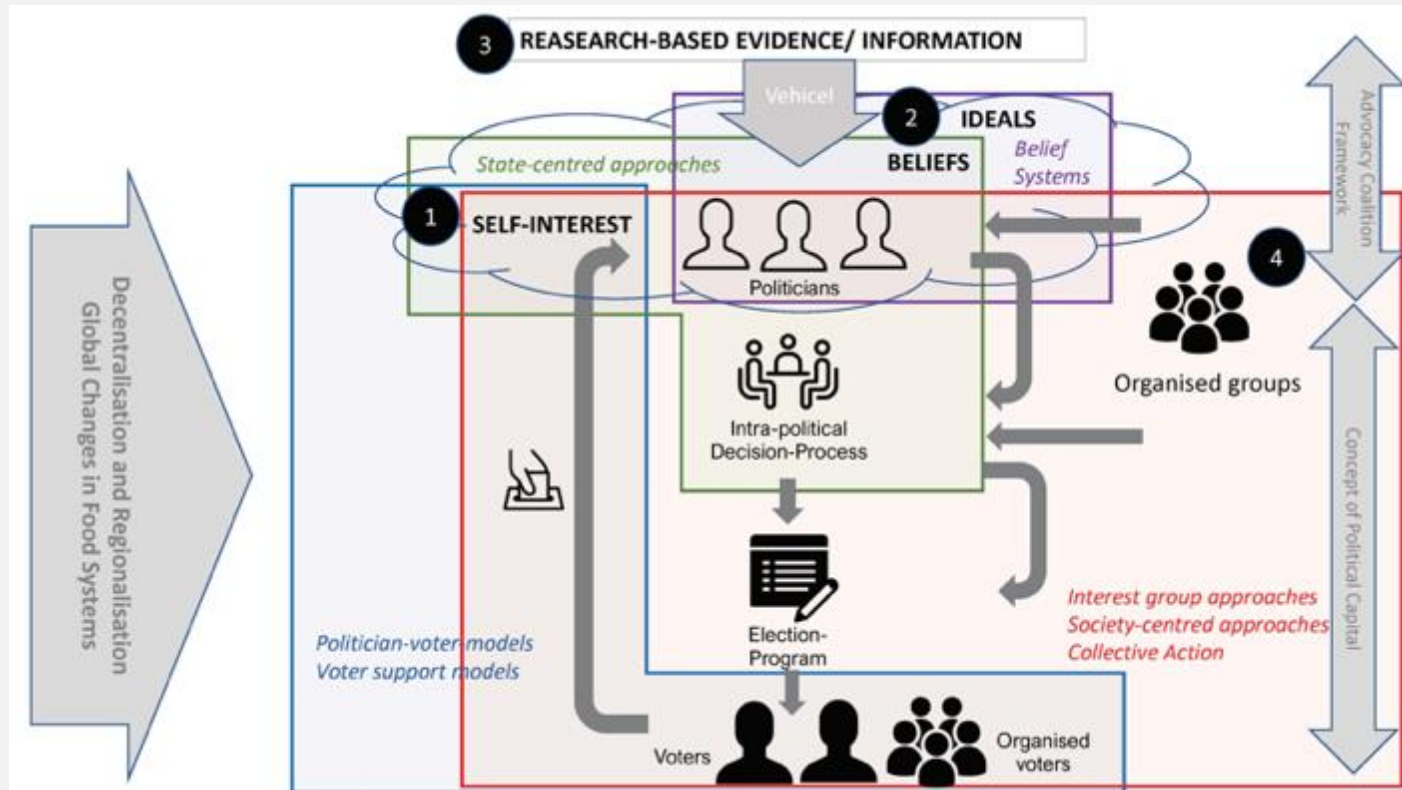
3

Policy

The
Content

1 Politics

Politics describes the process of political decision making, including the political personnel, their interactions, the negotiation of compromises as well as personal interests



2 Polity

Polity is the structural dimension of the term policy and refers to the institutional (e. g. constitutionally created) set of norms and its resulting orders, political procedures, etc. (e.g. voting rules).

Usually it is differentiated between:



- **Legislative power** → elected parliament
 - Accountable towards their voters/ constituents
 - Proposes and agrees on legislation.
- **Executive power** → the government
 - Elected out of the respective political parties, that have been voted for by the people, based on their political program
 - Proposes legislation, in certain cases even agrees on it without the parliament's inclusion
 - Decisions are implemented by the public administration (ministries, competent authorities etc.).
- **Judiciary power** → the system of courts
 - Interprets and applies laws in the name of the state.

2 Policy

Policy means the normative, and topical content of a specific policy



Understanding the Policy Process



Policy Objectives

In Summary: What agricultural policy usually aims to promote

Efficiency

Are resources used in a way that maximizes output?

Includes: cost-effectiveness, administrative simplicity, economic rationale.

Who benefits, and who doesn't?

Looks at distributional fairness, gender and youth inclusion and geographical balance.

Equity

Security

Does the policy reduce risk and enhance stability?

Includes food security, income stability, and resilience to shocks.

Are outcomes environmentally and institutionally durable?

Considers natural resource use, climate resilience, long-term financing.

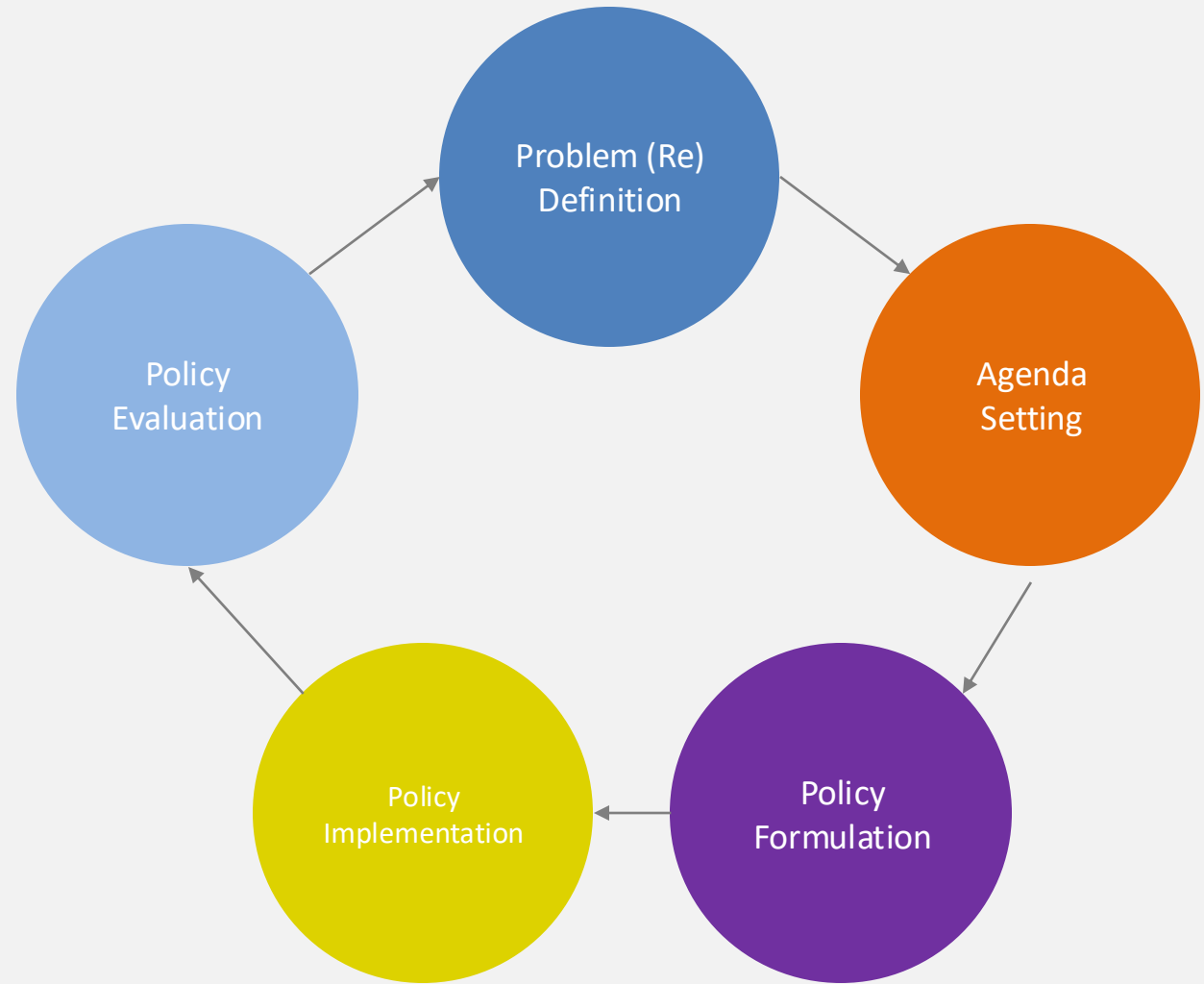
Sustainability

Understanding the Policy Process

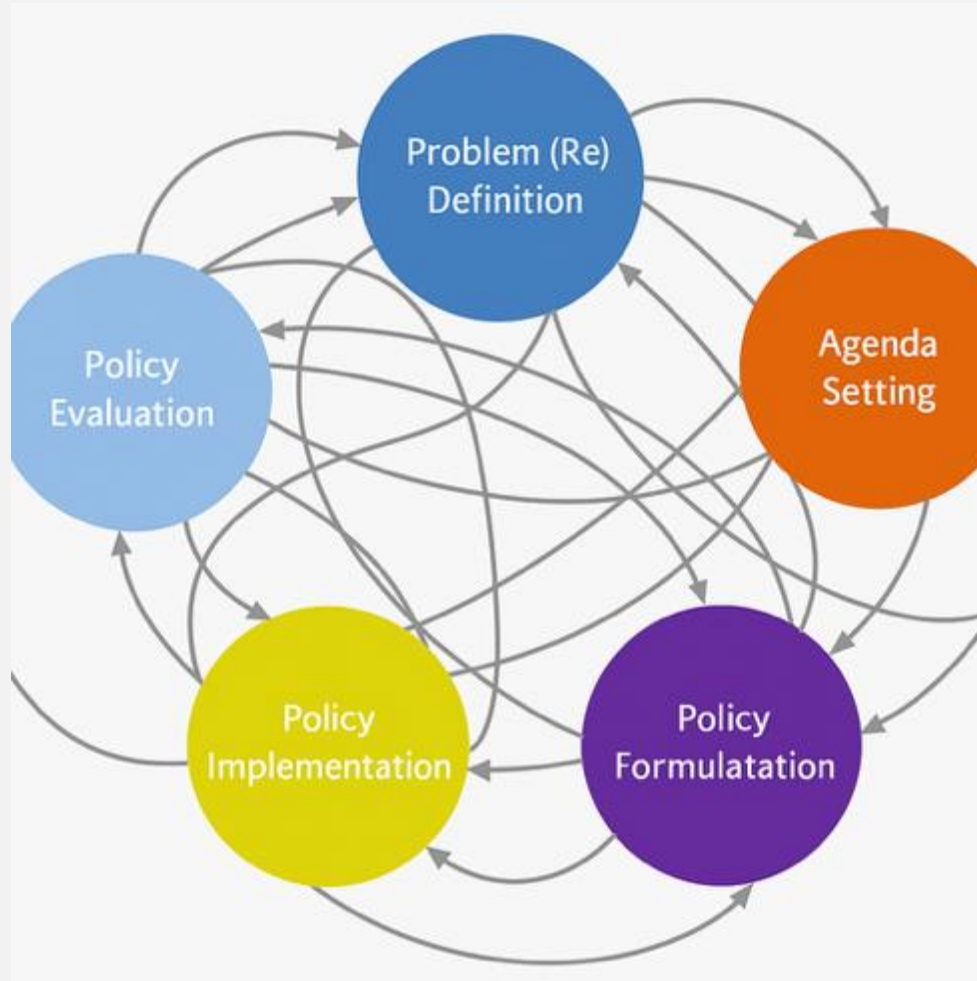


Policy Cycle


The policy Cycle



The policy Cycle – More likely in Reality



1 Problem Definition – Understanding the economic context



1 Problem
(Re)
Definition

- The first step of the policy cycle is not just technical — it is fundamentally political. It is about **defining a problem in a way that is understood, accepted, and seen as relevant by all key stakeholders.**
- At this stage, government actors, civil society, private sector, and researchers must come together to: **Understand the broader economic, social, and political context** in which they operate
- Identify the **challenges that lie within their sphere of influence**
 - *What is the issue? Who is affected? Why does it matter now?*
- Public debate is often critical here. It shapes how a problem is framed — and whether it is seen as urgent, legitimate, and solvable.
- Because unless a problem is **clearly defined and widely understood**, no strategy or instrument can truly address it. **Problem definition is where policy begins — and where political leadership shows.**

2 Agenda Setting – Is there enough political will ?



Agenda
Setting

- Once a range of challenges has been identified, the next question is: **Which of them become political priorities? Which ones move onto the agenda — and which do not?**
- This is the step where **issues are selected for action**. But it's not a neutral process.
- Issues can reach the agenda through:
 - **Government initiative** (e.g. a ministry identifies a strategic need)
 - **Pressure from non-governmental actors** (e.g. civil society, media, private sector)
 - **External shocks or crises** (e.g. pandemics, price spikes, climate impacts)
- Agenda setting is where prioritization meets politics. It defines not only what we work on, but also who is heard — and whose concerns are left behind.



**“There can't be
a crisis next week,
my schedule is already full.”**

Henry Kissinger

**German-born American bureaucrat, diplomat and
1973 Nobel Peace Prize laureate**

Excurses: How a foundation innovated the policy cycle and co-created the Senegalese Start-up Act



INNOVATION
FOR POLICY
FOUNDATION



Innovation for Policy Process (v4.0)

Design Thinking



Empathize

Define

Ideate

Prototype

Test

Implement

Phases

Agenda Setting

Drafting

Decision-Making

Implementation

Actions



Empathize

Map the needs, constraints, and influence of actors to identify potential pathways for reform



Initiate

Launch a policy initiative that can mobilize a diverse coalition behind reform



Define

Articulate clear and concise descriptions of the specific issues or conditions to be addressed



Prioritise

Rank problem statements based on their impact and urgency to set the agenda



Ideate

Brainstorm potential solutions to address the prioritised policy agenda



Design

Iteratively **transform** the policy ideas into concrete policy propositions through co-creation



Review

Analyze the technical, operational, legal, financial, economic and social impacts of the policy



Consult

Host open and/or discursive platforms to collect and organize policy user feedback



Propose

Table a policy for adoption with the relevant decision-making institution.



Adopt

Approve a policy through appropriate decision rules.



Deliver

Operationalize the policy framework.



Evaluate

Track the policy implementation transparently against its intended outcomes.

Activities*

Journey Mapping



Roundtable



Policy Hackathon



Stakeholder Workshop



Co-Creation Committee



AI Chatbot



Town Hall



Cabinet



Parliament



Co-Creation Committee



* Activities to co-create the Senegal Startup Act

Innovation for Policy Process v4.0 (27.04.2022)
 Source: Innovation for Policy Foundation, 2022.
 Contact: community@i4policy.org
 This work is licensed under the Creative Commons Attribution - ShareAlike 4.0 International License.



Senegal: i4Policy process



Co-Creating the Senegal Startup Act
Source: Innovation for Policy Foundation, 2020.
This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License.

Journey Mapping




Senegal: i4Policy process

Roundtable

Timeline 29 May 2018

1. Round Table 



Co-Creating the Senegal Startup Act 
Source: Innovation for Policy Foundation, 2020.
This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License.



Senegal: i4Policy process

- 2. Hackathon Training
- 3. Policy Hackathon

Timeline 29 May 2018 19 -21 July 2018

- 1. Round Table



Co-Creating the Senegal Startup Act
 Source: Innovation for Policy Foundation, 2020.
 This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License.

Policy Hackathon



Senegal: i4Policy process

AI Chatbot

- 2. Hackathon Training
- 3. Policy Hackathon
- 4. Stakeholder review

Timeline 29 May 2018 19 -21 July 2018 **25 Aug - 2 Sep 2018**

- 1. Round Table
- 5. Online Consultation/Chatbot



Co-Creating the Senegal Startup Act

Source: Innovation for Policy Foundation, 2020.
This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License.

Senegal: i4Policy process

Town Hall Meeting

- 2. Hackathon Training
- 3. Policy Hackathon
- 4. Stakeholder review
- 7. Town Hall Meeting with the President

Timeline 29 May 2018 19 -21 July 2018 25 Aug - 2 Sep 2018 15 Nov 2018

- 1. Round Table
- 5. Online Consultation/Chatbot
- 6. Co-Création Committee



Co-Creating the Senegal Startup Act

Source: Innovation for Policy Foundation, 2020.
 This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License.



▶ Senegal Startup Act

An innovative process to co-create a revolutionary law!



i4Policy - the law-making process



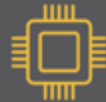
1000+ citizens engaged



50+ co-creation activities



20 iterations of the Startup Act



Innovative platforms, like the Facebook consultation chatbot

Startup Act - Benefits for Senegalese Startups*



Easier access to information



Reduced taxes



IP support



Grants and loans for startups



Growth support for startups



R&D support



Public procurement preference



Privileged access to .sn

*The process of labelization is pending an upcoming Government decree.

2020 Finance Law - Benefits for ALL small businesses



Taxes simplified from 11 different rates to 2 rates



Registration fees reduced by 60%



3yr tax holiday

Join the #i4policy movement

Share your vision for Africa's digital transformation

i4policy.org/manifesto

Co-Creating the Senegal Startup Act



Source: Innovation for Policy Foundation, 2020.

This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License.

Read the Sen Startup Act: bit.ly/senstartupact Read the Finance Law: bit.ly/senstartupact_finance

Read the note de service: bit.ly/senstartupact_DGID

3 Policy Formulation – Understand and formulate the policy measure



3 Policy
Formulation

- In this phase, political objectives are translated into strategies and decisions.
- Governments and stakeholders define future goals, explore alternative options and make binding choices. This process typically results in strategic plans or official policy papers and, ideally, includes the definition of indicators to measure success.
- Whether this phase leads to real transformation depends on who is involved. Substantial change becomes possible if new ideas and actors are introduced. Otherwise, policy formulation may only result in cosmetic adjustments to existing systems.
- Policy formulation is where vision meets decision. It is the point at which political will becomes strategy and trade-offs become real.


4 Policy Implementation



Policy
Implementation

- Once political decisions have been made, the focus shifts to **putting them into action**.
- This phase involves the **deployment of instruments**, and often the drafting of **laws and regulations** that define the concrete pathways for implementation.
- Implementation is typically supported by the **public administration**, working across ministries, agencies, and sometimes with decentralized actors. The success of this phase depends heavily on **capacity, coordination, and clarity**.
- Even at this stage, it is crucial to **keep impact analysis in mind**:
Are we implementing in a way that allows us to later evaluate what works — and what doesn't? Are the instruments designed in a way that makes success measurable?
- Implementation is where **ambition meets reality** and where good ideas are tested in the complexity of real systems.

5 Evaluation



Policy
Evaluation

- In the final step of the policy cycle, attention turns to the **assessment of results**: What did the policy actually achieve and for whom?
 - Policy evaluation examines the **direct and indirect effects** of activities triggered by government decisions. It asks: Were the intended objectives met? What unforeseen outcomes (positive or negative) occurred? How did different groups experience the policy?
- Effective evaluation relies on:
 - **Clear indicators** set during the formulation phase
 - **Reliable data collection** mechanisms
 - **Independent analysis** that can inform future improvements
- Evaluation is not just about accountability — it's a **critical feedback loop**. It ensures that policies can be refined, scaled, or even discontinued based on what they deliver in the real world.
- The goal: not just to measure performance, but to enable smarter, more adaptive policymaking.

Questions ?



Thank you!

Training on Agricultural Policy

MOVE Ghana

22nd – 25th of July 2025

PLENARY DISCUSSION

J u l i a R e i m e r s

C o n s u l t a n t & R e s e a r c h e r f o r
A g r i c u l t u r a l P o l i c y a t
U n i v e r s i t y o f H o h e n h e i m

Discussion Round #1: How would an ideal policy process look like?

Form smaller buzz groups of 2 – 4 people and discuss for 10 minutes. Write your ideas on cards.

Afterwards results will be discussed and collected in the plenary.

Discussion Round #2: What do current processes look like in the cashew / rice sector?

Again, form small buzz groups of 2 – 4 people and discuss for 10 minutes. Write your ideas on cards. You may distinguish between rice and cashew/ regional and national.

Afterwards results will be discussed and collected in the plenary.

Discussion Round #3: What should be done differently to get from the current situation #2 to the ideal #1?

Again, form small buzz groups of 2 – 4 people and discuss for 10 minutes. Write your ideas on cards. You may distinguish between rice and cashew/ regional and national.

Afterwards results will be discussed and collected in the plenary.

Training on Agricultural Policy

MOVE Ghana

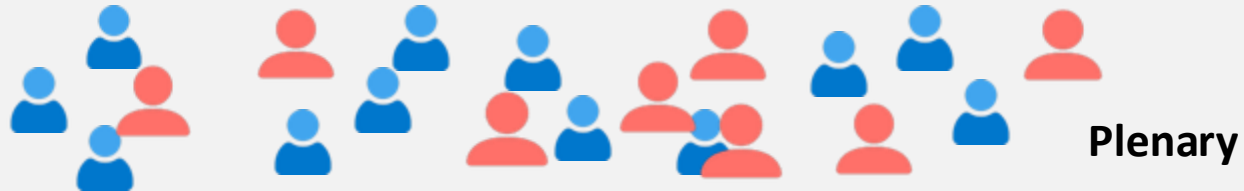
22nd – 25th of July 2025

GROUP WORK 1

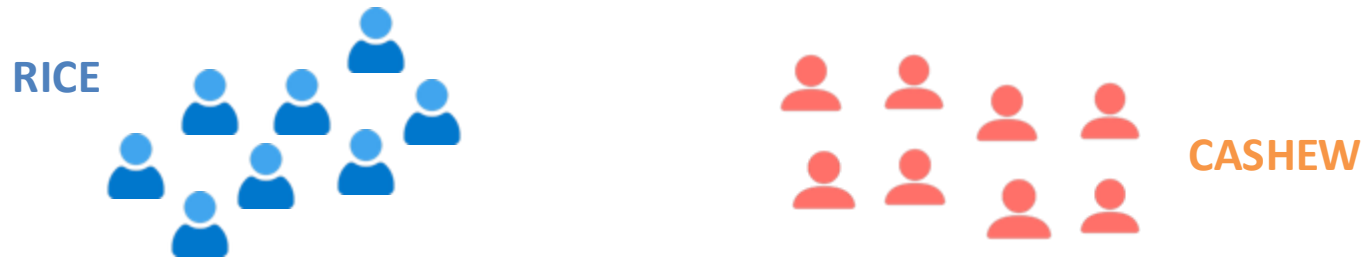
J u l i a R e i m e r s

C o n s u l t a n t & R e s e a r c h e r f o r
A g r i c u l t u r a l P o l i c y a t
U n i v e r s i t y o f H o h e n h e i m

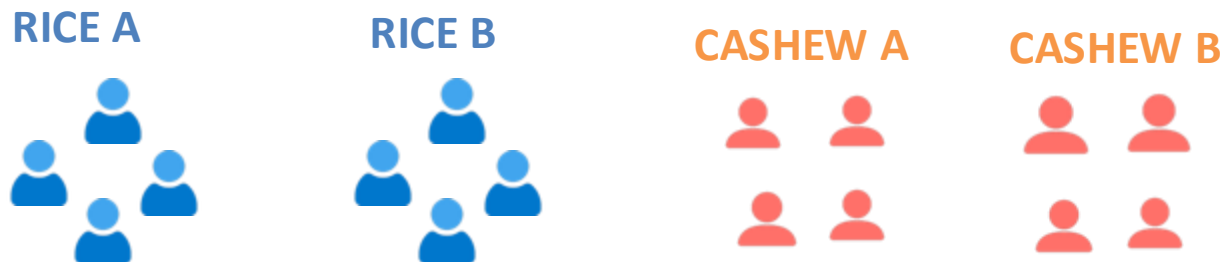
Group Work 1 - Group Division



STEP 1: Division of Plenary into a Rice and Cashew group.



Step 2: Divide into 2 sub-groups of about 15 participants, resulting in 4 groups in total.



Group Work 1 – approximately 90 minutes

RICE A



RICE B



CASHEW A

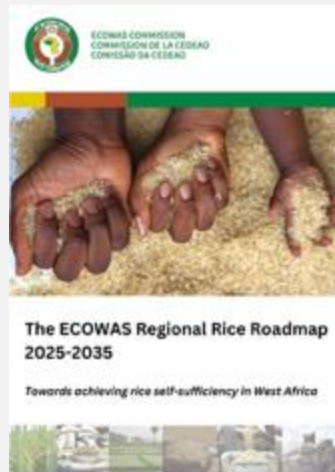


CASHEW B



Rice groups work on the ECOWAS
Regional Rice Roadmap

Cashew groups work on the Ghana
Tree Crops Policy



Group Work 1 – approximately 90 minutes

1.0 Preparation and Roles

For productive group work, it is crucial to establish clear roles and ensure all participants understand the task before commencing your analysis.



Timekeeper

Monitors time and ensures the group adheres to the schedule for discussion and returning to the plenary session.



Note-Taker

Documents key findings and prepares a brief (3-minute) summary for the plenary session. Nevertheless, all group members are invited to write cards.

1.1 Activation Round

Before conducting a full analysis of the policy process, begin with a short activation round. Each participant **takes two white cards** and writes down:

One "known moment"

In the policy process (e.g., *"The strategy was officially launched in 2021"*)

One "unknown or gap"

In the process (e.g., *"Who evaluated the impact – and when?"*)

- As a group, take turns placing your cards on the **Policy Cycle** at the relevant step. This will help your team to **quickly map what is known** – and **where the uncertainties are**. Once all cards are placed, begin your full group work using the guiding questions.

Group Work 1 – approximately 90 minutes

1.2 Policy Cycle Analysis Framework II



Discuss your chosen policy process using the policy cycle methodology. Agree as a group which stage of the policy cycle you would like to start with – you do not have to start with step one.

Exemplary guiding questions:

1 Problem Definition

What was the need or opportunity? Who raised the issue? What was left out?

2 Agenda Setting

Who initiated the process? Was it inclusive? What didn't make it onto the agenda?

3 Policy Formulation

Were impact assessments conducted? Was it transparent and coherent?

4 Policy Implementation

How was implementation organized? Who was responsible?

5 Policy Evaluation

Did the policy deliver on what it promised? Was its impact analyzed during evaluation? How were impacts measured? Was the data available and who did the assessment?

Group Work 1 – approximately 90 minutes

1.3 Addressing Open Questions

Open questions (those without immediate answers) will emerge during analysis. Documenting them is crucial for identifying areas needing further investigation.

Handling Open Questions

1. Write each open question on a yellow card.
2. Place these cards at the bottom of the pinboard.
3. Identify potential sources (experts, documents, stakeholders) for answers. Perhaps they are in the room and open for coffee or lunch :)
4. Appoint responsibility to get the information missing.

