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**Executive Board  
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**Rome, 6–10 June 2005**

# **DRAFT COUNTRY PROGRAMMES**

**Agenda item 8**

*For consideration*

# **E**

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## **DRAFT COUNTRY PROGRAMME— GHANA 10418.0 (2006–2010)**



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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted for consideration to the Executive Board.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Regional Director, West Africa Bureau (ODD): Mr M. Darboe

Senior Liaison Officer, ODD: Mr T. Lecato tel.: 066513-2370

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## EXECUTIVE SUMMARY

Ghana significantly reduced the national rate of undernourishment from 64 percent in 1979 to 13 percent in 2002, while achieving annual average gross domestic product growth rates of 4 percent since 1997. Despite this, Ghana still ranks 131<sup>st</sup> out of 177 countries in the 2004 United Nations Development Programme Human Development Report: improvements in national wealth have not trickled down to the poorest segments of society and food insecurity persists in parts of the country. The Government's strategy for addressing food insecurity is based on shifting from subsistence farming towards market-oriented agricultural production to increase rural incomes.

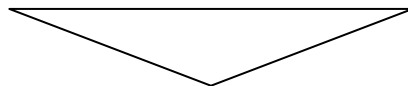
The goal of Ghana Country Programme 10418.0 (2006–2010) is to support the Government in its assistance to hungry poor households to meet their education, health and nutrition needs on a sustainable basis. This will be achieved through the two core activities: (i) supplementary feeding and health and nutrition education and (ii) support for basic education. Both activities are consistent with national Growth and Poverty Reduction Strategy Priority 3, which focuses on human development and the provision of basic services. With regard to support for basic education, WFP will implement a model New Partnership for Africa Development school feeding programme, under which the national school feeding programme is to be linked to local food production in support of Growth and Poverty Reduction priority 2 of increasing production and gainful employment, especially in rural agriculture.

The country programme activities conform to WFP's Enabling Development Policy priorities 1 and 2 and Strategic Priorities 3, 4 and 5. The intended outcomes of the country programme are:

- reduced malnutrition among at-risk pregnant and lactating women and children under 5;
- improved attendance and completion rates among schoolchildren in primary grades P1 to P6 and girls in junior secondary school grade JSS1 to JSS3;
- improved national capacity to implement and scale up supplementary feeding and on-site school feeding programmes; and
- increased demand for domestic farm produce in response to newly created school feeding market requirements.

During the country programme, the supplementary feeding, health and nutrition education component will annually target an average of 60,000 beneficiaries; the support for basic education component will target 92,000. In addition to providing basic services, the thrust of the country programme will be to strengthen the Government's technical capacity to replicate, sustain and expand successful model projects on a national scale. The country office will ensure transfer of technical expertise and creation of institutional mechanisms at the national, regional and district levels that will guarantee sustainability. An important aspect of the implementation strategy for country programme activities will be to increase demand for local farm produce.

## DRAFT DECISION\*



The Board endorses the draft Country Programme Ghana 10418.0 (2006–2010) (WFP/EB.A/2005/8/2), for which the food requirement is 29,950 mt at a cost of US\$16.2 million, representing all basic direct operational costs. It authorizes the Secretariat to formulate a country programme, taking account the observations of the members of the Board.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.



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## SITUATION ANALYSIS

1. Ghana has made significant progress in meeting macro-economic targets in recent years. Nonetheless, it ranked 131<sup>st</sup> of 177 countries in the 2004 United Nations Development Programme (UNDP) Human Development Report. The population growth rate is 2.7 percent; about 33 percent of the population of 18.9 million<sup>1</sup> cannot meet their basic nutritional needs. Poverty was reduced from 51.7 percent in 1991–1992 to 39.5 percent in 1999,<sup>2</sup> but there are still sizeable pockets of poverty and food insecurity, particularly in the three northern regions, Northern, Upper East and Upper West, where more than 68 percent of the poor live.
2. The trend over the past decade towards reduced infant and child mortality was reversed in 2003. Acute respiratory infections, diarrhoea and malaria in combination with malnutrition are the leading causes of child mortality; parasites also exacerbate the health and nutritional status of children. School-age children are the group most infected by helminths, which cause anaemia, reduce growth and negatively affect cognition. District health services are constrained by insufficient health centres and inadequate human and financial resources; immunization rates are lowest in the three northern regions. The Ghana Demographic and Health Survey showed improvements between 1998 and 2003 in rates of underweight and wasting among children under 5, but a deterioration in stunting rates. Nutrition indicators for the three northern regions showed levels of underweight, wasting and stunting above the national average.
3. Vitamin A and iodine deficiency disorders and iron deficiencies still particularly affect women of child-bearing age and children. More than half of children aged 6–59 months are moderately or severely anaemic; the rates in the three northern regions are estimated at 78–83 percent. Malnutrition among pregnant women is a significant health problem, especially in rural areas.
4. Ghana's adult literacy rate is reported at 53.4 percent. There are, however, wide variations between the sexes, regions and urban and rural areas. School enrolment has increased in recent years: the primary gross enrolment ratio rose from 79.6 percent in 2000–2001 to 81.3 percent in 2002–2003. However, one third of the 12–15 age group fails to reach primary grade 6; the proportion is higher for girls than for boys. Wide regional and rural/urban disparities remain, with the three northern regions lagging behind.
5. Agriculture is the main occupation of 60 percent of the workforce and contributes to 40 percent of the gross domestic product; smallholder subsistence farms account for about 80 percent of agricultural output. Although the agriculture sector registered 6.1 percent growth in 2003, from 4.4 percent in 2002, its performance is negatively affected by inefficient farming practices, dependence on rain-fed agriculture and poor marketing outlets for farm produce. About 58 percent of food-crop farmers are food-insecure; the highest densities of such farmers are in the three northern regions.<sup>3</sup>

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<sup>1</sup> CCA, 2004.

<sup>2</sup> GPRS, 2003.

<sup>3</sup> Ghana Living Standards Survey, 1998/1999.



6. Food production has improved in the recent past but has yet to attain levels that guarantee nationwide food security.<sup>4</sup> This is evidenced by the perennial food shortages in the northern regions during the lean season. However, Ghana's agriculture sector has the potential to expand domestic food supply and non-traditional exports if agricultural markets and infrastructure are developed and farmers' access to extension services, markets and credit is improved.
7. The Government has developed the Growth and Poverty Reduction Strategy (GPRS), which focuses on five priorities: (i) expanding poor people's access to healthcare, education and markets; (ii) accelerating economic growth by fostering private-sector development; (iii) modernizing and developing agriculture on the basis of rural development; (iv) modernizing infrastructure; and (v) improving governance.
8. The country programme (CP) takes into account the region's current security situation. WFP has provided relief assistance to refugees in Ghana for all but three years over the last decade; it assisted 150,000 third-country nationals in 2003, and 30,000 third-country nationals in transit and 15,000 refugees/returnees from Liberia and Côte d'Ivoire in 2004. Ghana's strategic location and capacity as a logistics base and regional supplier make it significant in WFP's regional emergency planning.

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## GOVERNMENT STRATEGY FOR FOOD SECURITY

9. Successive national poverty assessments have shown that the incidence of poverty is higher among food-crop farmers than any other economic group. This is caused by the small average size of farms – 1.2 ha – lack of access to markets and low use of improved seeds and farming practices that increase productivity. To address the problem, the Government adopted the Food and Agriculture Sector Development Policy, which outlines the national framework for agricultural development to achieve food security and increase farmers' incomes. The Food and Agriculture Sector Development Policy (FASDEP) centres on strengthening the private sector as the engine of growth to take the lead in agricultural development. The role of Government is limited to setting the regulatory framework and improving market infrastructure and agricultural services.
10. Under FASDEP, the Government introduced the Accelerated Agricultural Growth and Development Strategy as a ten-year programme that aims at (i) significantly increasing production of selected commodities through improved access to markets, (ii) developing and ensuring improved access to technology for sustainable management of natural resources, (iii) improving access to agricultural financial services, (iv) improving agriculture-related infrastructure and (v) enhancing human-resource and institutional capacity.

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## PAST COOPERATION AND LESSONS LEARNED

11. WFP's support for the supplementary feeding, health and nutrition education (SFHNE) programme dates back to the early 1990s and covers 17 districts in the three northern regions. The programme provides supplementary feeding for about 20 days a month at community health and nutrition centres (CHNCs) through on-site feeding for children under 5 at risk of malnutrition, and take-home rations for pregnant and lactating women during the lean season; current beneficiary coverage is estimated at 38,400. The

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<sup>4</sup> CCA, November 2004.



programme aims to improve the nutritional status of pre-school children by providing nutritional supplements and to enhance nutritional knowledge, attitudes and practices among pregnant and lactating women through education and awareness training and by increasing community participation and entrepreneurship.

12. A nutritional impact evaluation in October/November 2004 concluded that the programme had had a positive impact on the health and nutritional status of children and women and had enhanced education; health service coverage had increased considerably. Pre-school activities at CHNCs had resulted in children doing better at primary school. The evaluation noted that training in anthropometric data collection was weak, which often resulted in late referrals of malnourished children.
13. The CP appraisal mission concurred with these findings and noted the weakness of mechanisms in place to facilitate sustainability. It confirmed the justification for integrating WFP food assistance with complementary income-generating activities supported by donors, United Nations agencies, non-governmental organizations (NGOs) and community-based organizations (CBOs) to improve communities' ability to support and manage CHNCs on their own.
14. In the second CP, WFP supported the Girls' Education in the Northern Savannah component, which consisted of take-home rations targeted at girls in primary and junior secondary grades. A self evaluation in September 2004 noted that this component had resulted in a significant increase in girls' enrolment and retention rates, with annual growth in enrolment averaging 8.4 percent per year. The component, together with the school feeding programme run by Catholic Relief Services, is deemed to have contributed substantially to the "tremendous leap in the gross primary enrolment rates in the three deprived regions far in excess of the nation-wide growth rates".<sup>5</sup> Take-home rations were found to have raised awareness in rural communities of the importance of providing girls with access to formal education. Some parents, parents' associations and communities have set up income-generating activities and savings arrangements to ensure that they can support the education of their children when food aid stops. However, much remains to be accomplished: the drop-out rate among girls remains high at P-4 to P-6 and JSS levels and there is a need to maintain certain food-based incentives to ensure access to basic education and consolidate the growing awareness of its importance.
15. The current CP includes a third component, support for the Savannah Resources Management Programme, aimed at increasing household/community natural-resource assets through food for work (FFW), which will not be continued. Implementation was delayed and the component did not achieve its objectives because insufficient resources were available to WFP and the Government when the major donor withdrew its support. As a result of Ghana's recent macroeconomic gains and increased food production, the government strategy to address food security now focuses on increasing local food production and farmers' incomes to address food accessibility.
16. The New Partnership for Africa's Development (NEPAD) school feeding programme is a national priority under the Comprehensive Africa Agricultural Development Programme, Pillar 3 – enhancement of food supply and reduction of hunger. The programme seeks to reduce short-term hunger and malnutrition and increase school enrolment, attendance and retention while promoting increased domestic food production and improving market access for resource-poor farmers, including women. The CP appraisal mission noted the Government's commitment to launching this programme and concluded that it would be

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<sup>5</sup> Implementation of the GPRS: 2003 Annual Progress Report, National Development Planning Commission, 31 March 2004.



opportune to continue to assist national efforts to expand primary education through a more broad-based component entitled Support to Basic Education in the framework of the third CP (2006–2010).

## STRATEGIC FOCUS OF THE COUNTRY PROGRAMME

17. In the context of the United Nations Development Assistance Framework (UNDAF) strategy in support of GPRS, WFP's mission in Ghana is to help the Government to expand and replicate throughout the country successful models of food-based programmes for raising demand for and supply of basic education, with gender parity, and health and nutrition services for children under 5 and pregnant and lactating mothers at risk of malnutrition. WFP will develop these models in the three northern regions, expanding the school feeding model to two further regions, Ashanti and Western. WFP's new CP activities are therefore geared towards demonstrating effective use of food assistance and helping the Government to scale up these programmes nationwide.
18. The goal of the CP is to contribute to Government efforts to assist hungry poor households to meet their education, health and nutrition needs on a sustainable basis.
19. The intended outcomes are:
  - reduced levels of malnutrition among at-risk pregnant and lactating women and children under 5;
  - improved attendance and completion rates for schoolchildren in grades P1 to P6 and girls in JSS1 to JSS3;
  - improved national capacity to implement and scale up supplementary feeding and on-site school feeding programmes; and
  - increased demand for domestic farm produce in response to newly created school feeding market requirements.

Annex II contains an overview of these objectives and outcomes.
20. The CP will have two core activities in which WFP food resources will be combined with non-food resources: SFHNE<sup>6</sup> – 11,662 mt (39 percent) and Support for Basic Education (SBE) – 18,288 mt (61 percent). An important aspect of the implementation strategy will be to establish long-term linkages between the core activities and local agro-processors to enhance the development of local food markets, increase demand for agricultural products, stimulate local food production and increase rural farmers' incomes.
21. This CP contributes to five of the eight Millennium Development Goals (MDGs): (i) eradicating extreme poverty and hunger; (ii) achieving universal primary education; (iii) promoting gender equality and empowering women; (iv) reducing child mortality; and (v) improving maternal health. The UNDAF emphasizes development of health, education and governance; the CP is consistent with the areas of concentration identified in the third UNDAF and with the initiatives proposed by NEPAD. Dialogue with partners in government, NGOs, United Nations agencies and the donor community has determined the choice and content of the programme areas. This CP conforms to WFP's Enabling Development priorities 1 and 2 and SPs 3, 4 and 5.

<sup>6</sup> In Ghana, the term "supplementary feeding" is not used in the traditional sense, feeding moderately malnourished people, but is used to mean feeding children at risk of malnutrition in school canteens.





22. A vulnerability analysis and mapping (VAM) exercise undertaken by WFP in 2000-2001 concluded that the food-deficit and vulnerable districts tend to be concentrated in the Upper West, Upper East and Northern regions, which were identified as the most deprived areas in the country on the basis of factors such as food insecurity, proneness to disaster, poverty, health, gender parity in enrolment and HIV/AIDS prevalence. The 2004 VAM exercise confirmed that they remain the most deprived areas in Ghana.
23. To ensure geographic concentration and attainment of a “critical mass” of activity, and to implement the life-cycle approach to nutrition targeting pregnant and lactating women, children under 5 and schoolchildren between 6 and 14, this CP will focus on districts where the two CP activities are present, complemented by the activities of other United Nations agencies, NGOs, CBOs, bilateral donors and projects financed by international financing institutions. The two activities will be mutually reinforcing and will seek to combine their support to the target populations so that they can discontinue food aid in the shortest time possible.
24. WFP’s strategy to phase out of external food aid is based on building community capacity, supported by district assemblies, to manage and maintain CHNCs and schools and supporting the government’s capacity to implement and scale up supplementary feeding and on-site school feeding programmes. WFP will need to provide appropriate human and financial resources to ensure that there is an effective transfer of technical competence and the creation of institutional mechanisms at the national, regional and district levels.

## **Basic Component 1: Supplementary Feeding and Health and Nutrition Education**

25. The SFHNE component will contribute to the reduction of maternal and child mortality through the life-cycle approach. Activities will include providing fortified blended food, strengthening capacity in nutrition at the regional, district and sub-district levels, and enhancing health and nutrition education at the community level. The Ghana Health Service, in partnership with WFP and the United Nations Children’s Fund (UNICEF) and with technical support from the World Health Organization (WHO) and the Food and Agriculture Organization of the United Nations (FAO), will carry out complementary activities aimed at significantly increasing the impact of the component in rural areas by boosting outreach services and/or community health compounds.
26. In targeted communities in the three northern regions, women in the second trimester of pregnancy and the first six months after delivery and children aged 6–24 months will receive a micronutrient-rich supplement in CHNCs. Antenatal care will include a take-home ration of a fortified blended food, iodized salt and oil. In day-care/pre-school centers, children aged 2–5 will receive one micronutrient-rich cooked mid-morning meal. Mothers will cook on a rotation basis; attendants trained in basic accounting, hygiene and nutrition will be in charge of the day-to-day running of the centers. Community involvement and ownership will be ensured through community management committees. Community nurses and volunteers under the supervision of the Ghana Health Service (GHS) sub-district staff will weigh pregnant women monthly and monitor the growth of children under 5. Lactating women will be counseled and supported in breastfeeding their infants exclusively for six months. Partners will pool resources for capacity-building and strengthening of health and nutrition education, including HIV/AIDS awareness. The SFHNE component will benefit a yearly average of 60,000 women and children: (i) 10,000 pregnant and lactating women and 14,000 boys and girls of 6–24 months receiving monthly take-home rations for seven months during the lean season and



- (ii) 36,000 boys and girls aged 2–5 receiving one cooked morning meal for 260 days a year.

## **Basic Component 2: Support for Basic Education**

27. The main challenges for the education sector are to provide safe buildings, qualified teachers, learning and teaching materials, equipment and furniture for the existing school population while increasing enrolment and retention in primary education and beyond, and achieving gender parity. In primary education, WFP will continue to support national efforts through a broad-based SBE component to ensure improved access to and completion of basic education. The component will provide the Government with a model for implementation of a national on-site school feeding programme. Under the WFP/NEPAD memorandum of understanding (MOU), WFP will implement the SBE component to support the Government's initiative of introducing a national school feeding programme. Ghana is among the first ten countries selected for the model programme.
28. The component will have two components: (i) on-site school feeding in primary schools for boys and girls in P-1 to P-6 and (ii) take-home rations for girls in P-4 to JSS3. Because it is intended as a model for a national programme, the school feeding component will be implemented in the most deprived districts in five regions – Ashanti, Western, Upper East, Upper West and Northern; distribution of take-home rations will continue only in the three northern regions, which contain 19 of the 40 educationally most deprived districts, and where gender parity is yet to be achieved. The SBE component will benefit an annual average of 92,000 pupils, including 58,000 primary-school children in on-site school feeding and 34,000 girls in the upper grades, who will receive monthly take-home rations as an incentive to complete primary education and make the transition to secondary education.
29. In the three northern regions, school feeding will be implemented in districts where WFP has been distributing take-home rations for girls and, preferably, in the same communities and schools. In the Ashanti and Western regions, it will be introduced in the deprived districts where the SFHNE component operated during the second CP. More financial and human resources will be required in view of (i) the implementation of school feeding, (ii) decentralization of food-assistance activities, (iii) introduction of a more comprehensive monitoring system and (iv) the need to transfer experience and expertise for institution-building at the district level as WFP phases out.

## **Implementation Strategy**

30. In line with the national decentralization process, all the activities will be implemented through decentralized mechanisms, involving regional governments and district assemblies, in particular district coordinating directors, and by mobilizing communities and CBOs. The WFP phase-out by 2010 will have to be evaluated prior to the end of this CP; there will have to be an assessment of the degree of ownership of the programme at all levels of Government and in communities, and of the Government's political and financial commitment to sustaining the programmes.
31. WFP will integrate its activities into the relevant national development programmes at the sector and district levels and will collaborate with agencies pursuing food-security objectives in the three northern regions. Of particular importance in this respect is collaboration with the Ministry of Local Government and Rural Development, which is represented at the district level by district assemblies.



32. All district assemblies are in the process of preparing their medium term plans, which come into effect in 2005–2008. WFP needs to encourage districts where CP activities are present to include the activities in their plans and a phasing-out/sustainability strategy with appropriate funding. District assemblies, in their coordinating role, can ensure adequate budget for all identified activities and strengthen collaboration mechanisms among development partners.
33. The Ministry of Finance and Economic Planning will be in charge of national-level coordination and chair an UNDAF steering committee that will meet twice a year; it will comprise the line ministries and UNICEF, the United Nations Educational, Scientific and Cultural Organization (UNESCO), WHO and the United Nations Population Fund (UNFPA), which will be responsible for general oversight of the CP and establishment and re-assessment of linkages and synergy with other national development programmes. Donor activities are increasing at the district level; because the technical capacity of these bodies is variable, WFP will assist the Government and its implementing partners — FAO, the International Fund for Agricultural Development, UNICEF, WHO, UNFPA, UNESCO, NGOs and the donor agencies — in strengthening their capabilities.
34. The success of the NEPAD school feeding programme depends on improved agricultural production and access to new markets created by school feeding. To ensure this, WFP will provide technical assistance in the production of fortified blended food using local commodities, and will collaborate with the NGO TechnoServe, which is involved in mobilizing small farmers' associations to supply the ingredients for fortified blended food.
35. The CP will be implemented with a participatory approach, with strong emphasis on community management and evaluation of the activities. The SBE component will therefore be carried out only in schools where parent-teacher associations (PTAs) and school management committees (SMCs) have been formed and that are committed to participating. To ensure implementation of quality on-site school feeding, only schools with storage, kitchen, water and sanitation facilities will be selected. The major emphasis in the supplementary feeding of children at risk of malnutrition will be on community-based nutrition activities. Activity committee members and asset-maintenance committees will be elected by communities and will be responsible for activity planning and monitoring and evaluation (M&E). Community management committees will help to mobilize people, particularly women, and assist in the formation of community education committees for participatory decisions on programme activities.
36. The implementation strategy of the SFHNE and SBE components aims to involve ministries in programme management at the central and district levels. Activity technical steering committee (Tasks) will be created under the chairmanship of the Ministry of Local Government and Rural Development and will include representatives from the Ministry of Health/Ghana Health Service, the Ministry of Education, Youth and Sports/Ghana Education Service (GES), the Ministry of Food and Agriculture, the Ministry of Finance and Economic Planning, the Ministry of Women and Children, WFP and implementing partners. Activity technical steering committees (ATSCs) will normally meet every six months to give policy direction, coordinate the mobilization of internal and external resources and advocate for integration of the activities in the national development framework. A CP action plan will be signed between the Ministry of Finance and Economic Planning and WFP; an annual work plan for each component will be signed between WFP and the relevant ministry.
37. The country office will provide the services of experienced professionals in food security, logistics/food procurement, public health and nutrition, education and early childhood development, and community sensitization; they will work with the Ministry of



Health, the Ministry of Education, Youth and Sports and the district assemblies and district coordinating directors in activity planning, coordination and monitoring. The country office structure will be reorganized in line with the decentralized structure of government with a programme coordinator and a food procurement and logistics officer, both internationally recruited, and NPOs for CP management and monitoring, finance/administration and logistics/procurement in Accra. At the field level, the country office will provide a national programme officer (NPO) to support regional authorities in the two regions under an NPO head of sub-office in Tamale; there will be three field monitors stationed in the three regions, at least two of whom will be women, to undertake regular monitoring and reporting on operations in collaboration with WFP sub-office staff and ministry and NGO staff.

38. To ensure sustainability of the programme activities beyond WFP's intervention, the CP strategy emphasizes knowledge transfer to partner institutions. Government staff will be trained in commodity tracking and warehouse management to ensure timely delivery and efficient monitoring and tracking of commodities. Other measures for knowledge transfer will include on-the-job training for staff of partner institutions, training courses and sharing of experience through staff-exchange programmes with other WFP country offices implementing similar programmes. Government staff will be trained in VAM techniques to boost government capacity to plan for disaster preparedness and emergency interventions with improved targeting in food-assistance programmes.
39. The capacity-building aspect of this CP will require considerable programming and training inputs from WFP. During 2005, the final year of the second CP, WFP country office in Ghana will organize training in its objectives, institutional implications and mode of implementation to enable its staff to transfer knowledge to and build capacity for implementing partners, beneficiary communities, CBOs, traditional authorities, counterparts and local administrators. The stakeholders will be offered explanations of the objectives, conditions to be met, modalities involved and the duties and responsibilities of implementing partners and beneficiaries in order to sustain their programmes.
40. During the first two years of the CP, WFP will support the Government and communities in replicating successful models of component 1, supplementary feeding, and sustain component 2, girls' education, while preparing WFP's phasing out of external food aid in the final three years. Under component 1, sustainability strategies will be developed with communities, district assemblies and partners to enable them to appropriate the component by the end of the CP. In component 2, a cohort of 50,000 girls in grades P4-JSS3 will be assisted for the duration of the CP until the initial P-4 class graduates from JSS3. WFP's support for the NEPAD school feeding programme based on increasing demand for domestic farm produce will be progressively scaled up during the five years of the CP in the targeted districts and communities to support WFP's phasing-out strategy while sustaining education and nutritional outcomes.

## **Programme Management, Monitoring and Evaluation**

41. During the review and formulation processes for this CP, consultative meetings were convened with ministries, United Nations agencies and NGOs to prioritize activities and areas for implementation. In line with the policy directive in WFP/EB.A/2002/5-C, a results-based M&E system has been developed to enable the WFP country office in Ghana to fulfill its mandate and commitments concerning management, performance measurement, accountability, learning and advocacy. It will be fine-tuned to bring it into line with the UNDAF and harmonization of M&E.



42. The country office will require additional professional and support staff in food procurement and logistics, programme development and coordination, and M&E; it will also seek the services of a junior professional officer with the skills recommended above. Programme implementation and transfer of competence will require training for WFP and national counterpart staff in (i) VAM, early warning and emergency preparedness and response, (ii) contingency planning, (iii) results-based M&E, (iv) logical framework analysis, (v) gender and participatory methods, (vi) administration and finance procedures, (vii) WFP Information Network and Global System (WINGS), (viii) logistics and food procurement, and (ix) school feeding programmes.
43. In this process, the WFP country office in Ghana will draw on technical support from WFP and its United Nations partners. UNICEF and WFP have already coordinated interventions under the current UNDAF: UNICEF has improved CHNC infrastructures, trained centre attendants in growth monitoring and HIV/AIDS prevention, and provided nutrition education materials and advocacy for nutrition issues. UNICEF and WFP will continue to strengthen their collaboration in education and will build on the existing MOU to extend the minimum package of services to cover the 16 districts where WFP is providing food incentives to girls in 538 schools. WFP plans to partner with FAO to support the livelihoods of women's groups and establish school gardens in communities targeted by education and nutrition activities under the expanded Special Programme for Food Security.
44. WFP has initiated linkages with NGOs in the north by commissioning two studies to map out NGO capacities by sector and by district; a development plan has been prepared for 30 WFP-assisted communities. An existing MOU with the Opportunities Industrialization Centres International provides skills training for WFP's women's groups and technical support to prevent post-harvest losses. NGOs will play a particularly important role in SFHNE by providing technical support and training. Partnerships will be developed with national NGOs for advocacy and local monitoring of the health and education activities in support of results-based monitoring and management.
45. Annual reviews will be held by the ATSC and UNDAF Steering Committee, led by the Ministry of Finance and Economic Planning, with the participation of implementing and United Nations partners and other institutions. Donor representatives will be encouraged to participate in the annual reviews; special visits will be arranged to show them the various CP activities.
46. Baseline surveys will be conducted for both activities at the start of the CP, and there will be mid-term and final evaluations. The mid-term evaluation of CP activities will be undertaken in 2008 in collaboration with partners and the WFP regional bureau to assess the effectiveness of the CP in achieving intended outcomes in the UNDAF priority areas and progress towards meeting the phase-out timeframe.
47. To ensure that the local food-procurement strategy makes an impact on rural farm incomes, the programme monitoring system will focus on tracking commodity sources used by corn-soya blend (CSB) processors and progress made by TechnoServe in mobilizing farmers into groups for direct marketing of their produce to contracted processors.



## ANNEX I

ANNEX I.A: BENEFICIARY COVERAGE BY COMPONENT AND FOOD ALLOCATION				
CP component	Quantity of commodities (mt)	Distribution by component (%) <sup>7</sup>	Number of beneficiaries male/female/total (yearly average)	% of female beneficiaries
Component 1: SFHNE	11 662	39	60 000	63
Component 2: SBE	18 288	61	92 000	68
<b>Total</b>	<b>29 950</b>	<b>100</b>	<b>152 000</b>	<b>65.5</b>

ANNEX I.B: COMMODITY TYPE AND RATION SIZE			
CP component	Food commodities	Individual ration size (per person per day)	Nutritional content of overall ration (kcal, % kcal from protein)
Basic component 1 – SFHNE	CSB	300 g/PLW 300 g/l 6–24 130 g/DC/PS	1 140 kcal, 4.7% 1 140 kcal, 4.7% 494 kcal, 4.7%
	Vegetable oil	30 g/PLW 30 g/l 6–24 15 g/DC/PS	265.5 kcal, 0% 265.5 kcal, 0% 132.75 kcal, 0%
	Iodized salt	10 g/PLW 10 g/l 6–24 3 g/DC/PS	0, 0% 0, 0% 0, 0%
	Sugar	15 g/DC/PS	60 kcal, 0%
Basic component 2 – SBE	CSB	150 g/Pupil–OSSF	570 kcal, 4.7%
	Vegetable oil	10 g/Pupil–OSSF 133 g/Pupil–THR	88.5 kcal, 0% 1 177 kcal, 0%
	Iodized salt	3 g/Pupil–OSSF 33 g/Pupil–THR	0, 0% 0, 0%
	Sugar	10 g/Pupil–OSSF	40 kcal (0%)

**Component 1:**

PLW = pregnant and lactating women  
 l 6–24 = Infants 6–24 months old  
 DC/PS = Children 2–5 in day care/pre-school

**Component 2:**

Pupil–OSSF = pupil – on-site school feeding  
 Pupil–THR = pupil – take-home ration

<sup>7</sup> Commodities allocated to each component as percentage of total commodities.



**ANNEX II: MATRIX OF RESULTS AND RESOURCES OF THE COUNTRY PROGRAMME ESTABLISHED FOR GHANA 10418.0 (2006–2010)**

Results hierarchy	Performance indicators	Risks and assumptions	Resources required
<p><b>Goal at National Level</b> Reduce poverty levels (GPRS)</p>	<p>Percentage of population below poverty line (US\$1 per day) declines by 50% by 2010. Annual economic growth averages 8% by 2010.</p>	<p>Government remains committed to implementing the poverty reduction strategies and frameworks.</p>	
<p><b>UNDAF Outcomes</b> 1.1 By 2010, the proportion of people, particularly those living in the most deprived districts, whose right to health is fulfilled, is increased.</p>	<p>1.i Malnutrition levels among pregnant and lactating women. 1.ii Malnutrition levels among children under 5.</p>		
<p>2.1 100% gross enrolment ratio and gender equity in enrolment, retention and completion achieved in basic education by 2010 in the most deprived districts.</p>	<p>2.i Gross enrolment ratio in basic education. 2.ii GPI in basic education. 2.iii Completion rates in basic education.</p>		
<p>3.1 Increased productive capacity for sustainable livelihoods, especially in the most deprived districts by 2010.</p>	<p>3.i Percentage increase in district assembly budgets for school feeding and day care and pre-schools.</p>		



**ANNEX II: MATRIX OF RESULTS AND RESOURCES OF THE COUNTRY PROGRAMME ESTABLISHED FOR GHANA 10418.0 (2006–2010)**

Results hierarchy	Performance indicators	Risks and assumptions	Resources required
<p><b>Country Programme Outcomes</b></p> <p>1. Reduced level of malnutrition among at-risk pregnant and lactating women and children under 5.</p>	<p>1.a Percentage of pregnant women gaining up to 12.5 kg during pregnancy.</p> <p>1.b Percentage of lactating women with body mass index &lt;18.5.</p> <p>1.c Percentage of children under 5 who are underweight.</p> <p>1.d Pregnant and lactating women's awareness and application of good nutritional practices.</p>	<p>1. "Make Ghana Free of Malnutrition" becomes official Ministry of Health policy, supported from national budget.</p>	<p>Basic component outcome 1 – US\$5,714,475.</p>
<p>2. Improved attendance and completion rates among schoolchildren in grades P1 to P6 and girls in JSS1 to JSS3.</p>	<p>2.a Annual percentage change in absolute enrolment.</p> <p>2.b GPI for absolute enrolment in WFP target schools.</p> <p>2.c Gender-specific attendance rate for PS and JSS.</p> <p>2.d Gender-specific completion rate and GPI for PS and JSS.</p> <p>2.e Teachers' perception of children's ability to concentrate and learn in school as a result of school feeding.</p>	<p>2.i Government, with Ministry of Education, Youth and Sports as main partner, has adequate institutional mechanisms and human and financial resources at the national, regional and district levels for implementation and coordination of school feeding programmes.</p>	<p>Basic component outcome 2 - US\$10,534,455.</p>






**ANNEX II: MATRIX OF RESULTS AND RESOURCES OF THE COUNTRY PROGRAMME ESTABLISHED FOR GHANA 10418.0 (2006–2010)**

Results hierarchy	Performance indicators	Risks and assumptions	Resources required
<p>3. Improved national capacity to implement and scale up supplementary feeding and on-site school feeding programmes.</p>	<p>3.a National, regional and district/community budgetary allocations to SFHNE and SBE programmes against WFP contribution.</p> <p>3.b Share of VAM-identified vulnerable communities with government supported SFHNE and SBE programmes.</p>	<p>3.i The decentralization process advances fast enough to allow local governments to implement food-aid activities and coordinate development packages.</p> <p>3.ii Government and WFP establish a strong institutional framework for CP management and oversight.</p>	
<p>4. Increased demand for domestic farm produce in response to newly created school feeding market requirements.</p>	<p>4.a Tonnage and monetary value of food commodities procured locally by WFP.</p> <p>4.b Number of farmers/farmers' groups supported through local purchase.</p> <p>4.c Percentage of food procured by contracted processors from small farmers' associations.</p> <p>4.d Farm household revenues from produce sales to the local food-procurement initiative.</p>	<p>4.i Cash resources are available to the country office to procure food locally.</p> <p>4.ii TechnoServe is able to link farmer associations with local food processors.</p> <p>4.iii Increased demand for farm produce will contribute to increasing farm household incomes.</p>	
<p><b>Country Programme Outputs</b></p> <p>1.1. Participation of target population in food-supported nutrition intervention.</p>	<p>1.1.a Number pregnant and lactating women receiving dry rations.</p> <p>1.1.b Number of children receiving wet rations.</p> <p>1.1.c Micronutrient-fortified food distributed (mt).</p> <p>1.1.d Number of health centers in programme.</p> <p>1.1.e Number of women enrolled in health centers.</p>	<p>Timely food delivery and distribution.</p> <p>Government commitment to attain MDG outcomes continues to be a national priority.</p> <p>Complementary resources and support from other partners are available.</p>	<p><b>Country office monitoring plan</b></p> <p>One logframe per component.</p> <p>One baseline study per component.</p> <p>Two annual data-collection exercises at joint WFP/Gov. sentinel sites per component.</p>



**ANNEX II: MATRIX OF RESULTS AND RESOURCES OF THE COUNTRY PROGRAMME ESTABLISHED FOR GHANA 10418.0 (2006–2010)**

Results hierarchy	Performance indicators	Risks and assumptions	Resources required
 <p>1.2. Staff and community capacity built and strengthened.</p>	<p>1.1.f Number of children enrolled in health centers and pre-schools.</p> <p>1.1.g Number of health and nutrition education sessions offered per health centre per month.</p> <p>1.1.h Number of women participating in health and nutrition education sessions.</p> <p>1.1.i Number of pre-schools transformed into kindergartens under GES per year.</p> <p>1.1.j Number of children enrolled in daycare centers and pre-schools.</p> <p>1.2.a Number of GHS staff trained in growth monitoring and HIV/AIDS prevention.</p> <p>1.2.b Number of community members and centre attendants trained and qualified in growth monitoring, record keeping etc.</p>	<p>WFP makes available the staff, logistics and M&amp;E required for the success of the community-based approach.</p>	<p>Two annual consolidated M&amp;E reports per component in July and Dec. – joint WFP/Gov. – to feed into SPR.</p> <p>Yearly component performance review.</p> <p>One mid-term RBM-compliant evaluation mission, including RBM follow-up survey per component.</p> <p>One final evaluation of entire CP.</p>
<p>2.1. Food provided to schoolchildren.</p> <p>2.2. Food provided to families as incentive to send girls to school.</p>	<p>2.1.a Number of primary schoolchildren having received wet rations.</p> <p>2.1.b Food distributed for wet rations (mt).</p> <p>2.1.c Number of schools participating in school feeding programme.</p> <p>2.2.a Number of girls in P4 to JSS3 having received dry rations.</p> <p>2.2.b Food distributed for dry rations (mt).</p> <p>2.2.c Number of schools in girl-child education programme targeted by WFP.</p>		

**ANNEX II: MATRIX OF RESULTS AND RESOURCES OF THE COUNTRY PROGRAMME ESTABLISHED FOR GHANA 10418.0 (2006–2010)**

Results hierarchy	Performance indicators	Risks and assumptions	Resources required
2.3. Staff and community capacity built and strengthened	2.3.a Number of GES staff trained in monitoring and HIV/AIDS prevention. 2.3.b Number of PTA/SMC members and head teachers trained in school feeding management and record keeping etc.		
3.1. Beneficiaries participating through district assembly members in planning, implementing, monitoring and evaluating programme activities.	3.1.a Target communities' involvement in DC/PS; quantity and value of local contributions. 3.1.b Target communities' involvement in school feeding; quantity and value of local contributions to canteens. 3.1.c District assembly members and district coordinating directors trained with capacity for food procurement, management and distribution. 3.1.d Number of feeding days covered by government/community contributions for supplementary feeding.		
4.1. Increased demand for farm produce through local procurement.	4.1.a Food commodities procured locally by WFP (mt). 4.1.b Farm produce procured locally by contracted WFP suppliers (mt). 4.1.c Total produce sales by targeted farmers' groups to the local food procurement initiative.		



**ANNEX III**

<b>BUDGET PLAN FOR COUNTRY PROGRAMME — GHANA 10418.0 (2006–2010) (Basic Components)</b>			
	<b>Component 1</b>	<b>Component 2</b>	<b>Total</b>
Food commodities (mt)	11 662	18 288	<b>29 950</b>
Food commodities (value)	5 022 484	9 461 948	<b>14 484 432</b>
External transport	488 791	766 508	<b>1 255 300</b>
LTSH (total)	0	0	<b>0</b>
LTSH (cost per mt)	0	0	<b>0</b>
ODOC	203 200	306 000	<b>509 200</b>
<b>Total DOC</b>	<b>5 714 475</b>	<b>10 534 455</b>	<b>16 248 932</b>
DSC <sup>1</sup>			<b>1 057 590</b>
ISC <sup>2</sup>			<b>1 211 456</b>
<b>Total WFP costs</b>			<b>18 517 978</b>
<b>Government contribution</b>	<b>6 169 615</b>	<b>10 539 575</b>	<b>16 709 190</b>

<sup>1</sup> The DSC amount is an indicative figure for information purposes. The annual DSC allotment for a country programme is reviewed and set annually following an assessment of DSC requirements and resource availability.

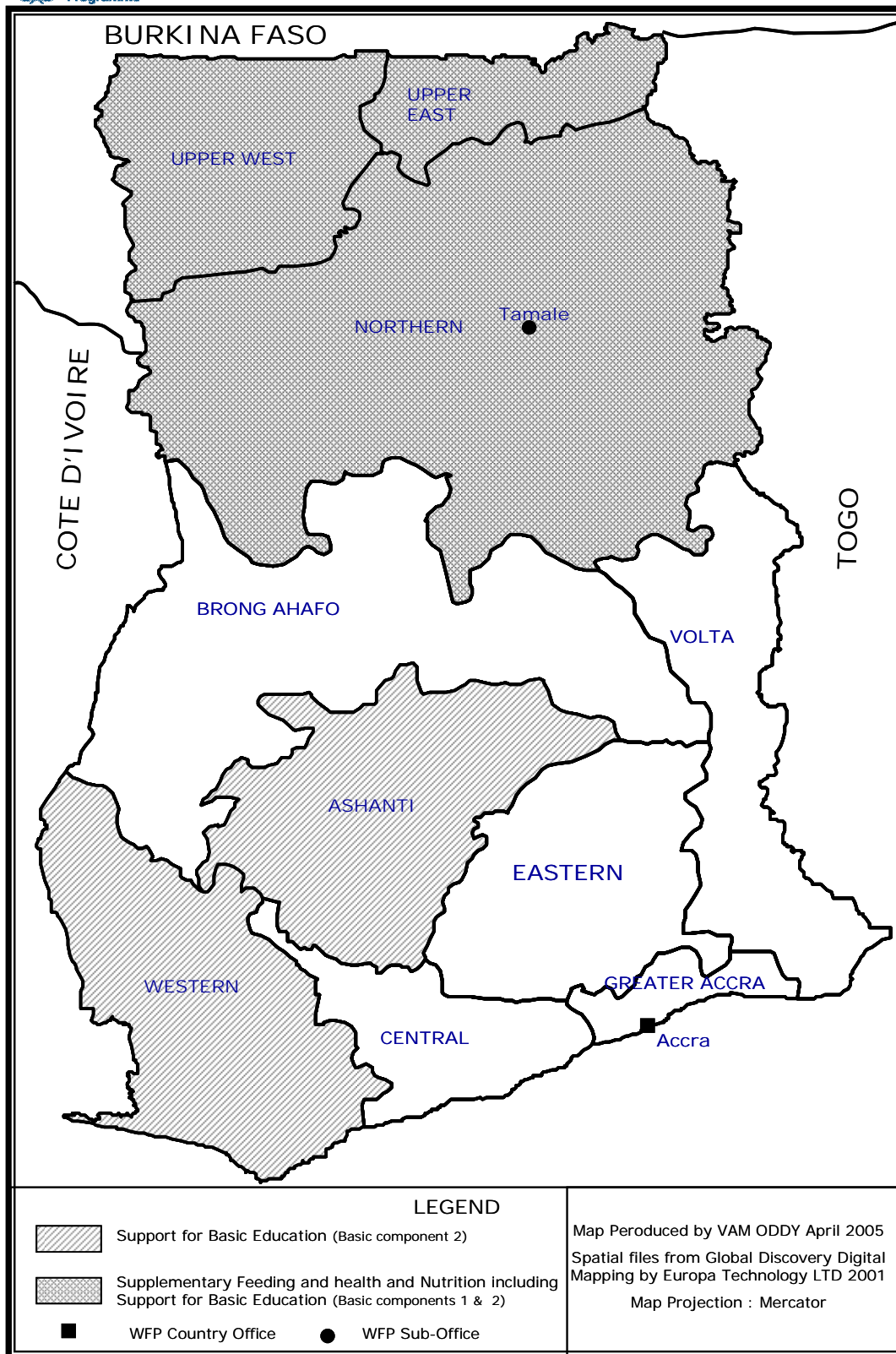
<sup>2</sup> The ISC rate may be amended by the Executive Board during the period covered by the country programme.



ANNEX IV



GHANA: COUNTRY PROGRAMME 2006-2010



The designations employed and the presentation of material in this map do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.



## ACRONYMS USED IN THE DOCUMENT

ATSC	activity technical steering committee
CBO	community-based organization
CCA	Common Country Assessment
CSB	corn-soya blend
CHNC	community health and nutrition centre
CP	country programme
DC/PS	day care/pre-school
DOC	direct operational costs
FAO	Food and Agriculture Organization of the United Nations
FASDEP	Food and Agriculture Sector Development Policy
FFW	food for work
GES	Ghana Education Service
GHS	Ghana Health Service
GPI	gender parity index
GPRS	Growth and Poverty Reduction Strategy
JSS	junior secondary school
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MOU	memorandum of understanding
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
NPO	national programme officer
PTA	parent-teacher association
RBM	results-based management
SBE	Support for Basic Education
SFHNE	Supplementary Feeding, Health and Nutrition Education
SMC	school management committee
SP	Strategic Priority
SPR	standard project report
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WHO	World Health Organization

