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COUNTRY PROGRAMMES

Agenda item 8

For approval

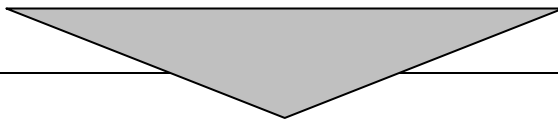
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COUNTRY PROGRAMME—GHANA (2001–2005)

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Note to the Executive Board



This document is submitted for approval by 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.

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Executive Summary

Ghana is a low-income, food deficit country (LIFDC) with an estimated population of 18.4 million, growing at an annual rate of 2.5 percent (Census, October 2000). The UNDP's Human Development Report for 2000 ranked Ghana 129th out of the 174 countries assessed. The country's per capita gross national product (GNP) is US\$390, which is below the average for sub-Saharan Africa and below the US\$530-per-person average GNP for all low-income countries.

The Country Programme (CP) document, presenting a programme of activities for the period 2001–2005, is based on the Country Strategy Outline (CSO) for Ghana, which was reviewed and endorsed by the Executive Board in May 2001. (The Executive Summary of the CSO is attached as Annex I.) The overall goal of the CP is to strengthen the capability of hungry poor households (especially women, children and girls) in the northern savannah regions to take charge of their own development and withstand external economic shocks and natural disasters.

WFP is reducing its current programme cycle by two years in order to harmonize and synchronize it with that of the Government and other United Nations agencies in Ghana (2001–2005). Consistent with the 1999 Common Country Assessment (CCA) for Ghana and the second United Nations Development Assistance Framework (UNDAF), the CP identifies inadequate access to basic social services (especially in education and health) and opportunities for sustainable income, employment and personal development among poor vulnerable groups as priority areas for food aid development intervention in the 2001–2005 CP. Accordingly, this CP focuses on three main outcomes:

- improved health status among the targeted—vulnerable mothers and children—through improved health and nutrition practices;
- increased gender equity in terms of access to and completion of basic education, through increased enrolment and attendance rates for girls; and
- improved rehabilitation/creation and maintenance of assets that provide secure and sustainable livelihoods, through rehabilitation/conservation of the natural resource base.

In accordance with decision 1999/EB.A/2, WFP focuses its development activities on five objectives. This CP addresses objectives 1, 2 and 5 of the Enabling Development policy strategic objectives: (i) enable young children and expectant and nursing mothers to meet their nutritional and nutrition-related health needs; (ii) enable poor households to invest in human capital through education and training; and (iii) enable poor households that depend on degraded natural resources for their food security to make a shift to more sustainable livelihoods.

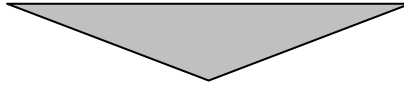
WFP assistance will focus on improving the nutritional status and health of expectant and nursing mothers and malnourished children and their mothers; increasing access to basic



education for girls; and reducing environmental degradation and producing sustainable livelihoods for target communities in the savannah areas. It will be concentrated in the three northern savannah regions of the country, where development problems are exacerbated by a high degree of household poverty and food insecurity. The CP also highlights contingency planning and disaster mitigation, spearheaded by WFP, as a collective function for the United Nations in Ghana. It targets an estimated 482,000 beneficiaries over the five-year period. HIV/AIDS awareness will be mainstreamed in all basic activities. In addition, a supplementary activity to increase awareness of HIV/AIDS and to provide care, support and income-earning opportunities for people living with HIV/AIDS, has been included.

For the proposed Ghana CP covering the period 2001–2005, the Executive Director requests that the Executive Board approve, subject to the availability of resources, US\$15.3 million, representing all basic direct operational costs (DOC) and endorse an estimated US\$4.7 million for supplementary activities (excluding internal transport, storage and handling [ITSH]).

Draft Decision



The Board approves the Country Programme for Ghana (2001–2005)
(WFP/EB.3/2001/8/5).



STRATEGIC FOCUS OF THE WFP COUNTRY PROGRAMME

1. The Government of Ghana's Development Strategy for Poverty Reduction (DSPR), with which all government and partnership programmes should conform, aims at reducing the incidence of extreme poverty (lower poverty line) from 27 percent in 1999 to below 20 percent in 2004, and to reduce poverty (upper poverty line) levels in the Upper West, Upper East, Northern and Central Regions, which stood at 70 percent in 1999, to the current national average of 40 percent by 2010. In this context, therefore, WFP's mission in Ghana is to help poor, food-insecure communities in the three northern savannah regions to reduce their chronic short-term hunger and thereby contribute to the national goal of eliminating poverty. Thus the overall goal of WFP's Country Programme 2001–2005 is to strengthen the capability of food-insecure households in the northern savannah regions, and especially women, children and girls, to meet their food and nutrition needs on a sustainable basis and withstand external economic shocks and natural disasters, while addressing gender and regional imbalances and HIV/AIDS. The intended outcomes of the CP are:
 - improved health status among the targeted—vulnerable mothers and children—through improved health and nutrition practices;
 - increased gender equity in terms of access to and completion of basic education, through increased enrolment and attendance rates for girls; and
 - improved rehabilitation/creation and maintenance of assets that provide secure and sustainable livelihoods, through rehabilitation/conservation of the natural resource base.
2. The Ghana CP addresses objectives 1, 2 and 5 of the Enabling Development policy strategic objectives: (i) enable young children and expectant and nursing mothers to meet their nutritional and nutrition-related health needs; (ii) enable poor households to invest in human capital through education and training; and (iii) enable poor households that depend on degraded natural resources for their food security to make a shift to more sustainable livelihoods. An overview of the CP goals, objectives and outcomes is shown in the logical framework in Annex II.
3. In pursuing these objectives, WFP will focus on three key areas: improved nutrition of expectant and nursing mothers and moderately and severely malnourished children and their mothers, and increased capability of mothers/poor households in the most food insecure districts and communities to feed and care for their children; increased investment in girls' education; and the creation, rehabilitation, maintenance and management of sustainable assets to reduce environmental degradation and produce sustainable livelihoods for target communities in the savannah region. Guiding principles for the implementation of activities are community involvement and empowerment; gender mainstreaming and the participation of women in all decision-making processes; HIV/AIDS-awareness-creation in all activities; disaster awareness and management; advocacy on hunger; partnership with the Government and relevant development agencies; and human capacity-building. Gender issues are mainstreamed



into all activities, and more than 60 percent of the CP's beneficiaries will be girls or women. The CP addresses women's basic needs through improved health and nutrition for them and their children and by facilitating equal access to resources, education and training, employment and productive assets.

4. In the proposed CP, these actions will be carried out in the framework of three basic activities in which WFP food resources will be combined with non-food resources: Supplementary Feeding, and Health and Nutrition Education (SFHNE); Girls' Education in the Northern Savannah (GENS); Savannah Resource Management Programme (SRMP) and, pending availability of resources, a supplementary activity, Food Security and HIV/AIDS, that will provide support at national and community levels for HIV/AIDS awareness and for HIV/AIDS-infected and -affected households.
5. The targeting of WFP activities is based on a chronic vulnerability assessment, carried out in November 2000 and April 2001, which includes factors such as food insecurity, proneness to disasters, poverty, health, girls' share of the school population, and HIV/AIDS prevalence. This has confirmed that the incidence of absolute poverty is highest in the Upper West, Upper East and Northern Regions and that the burden of poverty falls disproportionately on food crop farmers, a large proportion of whom are women. WFP assistance will thus continue to be concentrated in the northern savannah regions.

PROGRAMME OF COUNTRY ACTIVITIES

Country Programme Resources and Preparation Process

6. WFP is reducing the duration of its current programme cycle by two years so as to synchronize it with that of the Government (2001–2005) and other United Nations agencies in Ghana. WFP assistance is now, and will continue to be, concentrated in the three northern savannah regions, where absolute poverty and food insecurity are highest, girls' school enrolment rates are lowest and vulnerability to drought and adverse economic shocks is greatest. WFP's basic resource level is proposed at 35,000 tons (i.e. averaging about 7,000 tons per year) at a direct operational cost of US\$15.3 million. The total number of beneficiaries is estimated at 482,000 over five years. If additional funds become available, they will be used to fund a supplementary activity designed to help raise HIV/AIDS awareness and to assist HIV/AIDS-infected and -affected households, targeting up to 3,000 beneficiaries and their families (with the average family size being five members, total beneficiaries will be 15,000) per year for the four-year period 2002–2005. The food required for this supplementary activity totals 12,272 tons, equivalent to some US\$4.7 million in direct operational costs for four years.
7. The activities envisaged in the CP are shown in the table below:



RESOURCE ALLOCATION FOR THE BASIC AND
SUPPLEMENTARY ACTIVITIES, 2001–2005

Activity	Quantity of commodities (tons)	Distribution by activity (%)	Number of beneficiaries	Female participants (%)
Basic Activity 1: Supplementary Feeding, and Health and Nutrition Education	16 150	46	192 000	69
Basic Activity 2: Girls' Education in the Northern Savannah	13 334	38	148 000	100
Basic Activity 3: Savannah Resource Management Programme	5 552	16	142 000	50
Total Basic Activities	35 036	100	482 000	73
Supplementary Activity: Food Security and HIV/AIDS	12 272		60 000	50
Total Country Programme	47 308		542 000	70

8. Preparation of the 2001–2005 CP has been carried out through a consultative and collaborative process involving all stakeholders (the Government of Ghana, local authorities, donors and non-governmental organizations [NGOs]) led by the Ministry of Finance. The CP reflects three of the priorities identified for the United Nations system in Ghana: improved health and nutrition for malnourished women and children; girls' education; and the reversal of environmental degradation, and soil and water conservation and management. The three basic activities will normally operate in tandem. Food-assisted activities will be based on the needs and capacities of very poor and hungry people in a given locality, while giving special consideration to women. Communities will be involved in the planning and implementation of activities, the selection of beneficiaries and the determination of the nature and duration of the interventions. Activity coordinators, other supporting staff, and District Assemblies (DAs) in particular will also ensure that WFP-assisted activities are linked to other ongoing poverty-reduction schemes in their respective areas.
9. The CP will be co-financed by various donor institutions in Ghana. WFP will negotiate and sign Letters of Understanding (LOUs) for food and non-food items with local donor partners. However, most of the co-funding will come from the Government of Ghana and NGOs through operational agreements with implementing partners. The government contribution will cover ITSH and most of the staff costs and CP operational costs at the regional level. Owing to the serious fiscal constraints faced by the Government of Ghana, the WFP office will play a key role in helping to mobilize complementary resources for non-food items through other multilateral and bilateral donors and through NGOs. In keeping with the Government's decentralization policy, greater emphasis will be placed on implementation through local authority structures. The Government of Ghana's direct contribution to the



implementation of the basic programme activities is estimated at approximately US\$3.3 million over the five-year period.

10. Integration of CP activities with those of other United Nations agencies will clearly be necessary to ensure that food, which on its own does not provide a sufficient condition for development, is accompanied by the complementary resources that constitute the necessary conditions for effective implementation of development activities. WFP, in collaboration with the United Nations Disaster Management Team, will also advocate the enhancement of the disaster-response capability of the National Disaster Management Organization (NADMO), to ensure appropriate consideration of the need to bolster the Government's response capacity to disasters and to establish contingency arrangements, involving the Government, the large donors and NGOs. In emergencies and natural disasters, joint assessment and implementation will be carried out together with the Food and Agriculture Organization (FAO), UNHCR, UNICEF, UNDP and the World Health Organization (WHO).

THE COUNTRY PROGRAMME ACTIVITIES

Basic Activity 1: Supplementary Feeding, and Health and Nutrition Education

✦ *Strategic Focus*

11. The SFHNE basic activity addresses Enabling Development policy priority 1, enable children and expectant and nursing mothers to meet their special nutritional and nutrition-related health needs, in line with Ghana's Development Strategy for Poverty Reduction.

✦ *Problem Analysis*

12. Some improvements have been registered in the health status of the population. By contrast, malnutrition rates have not changed significantly over the last decade; indeed, malnutrition remains a serious health problem among children and mothers in Ghana. The most recent vulnerability analysis and mapping (VAM) exercise (April 2001) showed that in the three northern savannah regions, 45 percent of all children were underweight, 8–15 percent were wasted and 47 percent stunted. Malnutrition among women is also a major health problem, particularly during pregnancy. Women suffer from a high level of chronic energy deficiency. Based on the benchmark 18.5 body mass index (BMI), it is estimated that 11 percent of women have low BMI values. Women aged between 15 and 24 are more likely to fall below the 18.5 BMI benchmark, and rural women are particularly affected. Anaemia affects 69 percent of expectant mothers, and severe anaemia affects 10 percent of pre-school children. Sixty-five percent of children suffer from vitamin-A deficiency, and nursing mothers record low serum retinol levels. UNICEF/WHO surveys show that the maternal



mortality rate, particularly in the northern part of Ghana, is as high as 740 per 100,000 live births.¹

13. Inadequate food intake and frequent infections (in particular malaria and diarrhoea) are the main causes of malnutrition in Ghana, especially in the three northern savannah regions. However, inadequate mother and child care, high levels of poverty and high illiteracy, particularly among women, also contribute significantly to malnutrition. This situation is exacerbated by the poor state of the health infrastructure. District health services are constrained by insufficient health centres and inadequate resources, and staff who tend to be overworked, underpaid, poorly motivated and insufficiently trained.

📌 **Objectives and Intended Outcomes**

14. The long-term objective of this activity—congruent with one of the three outcomes of the CP—is improved health status among the targeted vulnerable mothers and children through improved health and nutrition practices.
15. The immediate objectives of the activity are:
 - improved nutritional status of vulnerable groups and increased capability of mothers/poor households to feed and care for their children properly;
 - higher recovery rates of severely malnourished children; and
 - improved skills in areas of health and nutrition among health workers, volunteers and traditional birth attendants.
16. Health and nutrition education, and training in income-generating activities, will be intensified in order to ensure that mothers receive appropriate knowledge and skills in family and community child-care practices. The knowledge acquired will ensure that mothers know how to feed and care for their children properly, even after project phase-out.

📌 **Role and Modalities of Food Aid**

17. Food aid will play a crucial role in reducing severe malnutrition among under-5 children and reversing the effects of the transitory hunger of children, expectant and nursing mothers and mothers of malnourished children. WFP's assistance will serve as a nutritional supplement to malnourished pre-school children attending community health and nutrition centres and as an incentive to expectant and nursing mothers to attend health and nutrition training sessions.

📌 **Implementation Strategy**

18. The activity will continue to be coordinated at the national level by the National Activity Coordinator (NAC) and at least two assistants appointed by the Ministry of Health's Nutrition Unit. It will be implemented and monitored by Regional and

¹ UNICEF Master Plan of Operations 2001–2005.



District Health Officers (R/DHOs) in collaboration with the DAs and other potential partners. Communities will be expected to play a lead role in the implementation process through Community Management Committees (CMCs). Women's active participation in the CMCs will be encouraged, thereby enhancing women's decision-making role in the programme and in the income-generating activities and other health-related education. The nutrition education sessions will also be used as a vehicle for HIV/AIDS-awareness training. UNICEF, the World Bank, WHO and the United States Agency for International Development (USAID) are providing assistance to improve the quality of health service delivery through programmes that will build capacity through training, and will provide essential equipment and logistical support for the management of common maternal and childhood diseases. The World Bank is also providing support for adults, particularly women, to become literate and acquire functional skills.

Beneficiaries and Intended Benefits

19. A total of 120,000 children between 6 months and 5 years will benefit from the activity (24,000 annually) by receiving two cooked meals a day. An additional 72,000 (14,400 per year) expectant and nursing mothers (cut-off point six months after delivery) and mothers of malnourished children will receive a take-home ration during the lean season only. The proportion of expectant mothers registered before their 12th week of pregnancy will be increased by 5 percent per year. The proportion of targeted children regularly participating in the supplementary feeding, growth monitoring and immunization programmes will be increased by 5 percent per year. Intended benefits will include access to health and nutrition centres, immunizations, pre-school education for the children, income-generating activities for the mothers and other health-related education, including HIV/AIDS-awareness to parents.

Support, Coordination and Partnerships

20. A WFP National Programme Officer (NPO) will collaborate with the NAC counterpart and, together with the United Nations Volunteer (UNV) based at Tamale, her/his assistants and the R/DHOs, will implement the activity. WFP will seek complementary resources to organize workshops for: (i) about 1,500 health workers, volunteers and traditional birth attendants in nutrition, weaning practices, hygiene and sanitation, safe motherhood and sexually transmitted diseases, including HIV/AIDS; and (ii) training of health staff in data collection, health education and communication with beneficiaries. The Ministry of Health (MOH), NGOs and other implementing partners (e.g. UNICEF and WHO) will continue to support community-based supplementary feeding activities by assisting in the planning and funding of health and nutrition centres and equipment. The DAs, in line with the decentralization process, will supervise the District Health Management Teams for effective coordination.

Monitoring Arrangements

21. A community-based monitoring system will ensure that monitoring is carried out with community participation, with indicators established using the logical framework



methodology. The presence of DA members and unit committees (which report to the DA and are responsible for development planning and management at the community level) will be an advantage for community-based monitoring. The MOH and implementing NGO partners will be responsible for data collection on food distribution. Quarterly Progress Reports (QPRs) and Project Implementation Reports (PIRs), based on data from the health centres, will be prepared by the NAC and submitted to MOH, the Ministry of Finance (MOF) and WFP as they become due.

✦ **Cost Estimate**

22. The activity will require 9,305 tons of rice, 2,795 tons of beans, 1,400 tons of sugar, 1,400 tons of oil and 1,250 tons of white maize (in total: 16,150 tons) at an estimated cost of US\$7,243,737, including ocean freight and superintendence. The government contribution to this activity is estimated at US\$1,313,000, including ITSH.

Basic Activity 2: Girls' Education in the Northern Savannah

✦ **Strategic Focus**

23. The basic activity of Girls' Education in the Northern Savannah addresses Enabling Development policy objective 2: enable poor households to invest in human capital through education and training.

✦ **Problem Analysis**

24. Basic education for children, which in Ghana comprises primary education (grades 1–6) and junior secondary education (grades 7–9), continues to face problems of access and quality throughout the country. Between 1987 and 1997, gross enrolment rates at primary schools dropped from 75.5 to 72.5 percent. The gender gap in primary enrolment, though it improved slightly during the same period, persists. However, in the Northern Savannah rural areas, only 67 percent of eligible boys and 62 percent of girls are enrolled in primary school, rates that are substantially below the national average. Primary school attendance rates are roughly 37 and 35 percent for boys and girls, respectively.² Furthermore, the net enrolment ratio in junior secondary school (JSS) is significantly lower for girls compared with boys, owing to a number of poverty-related socio-economic factors, including early pregnancies and the increased labour and economic value (i.e. bride-wealth) of adolescent girls. Women in the three northern savannah regions with higher illiteracy rates (85 percent) not only have limited access to land, credit and agricultural inputs, but also face more socio-cultural constraints than do women in other regions.

² Ghana Living Standards Survey (GLSS), 2000.



📌 **Objectives and Intended Outcomes**

25. The long-term objective of this activity—congruent with one of the three outcomes of the CP—is increased gender equity in terms of access to and completion of basic education, through increased enrolment and attendance rates for girls.
26. The immediate objectives of the activity are:
 - increased enrolment of girls, increased school attendance and reduced drop-out record of girls; and
 - reduced disparity between boys' and girls' enrolment rates in school.
27. The activity is expected to empower parents by helping them maintain viable institutional mechanisms at the community level (e.g. parent-teacher associations, school management committees and income-generating activities) and to become motivated to and capable of continuing to send their daughters to primary school and JSS, and ensuring their regular attendance. It is also envisaged that the combination of increased school attendance and improved food security at the household level will contribute to strengthening the girls' learning capacity. Further, in conjunction with the SFHNE activity, it will also aim to improve child nutrition practices.

📌 **Role and Modalities of Food Aid**

28. Food aid will serve as an incentive (in the form of take-home rations) to beneficiary households to enrol their girls in primary and JSS and to maintain the girls' regular attendance. Each girl pupil will receive monthly rations of 8 kg of cereals and 2 litres of vegetable oil as long as she attends at least 85 percent of school days every month.

📌 **Implementation Strategy**

29. The Ghana Education Service (GES) under the Ministry of Education (MOE) will continue to implement the activity. The services of the full-time NAC, two assistant coordinators and additional support from the Girls' Education Unit of MOE will continue to be available. Regional and District Girls' Education Officers (R/DGEOs) will be in charge of the regions and districts, respectively, in consultation with DAs. Assistance will also be sought from other partners (e.g. the Ministry of Food and Agriculture [MOFA], FAO, UNESCO, UNICEF, WHO and bilateral donors) for the provision of teaching materials, boreholes and deworming and the development of income-generating activities, as part of the exit strategy. WFP will continue to support actions by R/DGEOs to raise the awareness of community leaders and parents on the importance of girls' education. The activity will seek to involve the populations concerned more closely in the management of schools and to ensure that girls are given equal access to schooling.

📌 **Beneficiaries and Intended Benefits**

30. On average, 29,600 pupils per year will benefit from the take-home ration over the CP period. Approximately two thirds and one third of the beneficiaries will be primary



and JSS girls, respectively. Intended benefits include an increase in enrolment and retention rates and the improved eligibility of girls for JSS schooling, and thus increased access to further education and vocational training, leading to enhanced income-earning ability.

✧ *Support and Coordination*

31. A WFP National Programme Officer will work closely with the NAC counterpart in activity implementation, together with the UNV at Tamale for field monitoring. In each district, a DGEO, together with the DAs, will be responsible for preparing monthly distribution plans and overseeing community mobilization and training for teachers and community members.
32. In line with the recommendations of the mid-term evaluation of the CP, WFP will establish partnerships with UNESCO, UNICEF, Adventist Development and Relief Agency (ADRA), Catholic Relief Services (CRS), Canada International Development Agency (CIDA) and Japan International Cooperation Agency (JICA) and possibly others, in support of improved education delivery: teacher and school committee training; provision of drinking-water, sanitation facilities and classrooms; and provision of equipment and learning materials. The Programme will work with UNFPA in the areas of HIV/AIDS and reproductive health in schools; with WHO for the provision of deworming tablets; and with FAO for the provision of technical assistance for income-generating activities. DAs will be part of the coordination and management structure. Potential and modalities for collaboration with other major actors in school feeding interventions, CRS and ADRA, will continue to be explored. The details will be outlined in the activity summary.

✧ *Monitoring Arrangements*

33. The logical framework will provide the monitoring indicators. SMCs will form part of the monitoring arrangements at the community level. Active participation of women will be encouraged on the committees. MOE will undertake food monitoring and prepare and submit QPRs and PIRs to MOE/GES, MOF and WFP. Joint monitoring and technical review missions will be undertaken with UNESCO, UNFPA, UNICEF and WHO to assess the efficiency and effectiveness of joint programming.

✧ *Cost Estimate*

34. The activity will require 10,666 tons of white maize and 2,668 tons of vegetable oil (in total: 13,334 tons), at an estimated cost of US\$6,018,837, including ocean freight and superintendence. The government contribution to this activity is estimated at US\$1,260,000, including ITSH.



Basic Activity 3: Savannah Resource Management Programme

📌 *Strategic Focus*

35. The SRMP activity will address Enabling Development policy objective 5: enable poor households that depend on degraded natural resources for their food security to make a shift to more sustainable livelihoods. As this will involve asset-creation, the activity has a linkage also to the Enabling Development policy objective 3.

📌 *Problem Analysis*

36. The livelihoods of the vulnerable in the northern savannah regions depend to a large extent on woodland resources—which are the foundation for agricultural production as well as the source of fuelwood for domestic use—and on non-timber products such as sheanuts, vines, straw and other fibres for local handicraft production. However, the capacity of the woodlands to support rural livelihoods has been greatly reduced by traditional farming and hunting activities and by the collection of fuelwood, all of which have degraded the environmental base on which rural inhabitants depend and thus increased the inhabitants' vulnerability to food insecurity. This deforestation has the compound effect of depleting surface and sub-surface water resources, thereby reducing soil fertility and making the affected areas more subject to droughts, excessive erosion and consequent sedimentation/siltation of river channels when floods occur.
37. Food insecurity, whether chronic or transitory, is a concomitant of poverty. Recent studies indicate that about 58 percent of food crop farmers,³ with even higher densities in the three northern savannah regions, are food insecure—a situation that is aggravated by the recurrence of natural disasters and external economic shocks, which often lead to severe population distress. Concentrated mainly in the Upper West, Upper East and Northern Regions, these households endure severe seasonal food shortfalls between March and August. This is mainly owing to the inadequacy of their rainy-season agricultural production, which in turn is the result of dwindling and unreliable rainfall, shifting cultivation, reduced soil fertility and high population growth.

📌 *Objectives and Intended Outcomes*

38. The long-term objective of this activity—congruent with one of the three outcomes of the CP—is improved rehabilitation/creation and maintenance of assets that provide secure and sustainable livelihoods, through rehabilitation/conservation of the natural resource base.
39. The immediate objectives of this activity are:
- increased number of household- or community-owned assets created or rehabilitated (tree and plant nurseries, agro-forestry plantations, soil and water

³ GLSS, October 2000.



- management structures, etc.) to help build up or rehabilitate the natural resource base and increase food production;
- the establishment of appropriate institutional mechanisms through which communities and district authorities can manage and maintain the assets created;
 - the sensitization of target communities in the areas of environmental conservation and HIV/AIDS; and
 - secured access to training in community sensitization and mobilization and in the management and evaluation of the activity (planning seminars, training of monitors and implementing partners, etc.).

📌 ***Role and Modalities of Food Aid***

40. Food aid will be used as an incentive for rural poor households to invest their time and resources in adopting new forestry management and agro-forestry practices. It will also serve as a food supplement to raise human energy levels to the minimum daily requirement for food-for-asset (FFA) labour.

📌 ***Implementation Strategy***

41. The Ministry of Lands, Forestry and Mines (MLFM) will implement the SRMP within the context of the overall Natural Resource Management Programme, coordinated in partnership with the World Bank and Danish International Development Assistance (DANIDA). The DAs will be partners at the district level. CMCs will be established to facilitate beneficiary participation. Activities will be carried out during the lean season, ensuring that participation does not interfere with beneficiaries' normal agricultural calendar. The SRMP Technical Working Committee will also include key NGOs that have signed Operational Agreements (OAs) with the DAs and MLFM.

📌 ***Beneficiaries and Intended Benefits***

42. The project will benefit about 142,000 people, about half of whom will be women and will receive at least 25 percent of the assets created, in particular improved agricultural land and the fuelwood produced on community woodlots. At the end of the activity, participating communities should have in their possession assets that enable them to harvest, control and conserve their soil, water and forest resources: increased fuelwood supplies and reduced dependence on dwindling forest resources; wooden poles for domestic use and the market; and increased food production through improved soil and water management techniques. Viable institutional mechanisms for the management and maintenance of these assets should also have been put in place at the household and community level, with strong support and backstopping from the DAs. Both household- and district-level technical and administrative personnel will have received appropriate training to this end.



✧ **Support and Coordination**

43. WFP will provide support for planning and activity appraisal to the DAs in line with the standard project manuals for FFA. Efforts will be made to reinforce asset maintenance through the creation and strengthening of institutional mechanisms at the community level for this purpose. MLFM will coordinate the project (and the activities of all NGO/community-based organization [CBO] implementing partners), in partnership with the World Bank and DANIDA.

✧ **Monitoring Arrangements**

44. All stakeholders participating in the activity will jointly develop a results-based monitoring and evaluation strategy. A National Programme Officer and one programme assistant will be responsible for field monitoring by WFP. MLFM will ensure that DAs and NGO implementing partners monitor activities and submit QPRs and PIRs to MLFM, MOF and WFP. A mid-term review will be undertaken, and a terminal review will be carried out in the final year of the CP.

✧ **Cost Estimate**

45. The activity will require 4,952 tons of white maize, 300 tons of vegetable oil and 300 tons of beans (in total: 5,552 tons), at an estimated cost of US\$2,025,168, including ocean freight and superintendence. The government contribution to this activity is estimated at US\$769,000, including ITSH.

Support Activities

46. The following support activities are planned during the CP:
- Contingency planning in support of the Government of Ghana and WFP activities, jointly with other United Nations partners, including UNHCR, UNICEF and WHO, to foresee and react swiftly to unfolding emergencies. Funding for this task is estimated at US\$10,000.
 - Advocacy on hunger with the aim of securing food resources and NFIs to match WFP's food support.
 - Assistance to the country office in targeting food aid. VAM will be carried out with the assistance of VAM specialists, who will be engaged twice during the CP period. An estimated US\$10,000 will be required from the direct support cost (DSC) allocation to support this activity.

Key Issues, Assumptions and Risks

47. Important assumptions regarding this CP are as follows:
- Despite joining the Heavily Indebted Poor Country (HIPC) Debt Initiative, the Government of Ghana will continue to be able to pay ITSH and provide funds for programme supervision, monitoring and reporting, and enable the DAs to carry



- out food haulage, monitoring of activities and mainstreaming of the activities into district programmes.
- The DAs will be able to find resources for training in monitoring and evaluation (M&E) and logistics for DA staff.
 - WFP will be able to overcome the staffing and logistic constraints posed by the increased emphasis on community-based development activities concurrent with ongoing development activities and increased involvement in M&E.
 - The Government of Ghana will create and maintain an institutional framework for CP management and oversight that facilitates effective integration and linkages among CP activities and with other related development activities.
 - Government and donors will secure matching resources and NFIs to complement WFP's food support.

PROGRAMME MANAGEMENT PROCESS

Appraisal

48. The ongoing SFHNE and GENS activities have already been appraised, however they may need to be reviewed in light of their projected expansion in order to ensure coherence, sustainability and linkages with the SRMP. The supplementary activity, Food Security and HIV/AIDS, will be appraised. The review process will include the Government, FAO, UNAIDS, UNFPA, UNESCO, UNICEF, WHO and concerned multilateral and bilateral donors implementing similar activities. The activity reviews will be done immediately after the CP is approved. The reviews will define implementation benchmarks for M&E of the activities during their implementation and provide the basis for the preparation of the activity summaries.
49. A local Activity Review Committee (ARC) will be installed by WFP to undertake a final review of each CP activity. The minutes of the ARC and the revised activity summaries will be submitted to the national Country Programme Management Committee (CPMC), co-chaired by MOF and WFP and with the participation of members drawn from the resident United Nations agencies, donors, line ministries and selected NGOs. Following the clearance of the activity summaries by the regional bureau, the country office will submit the DOC budget component to WFP/HQ. The WFP Country Director will approve each activity after receiving clearance from HQ and the regional bureau.

Programme Implementation

📌 **Country Office Staffing Capacity**

50. In view of the commencement of the SRMP, the increased scale of activities in the northern savannah regions, the distances involved, and the difficulty of access, a programme assistant and three field monitors (as recommended by the mid-term



evaluation) will be recruited under DSC funding (or other direct operational costs [ODOC]) to strengthen the programme management and logistics capacity at Accra and Tamale. A Junior Professional Officer (JPO) with training and experience in M&E will also be sought, and WFP Ghana will request help in meeting the increased logistics needs *inter alia* by the transfer of vehicles from the former regional cluster offices. For effective programme implementation, training will also be required in M&E, logical framework analysis, participatory methods, administration and finance, the WFP Information Network and Global Systems (WINGS) tool and in basic emergency management.

📌 **National Country Programme Management**

51. Following approval of the CP by the Executive Board, WFP will prepare a CP agreement for 2001–2005 to be signed with the Government of Ghana. After each basic activity document is completed, approved and signed by the CD, WFP will prepare an operational contract for each activity that will clearly define the obligations of each party in implementation. The contract shall then be signed by the Minister of Finance for and on behalf of the Government of Ghana, and by the Country Director for and on behalf of WFP.
52. The Ministry of Finance, through its International Economic Relations Division, will be in charge of national-level coordination and, with WFP, will co-chair the CPMC, which will comprise representatives of the implementing ministries/agencies. The CPMC will be responsible for general oversight of the CP and for the establishment and re-assessment of linkages and synergy with other national development programmes; it will meet twice yearly. A technical sub-committee under CPMC will have responsibility for the design, implementation arrangements, monitoring and evaluation of CP activities and of their integration in national development programmes. At the implementation level, the DAs will be the structure for coordination and management. Since donor activities are on the increase at the district level and the technical capacity of the DAs is variable, the Government of Ghana may need to seek assistance for strengthening the latter's capabilities.

📌 **Facilitating the Involvement of Beneficiaries**

53. All CP activities will be planned and executed with a high degree of community involvement. For example, in the supplementary feeding of malnourished children, major emphasis will be placed on community-based supplementary feeding and the development of income-generating activities to resolve the problem of recurrent malnutrition. The broad-based participation of mothers, primary health care workers/volunteers and traditional birth attendants will help to improve feeding practices. School feeding activities will also require a high degree of community commitment and willingness to co-manage the income-generating activities at community schools.
54. Activity committee members and asset maintenance committees will be elected by the communities and will be responsible for activity planning at the community level.



The unit committees and the DA men and women in the beneficiary communities will help mobilize people, including women, and will assist in the formation of CMCs and SMCs for participatory decisions on the activities.

✧ ***Complementary Inputs from the Government and Other Partners***

55. For each CP activity, the Government contribution will be in the form of staff salaries, operational costs, and non-food items. In the GENS activity, the provision of additional teachers, classroom blocks, water supply and sanitation facilities by the Government of Ghana and/or other implementing partners will be a condition for the expansion of WFP's support to girls' education.

✧ ***Food Procurement and Logistics***

56. WFP will ship commodities to the port at Tema. The Government of Ghana, through its various ministries, will pay for ITSH. The DAs in the participating districts will support the transportation of food commodities. The country office will adopt a flexible procurement strategy, buying cereals and pulses locally when funds and surpluses are available and importing in times of drought or scarcity. All local procurement will be put out to tender and selected through the Country Contracts Committee. The Government will continue to arrange for all the necessary tax exemptions and waivers in order to ensure the timely release of the food commodities and their forwarding to the districts. The cost of ITSH from the entry ports or local/regional procurements to the project sites at the district level will continue to be borne by the Government of Ghana.

✧ ***Preparation of Annual Work Plans and Budget***

57. The implementing authority, in consultation with the country office, will prepare annual work plans based on the indicative resource availability figures and operational performance of the CP. Should it become necessary to reallocate resources between activities, CPMC will discuss the matter, taking into consideration VAM information and commodity pipeline reports before a decision is taken.

Exit Strategy

58. For all basic activities it is envisaged that the approach of integrated assistance to specific communities will lead to those communities' becoming self-sufficient. With the various types of assistance provided by WFP and partners, as well as the development of income-generating activities, such a goal can be considered medium term. Once a community has reached a more self-sustainable level (to be determined through surveys), WFP food aid can be redirected to other communities meeting the criteria for assistance. A supplementary activity to assist HIV/AIDS-infected and -affected households will, by its very nature, have a long-term perspective.
59. The long-term strategy for phase-out of WFP assistance coincides with the Government's vision of transforming the country into one with a middle-income



economy by 2020. It is therefore expected that issues of poverty and food insecurity will be resolved, and that WFP assistance can be phased out within this timeframe.

Sustainability

60. The increasing emphasis on community-based development and capacity-building ensures that the communities and people in charge of managing and maintaining the assets created with food support are the genuine authors and owners of those assets, and possess the skills and means necessary to preserve them. The achievements expected from take-home rations for girls in terms of increased enrolment, attendance and success rates will be sustainable only if the activity is carried out long enough for an entire generation of women to have participated in schooling. Educated women will ensure their daughters' equal participation in education, even without receiving food support.

Programme Monitoring and Audit

61. The country office applies results-based management principles and methods for monitoring and evaluating its activities, utilizing the CCA database and the Ghana Living Standards Survey (GLSS) and nutrition surveys. Work targets will be defined in line with UNDAF annual targets. The International Economic Relations Division will be responsible for overseeing the CP's M&E arrangements. The assessment of CP performance will be the responsibility primarily of the Government of Ghana, with the support of the country office. Annual CP reports will be prepared for review by the CPMC, which will also visit activity implementation sites to follow progress. The CPMC will also be fully involved in the CP's mid-term evaluation. Monitoring and reporting routines already exist for the SFHNE and GENS activities. They will be established for the new SRMP as well. The Government of Ghana, through its various ministries, will furnish WFP annually with accounts that have been audited and certified by a qualified external auditor appointed or authorized by the Government.

Supplementary Activities

📌 **Food Security and HIV/AIDS**

62. Concerned about the HIV/AIDS prevalence rate of 4.6 percent (1998 estimate) and the risk that it may increase further, the Government of Ghana has launched a national mass media campaign to promote safe and responsible sexual behaviour. Because of the low level of development and literacy as well as the poor communications infrastructure and low availability of radios and televisions in the northern savannah regions, the population there has limited access to the information provided. Moreover, socio-cultural taboos discourage open discussion of sexuality and reproductive issues among men and women. An activity to assist the Government of Ghana in its efforts to address these and related issues may be developed in the context of the UNDAF, in such a manner as to ensure coherence, synergy and linkages with other CP activities and those of other agencies. Implementation of such an activity will be subject to the availability of bilateral or additional directed multilateral funding.



63. HIV/AIDS-awareness–creation is mainstreamed in all basic activities. Should additional means become available, a supplementary activity specifically tailored to HIV/AIDS-affected people will be implemented. The overall objectives of this activity will be: (i) to improve the household food security of chronically ill persons, orphans and other household members; and (ii) to raise HIV/AIDS awareness and strengthen the coping mechanisms of HIV/AIDS-affected households. This activity will be implemented by NGOs operating in the three northern savannah regions, which are providing poor people affected by HIV/AIDS with testing and counselling services and opportunities for income-generation. The Government of Ghana is expected to cover ITSH costs. In view of the fact that implementing NGOs may lack financial resources, WFP will endeavour to solicit funds to cover partially the other direct operational costs. The supplementary activity will be implemented, over the period 2002–2005, in districts having the highest rate of sero-positive prevalence and will target up to 3,000 chronically ill persons and their households annually. A total of 12,272 metric tons of food aid will be required for this activity, at an estimated cost of US\$4,719,148 including ocean freight and superintendence.

Evaluation

64. The individual activities will be reviewed and evaluated as indicated above. Arrangements for ongoing evaluation will be built into the basic activities and will serve to indicate if corrective action is needed to revise component objectives and outcomes. When an activity is completed, activity completion reports will be prepared. About two years before the presentation of the succeeding CP, i.e. in late 2003, the CP will be evaluated to ensure that it is well focused and that its goals and objectives are still relevant and are being met. This timing will permit evaluation recommendations to be taken into account in the next CSO.

RECOMMENDATION OF THE EXECUTIVE DIRECTOR

65. For the proposed Ghana Country Programme covering the period 2001–2005, the Executive Director requests that the Executive Board approve, subject to the availability of funds, US\$15.3 million, representing basic direct operational costs, and endorse US\$4.7 million for supplementary activities (as per Annex III).



ANNEX I

EXECUTIVE SUMMARY OF THE GHANA CSO (WFP/EB.2/2001/4/4)

Ghana is a low-income, food-deficit country (LIFDC), where agriculture is the main occupation for more than 50 percent of the population. Although the agriculture sector contributed only 10.4 percent of the 1999 national gross domestic product (GDP), it furnished 54 percent of rural household income. The country's per capita gross national product (GNP) is US\$390, and the 2000 UNDP Human Development Report ranked Ghana 129th out of the 174 countries assessed. It has a population of 18.4 million, which is growing at an annual rate of 2.5 percent (Census, October 2000).

A comparison of the Ghana Living Standards Surveys GLSS 3 (1991/92) and GLSS 4 (1998/99) indicates general progress in the reduction of poverty, from 51 percent to 43 percent. Despite this improvement, there are sizeable geographic pockets, particularly in the three northern regions, where the situation has deteriorated. Key poverty indicators related to food security, health and education show that people living in these northern regions are among the most deprived in Ghana. This was also confirmed by a vulnerability analysis and mapping (VAM) exercise undertaken by WFP in November 2000. The extreme poor account for 26.8 percent of Ghanaians. They have incomes of less than the cost of the minimum food basket. The majority of them live in the northern regions, where people endure severe seasonal food shortfalls and intra-household resource distribution frequently disfavours women and children.

Under the next Country Programme (CP) (2001–2005), WFP will continue to contribute to the reduction of poverty and food insecurity in the poorest, most vulnerable areas of the three northern regions and will focus on the needs of the extreme poor, particularly women and children. While WFP's future assistance to Ghana will not differ substantially from that of the current Country Programme, it will, however, change in focus in terms of improving the community and household targeting, increasing beneficiary participation and ensuring a more integrated package of interventions, which will enhance the opportunities of the targeted households to invest in human and physical assets and diversify their incomes. Hence, in accordance with WFP's Enabling Development policy (decision 1999/EB.A/2), WFP resources will be used in support of the following strategic objectives: enable young children and expectant and nursing mothers to meet their special nutritional and nutrition-related needs; enable poor households to invest in human capital through education and training; make it possible for poor families to gain and preserve assets; and enable households that depend on degraded natural resources for their food security to make a shift to more sustainable livelihoods

This Country Strategy Outline (CSO) is based on the second-generation Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) prepared for Ghana. To harmonize it with the programming cycle (2001-2005) of the Government and sister United Nations agencies, WFP is reducing the current CP by two years. Consultations are under way for closer partnering within the United Nations system and with other donors, and such partnerships will be further explored and developed in the process of preparing the next CP.



HIGHLIGHTS OF THE DISCUSSION HELD DURING THE EXECUTIVE BOARD ON THE CSO FOR GHANA

The Board endorsed the CSO. Some representatives observed that the Country Programme had been formulated in the context of the CCA and the UNDAF and that it was consistent with the Government's priorities.

Several representatives praised the effectiveness of the CP's geographical selection, whereby future activities would be concentrated in three regions in the north where poverty was greatest. Further strengthening of vulnerability analysis and mapping (VAM) capacity was urged.

Bearing in mind the resources planned to be made available for the Country Programme, a number of representatives asked whether WFP could support the activities in the social and agriculture sectors. The Secretariat pointed out that the agriculture sector could be supported only if resources permitted and provided that conditions for a satisfactory activity existed.

Some representatives asked why the Country Programme was not being implemented fully. The Secretariat replied that the Government had needed more time than anticipated to make the donor funds available, but that those conditions had now been met.

Some representatives asked whether the beneficiary food basket was balanced and whether food deliveries were being monitored. The Secretariat replied that the food basket was being examined and that the following CP would evaluate the food requirements of local communities. Also, WFP and the Government were jointly and regularly evaluating the monitoring and supervision of products.

Referring to the positive results of the experimental study on alternative HIV/AIDS treatments, one representative suggested that the study be conducted in other countries. The Secretariat informed the representatives that legal questions relating to the patent needed to be resolved first.



COUNTRY PROGRAMME GHANA (2001–2005)—LOGICAL FRAMEWORK SUMMARY

Results hierarchy		Performance indicators	Assumptions and risks
Goal at the national level The central objective of the Government's DSPR is a substantial reduction in the levels of absolute poverty in Ghana through measures that increase capacities and opportunities for all Ghanaians, in particular the poor		A reduction in the incidence of absolute poverty from a level of 27 percent in 1999 to below 20 percent in 2004	The general economic situation will allow the Government to increase investment in the northern savannah regions for poverty reduction.
Goal of the Country Programme Strengthen the capability of food-insecure households in the northern savannah region, especially women, to meet their food and nutrition needs on a sustainable basis and withstand external economic shocks and natural disasters, while addressing gender and regional imbalances and HIV/AIDS		Impact indicators Poverty levels in the northern regions reduced from 70 percent in 1999 to the current national average of 40 percent by 2010 Chronic food insecurity of vulnerable groups in the northern savannah zone reduced, particularly during the lean season	The Government will create and maintain an institutional framework for CP management and oversight that facilitates effective integration and linkages among CP activities as well with other related development activities. Provision of non-food items from different sources is a necessary condition for success. Lack of support from partners in that field may affect CP implementation. The Government will continue to be able to pay ITSH.
Purpose of the Country Programme (= activity-level goals)		CP outcome indicators	Assumptions and risks
1.	Improved health status among the targeted—vulnerable mothers and children—through improved health and nutrition practices	Percentage of normal weight children increased Percentage of children with low birth weight reduced	Adequate financial and technical capacity at the district level Risk: High turnover in government service may result in loss of capacities with the loss of trained staff.



COUNTRY PROGRAMME GHANA (2001–2005)—LOGICAL FRAMEWORK SUMMARY

2.	Increased gender equity in terms of access to and completion of basic education, through increased enrolment and attendance rates for girls	Number of girls enrolled and successfully completing primary and JSS increased	The Government's may be unable to comply with conditions such as providing complementary inputs (classrooms, teaching materials and teachers) to cope with expected increases in enrolment in targeted schools.
3.	Improved rehabilitation/creation and maintenance of assets that provide secure and sustainable livelihoods, through rehabilitation/conservation of the natural resource base	Number of households successfully participating in soil and water conservation and forest management and conservation activities increasing	
Purpose of each CP activity		Activity outcome indicators*	Assumptions and risks
1.1	Improve the household food security and thus the nutritional status of the vulnerable groups (under-5 children, expectant and nursing mothers and mothers of malnourished children) through supplementary feeding	Child underweight rate reduced below 40 percent by 2005 Low birth weight rate reduced to below 13 percent by 2005	Efficient and effective monitoring and reporting system is installed at health and nutrition centres Complementary resources are available for health and nutrition
1.2	Contribute to the rehabilitation of severely malnourished children by increasing their recovery rates	Numbers of mothers repeating the nutrition and health education classes reduced	Lessons from health and nutrition education training complied with at the household level
1.3	Improve the skills of the health workers, volunteers and beneficiaries through health, nutrition and gender training	Prevalence of malnutrition in target communities reduced	
2.1	Increase enrolment of girls at primary schools and JSS Increase school attendance and reduce annual drop-out rate for girls	Girls' enrolment increased by 15 percent yearly and their drop-out rate reduced by 12 percent yearly at primary school and JS levels	Government and donors ability to provide complementary inputs (classrooms, teaching materials teachers, etc.) to the targeted schools





COUNTRY PROGRAMME GHANA (2001–2005)—LOGICAL FRAMEWORK SUMMARY

2.2	Improve girls' learning capacity through regular attendance	Number of girls who graduate at end of primary school and JSS increased	Economic value of take-home ration basket does not change significantly due to falling prices or relative changes in opportunity costs (e.g. wage rates)
2.3	Reduce disparities in enrolment and drop-out rates between boys and girls	Number of girls enrolled approaching the level of boys enrolled	
3.1	Rehabilitate and/or create assets (tree and plant nurseries, agro-forestry plantations, soil and water management structures, etc.) to provide communities with sustainable livelihoods	Household production and yield generated from small-scale soil and water conservation works	Adequate government funding channelled to DAs for human resource development National and civic society commitment to implement the national forestry action plan
3.2	Establish appropriate institutional mechanisms through which communities and district authorities can manage and maintain the assets they have been helped to create	Household income generated from woodlots and improved farms and community forestry	Adequate funding for non-food items and complementary inputs from the Government and other donors
3.3	Sensitize target communities in the areas of environmental conservation and HIV/AIDS	Number of hectares of degraded hills, watershed areas and bare land reforested or regenerated under community management yearly	
3.4	Provide training (by other partners) in community sensitization and mobilization as well as the management and evaluation of the activity (planning seminars, training of monitors and implementing partners, etc.)	Number of soil and water conservation structures (storm drains, marker ridges check-dams) established by 7,100 households yearly	High number of women willing to participate in food for assets in spite of household labour constraints

COUNTRY PROGRAMME GHANA (2001–2005)—LOGICAL FRAMEWORK SUMMARY

Major outputs		Output indicators*	Assumptions and risks
1.1.1&2	120,000 moderately and severely malnourished children between 6 months and 5 years receive food through nutrition centres and community-based institutions; and 72,000 expectant and nursing mothers and mothers of malnourished children receive a dry ration during the lean season	Number of malnourished children who received food at the centres; quantities of food ration provided to beneficiary mothers	Ability of the Government to screen and select moderately and severely malnourished children to participate in the project
1.3.1	1,500 health workers, volunteers, traditional birth attendants and 72,000 mothers have increased awareness, knowledge in skills in areas such as nutrition and health, HIV/AIDS and alternative income-generation	At least 50 percent of health workers and mothers participated in nutrition and HIV/AIDS education	Availability of complementary resources
1.3.2	Community groups are created that increase capacity to provide care and education	Number of community groups actually created	
2.1.1	29,600 girls on average per year are enrolled in school and regularly attend classes leading to improved class performance	Number of girls enrolled in the participating schools per year	Family members will continue to appreciate girls' education and allow them to attend school.
2.1.2	2,000 girls on average graduate at end of primary school and JSS	Number of girls who graduated from the selected schools	The Government and donors ability to provide complementary inputs
3.1.1	Communities and district authorities take up responsibility for the sustainable management/maintenance of assets	Staff and logistics available to monitor project	
3.1.2	Rehabilitation of 834 ha of degraded hills, watersheds and bare land; 2,049 ha of woodlots planted; 8.8 million seedlings produced in 51 community nurseries	Number of hectares rehabilitated under degraded hills and watersheds, etc.	Commitment of district assemblies to savannah resource management
3.1.3	7,100 persons per year receive family rations for food for assets	Quantity of food rations distributed to project participants	Communities organized and mobilized to use acquired skills in sustainable savannah resource management



COUNTRY PROGRAMME GHANA (2001–2005)—LOGICAL FRAMEWORK SUMMARY

3.2.1	Community management committees established	At least 75 percent community management committees are created and are viable	
	Target communities trained and sensitized in agro-forestry, environmental conservation, disaster mitigation and HIV/AIDS	In each participating community, sensitization workshops have been organized with at least 50-percent female participation	

* To be refined at activity appraisal.

Target beneficiaries: expectant and nursing mothers as well as malnourished children and their mothers; girls at the primary and JSS levels; households headed by women; farming households with less than 1 ha of land for cultivation.



ANNEX III

BUDGET PLAN FOR GHANA COUNTRY PROGRAMME, 2001–2005

Basic Activities

	Activity 1	Activity 2	Activity 3	Total
Food commodities (mt)	16 150	13 334	5 552	35 036
Food commodities (value)	4 707 310	4 102 052	1 408 344	10 217 706
External transport	2 331 427	1 779 285	569 824	4 680 536
ODOC	205 000	137 500	47 000	389 500
Total direct operational costs	7 243 737	6 018 837	2 025 168	15 287 742
DSC ¹				1 456 351
ISC ²				1 306 039
Total WFP costs				18 050 132
Government contribution	1 313 000	1 260 000	769 000	3 342 000

¹ The DSC amount is an indicative figure presented to the Executive Board 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.

² The indirect support cost (ISC) rate may be amended by the Executive Board during the period covered by the Country Programme.

BUDGET PLAN FOR GHANA COUNTRY PROGRAMME, 2001–2005

Supplementary Activities

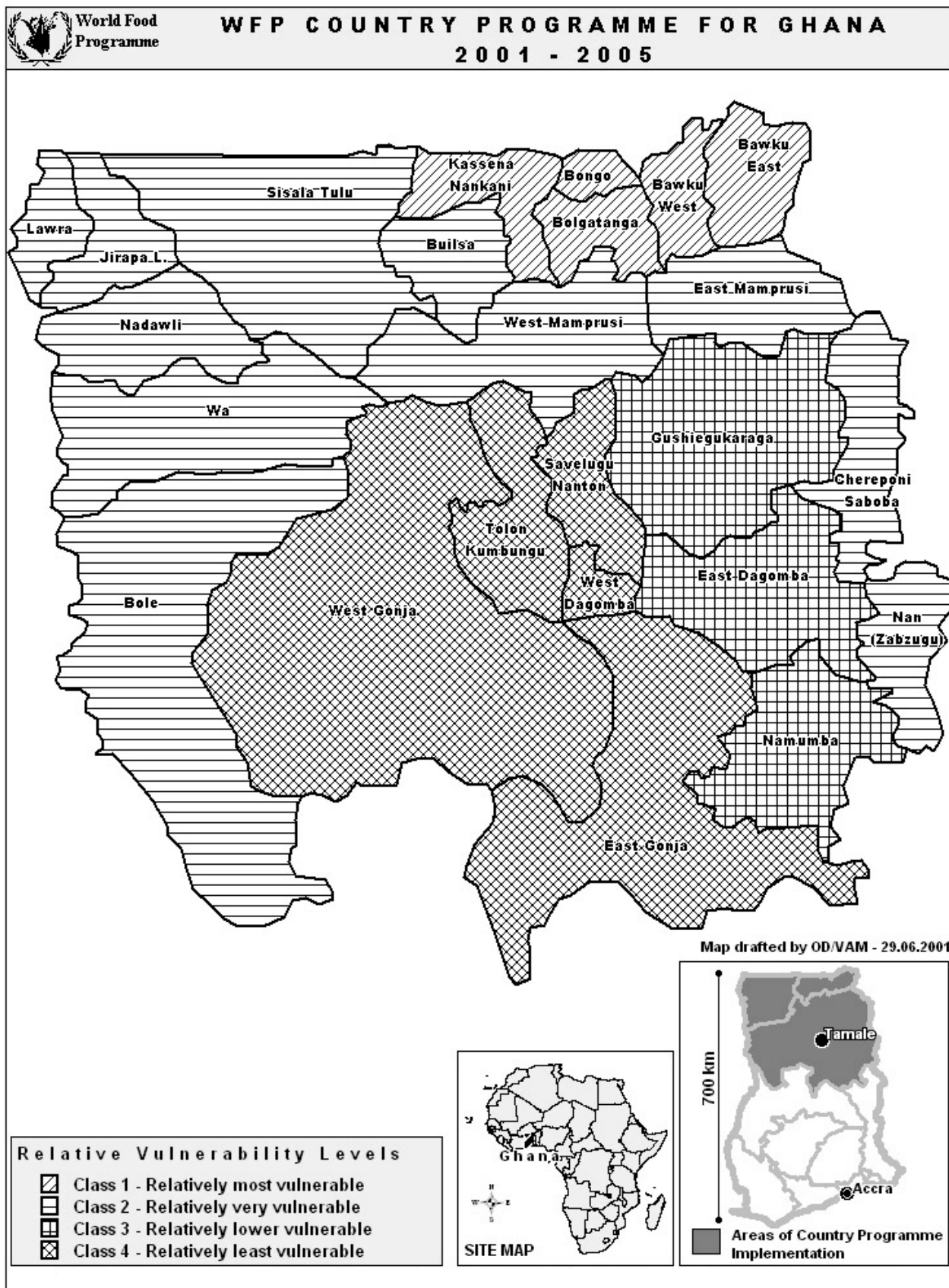
	Activity 1	Total
Food commodities (mt)	12 272	12 272
Food commodities (value)	3 111 144	3 111 144
External transport	1 478 004	1 478 004
ODOC	130 000	130 000
Total direct operational costs	4 719 148	4 719 148
DSC ¹		283 149
ISC ²		390 179
Total WFP costs		5 392 476
Government contribution		998 000

¹ The DSC amount is an indicative figure presented to the Executive Board 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.

² The indirect support cost (ISC) rate may be amended by the Executive Board during the period covered by the Country Programme.



ANNEX IV



The designations employed and the presentation of material in this publication 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

ADRA	Adventist Development and Relief Agency
ARC	Activity Review Committee
BMI	Body mass index
CBO	Community-based organization
CCA	Common Country Assessment
CG	Consultative Group
CIDA	Canada International Development Agency
CMC	Community Management Committee
CP	Country Programme
CPMC	Country Programme Management Committee
CRS	Catholic Relief Services
CSO	Country Strategy Outline
DA	District Assemblies
DANIDA	Danish International Development Assistance
DOC	Direct operational costs
DSC	Direct support costs
DSPR	Development Strategy for Poverty Reduction
FAO	Food and Agriculture Organization
FFA	Food for assets
GDHS	Ghana Demographic and Health Survey
GENS	Girls' Education in the Northern Savannah
GES	Ghana Education Service
GLSS	Ghana Living Standards Survey
GNP	Gross national product
HIPC	Heavily Indebted Poor Country
ITSH	Internal transport storage and handling
JICA	Japan International Cooperation Agency
JPO	Junior Professional Officer
JSS	Junior secondary school
LOU	Letter of Understanding
M&E	Monitoring and Evaluation
MLFM	Ministry of Lands, Forestry and Mines
MOE	Ministry of Education



MOF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOH	Ministry of Health
NAC	National Activity Coordinator
NADMO	National Disaster Management Organization
NFI	Non-food item
NGO	Non-governmental organization
NPO	National Programme Officer
OA	Operational Agreement
OC	Operational Contract
ODOC	Other direct operational costs
PIR	Project Implementation Report
QPR	Quarterly Progress Report
R/DGEO	Regional/District Girls' Education Officer
R/DHO	Regional/District Health Officer
SFHNE	School Feeding, and Health and Nutrition Education
SMC	School Management Committee
SRMP	Savannah Resource Management Programme
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
VAM	Vulnerability analysis and mapping
WHO	World Health Organization
WINGS	WFP Information Network and Global Systems

