

UNCLASSIFIED

Annual Budget Submission

FY 1986

Ghana

BEST AVAILABLE



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- GHANA -

FY 1986 ANNUAL BUDGET SUBMISSION

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FY 1986 ANNUAL BUDGET SUBMISSION
 TABLE I - LONG RANGE PLAN BY APPROPRIATION ACCOUNT (\$000)

	FY 1983 ACTUAL	FY 1984 ESTIMATE	--FY 1985--		FY 1986 AAPL	-----PLANNING PERIOD-----				
			CP	ESTIMATE		1987	1988	1989	1990	
<u>Development</u>										
<u>Assistance</u>										
<u>ARND</u>										
Grants	-	-	1,000*	1,000*	3,000	5,000	5,000	5,000		
Loans	-	-	-	-	-	-	-	-	-	-
<u>Population</u>										
Grants	-	-	1,000	1,000	1,000	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-
<u>Health</u>										
Grants	-	-	1,000	1,000	1,000	3,000	3,000	3,000		
Loans	-	-	-	-	-	-	-	-	-	-
<u>EHR</u>										
Grants	-	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-
<u>SDA</u>										
Grants	-	-	-	-	1,000	1,000	2,000	2,000		
Loans	-	-	-	-	-	-	-	-	-	-
<u>Subtotal Functional Accounts</u>										
Grants	-	-	3,000*	3,000*	6,000	9,000	10,000	10,000		
Loans	-	-	-	-	-	-	-	-	-	-
PL480 (Non Add)										
Title I/III	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
(of which III)	-	-	(5,000)	(7,500)	(10,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Title II	4,600	24,754	11,171	12,083	13,000	14,000	12,000	10,000		

*Does not include 10 million dollars of program sector assistance recommended but not included in AAPL.

FY 1986 ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA

PROJECT NUMBER AND TITLE	OBLIG DATE	INIT FM	AUTH	TOTAL COST-PLAN	OBLIG THRU FY 83	ESTIMATED U.S. DOLLAR COST (\$000)				ITEM NO
						FY 83	FY 1984	FY 1985	FY 86	
					PIPE	EXPEND-ITURES	EXPEND-ITURES	FUNDED APL	FUNDED THRU	PEACE CORPS
					LINE	OBLIG-ITURES	OBLIG-ITURES	FUNDED APL	FUNDED THRU	VY84 VY85
6410087	G 77 79	697	527	527	8	-	-	-	-	6445
PROGRAMS IN POPULATION DYNAMICS										
SUBCAT: PNIE										

6410109	CONTRACEPTIVE SUPPLIES										
G 85 88	-	3000	-	-	1000	1000	1000	985	1000	986	8456
SUBCAT: PNPC											

APPROPRIATION

TOTAL	1969	6779	527	8	1000	1000	1000	-	1000	-	-
GRANT	1969	6779	527	8	1000	1000	1000	-	1000	-	-
LOAN	-	-	-	-	-	-	-	-	-	-	-

HEALTH

6410088	COMMUNITY HEALTH TEAM SUPPORT										
G 79 86	660	660	660	544	344	1000	500	9/85	1000	9/86	11835
SUBCAT: HEDH											

APPROPRIATION

TOTAL	660	660	660	544	344	1000	500	-	1000	-	-
GRANT	660	660	660	544	344	1000	500	-	1000	-	-
LOAN	-	-	-	-	-	-	-	-	-	-	-

EDUCATION AND HUMAN RESOURCES

6410077	ECONOMIC AND RURAL DEVELOPMENT MANAGEMENT										
G 77 82	3096	2663	2663	162	162	-	-	-	-	-	11833
SUBCAT: EHMA											

6410108	OPPORTUNITIES INDUST. CENTER: INT./GHANA (PVO)										
G 82 82	1372	1368	1368	1085	1050	-	35	-	-	-	11838
SUBCAT: EHVT											

APPROPRIATION

TOTAL	4468	4031	1247	-	1212	-	35	-	-	-	-
GRANT	4468	4031	1247	-	1212	-	35	-	-	-	-
LOAN	-	-	-	-	-	-	-	-	-	-	-

PROJECT NARRATIVES

PVO UMBRELLA/SUPPORT PROJECT

Duration of Project: FY 85-88
Appropriation: ARD

Life-of-Project Funding: \$3,000,000 (G)
FY 85 Funding: \$1.0 million (G)

Purpose:

Support private sector institutions to carry out agricultural production, conservation and community-based enterprise activities which strengthen local capacity for autonomous development.

Statement of the Problem:

Ghana's colonial inheritance and post-independence faith in and reliance on government intervention in virtually all spheres of human activity has contributed substantially to its current economic crisis. Because of its pervasiveness (70% of all non-agricultural labor is employed in the public sector) and over 25 years of experience with this model, the strength of community and traditional self-help and enterprise structures has been eroded. For example, certain traditional labor exchange mechanisms have broken down which combined with demographic factors such as urban migration of the young, has resulted in small holders paying non-family wage labor at costs more than double the urban wage. At the same time, there is official suspicion, hostility and resentment of the modern private sector institutions based on class conflict notions and due to perceived exploitive and monopolistic pattern of the past. Until now, no clear or comprehensive policy toward the private sector at large has emerged. Among the mixed signals, however, there are positive reactions toward small and rural enterprise and great support for locally initiated development activities.

The value of strengthening local initiative has been acknowledged by the government, at least rhetorically. There is much favorable publicity in the controlled press for efforts by popular or "revolutionary organs" as well as more traditional groupings such as church organizations, youth groups, etc., in development. After a period of some uncertainty and hostility (often related to personalities on the PVO governing boards or differences with sponsoring churches), the GOG moved to a posture of tacit approval or "no objection." A December 1983 meeting of an association of local and international PVO's (GAPVOD) was addressed by the Secretary for Rural Development and Cooperatives who wished the PVO's to work in concert with Government planning but otherwise was encouraging.

Among the institutions able to stimulate and support local development initiatives and rural enterprise, the PVOs are particularly interesting both in terms of AID policy and the operating environment. Ghana has a long history of PVO activism, including a major USAID financed project, FAAD, whose momentum continues through the Ghana Association of Private Voluntary Organizations in Development (GAPVOD). Similarly, past Peace Corps activism and support helped the Ghana Organization of Voluntary

Agencies (GOVA) to get off the ground. The major emergency food relief operation is being carried out by two U.S. PVOs, CRS and SAWS. Twelve years of OPG support to bring OIC/Ghana to its current painful weaning continued without interruption during the U.S. assistance freeze, because of its non-governmental nature. Technoserve (TNS) Ghana has continued operations here with support from TNS/U.S.

The PVO community has suffered and been buffeted by the same political and economic problems affecting other institutions in the society. For them to assist in strengthening local development capacity will require institutional support. Even for the U.S. and international PVOs there are certain foreign exchange requirements not met by AID, private or other donor support resources. The local PVOs are of course in substantially worse shape.

Local development and institution building activities inevitably have a missing foreign exchange component and particularly so for activities in agricultural production, conservation and small scale enterprise. The amounts may be small for individual projects but in the aggregate they will be large if many communities or productive enterprises are to be assisted. Based on recent history with the Ambassador's Self Help Fund, almost all proposals include commodities, e.g. fish nets or nylon to tie nets, small irrigation pumps, hand tools, etc. which are usually not available in Ghana. In the longer run, assuming the Economic Recovery takes hold and IDA and other credits begin to replenish the market place, local purchase may be increasingly possible.

Proposed Means of Dealing with the Problem:

Our current thinking, subject to further refinement during PID and PP stages, is to provide a grant (OPG) to GAPVOD to serve three purposes.

- ◁ (a) strengthen GAPVOD itself to the point where its capacity to function as an intermediary funder and significant association of PVOs is assured;
- ◁ (b) reinforce the institutional capacity of GAPVOD's members;
- ◁ (c) support the programs of GAPVOD members to strengthen local development capacity and carry out activities in agricultural production, conservation and community-based enterprise.

Budgeting of funds for both PVO capacity building and support for program activities should reflect high investment in capacity building early on and a progressive passage to program support by the project's end.

We foresee GAPVOD in the delicate role of vetting, on behalf of itself and its members, the proposals for financing for both institutional development and programs. This may be asking too much, an issue to be covered during design phases, and the OPG may have to go to an interested U.S. PVO to work in association with GAPVOD.

Because of the critical need for missing foreign exchange component in all three phases we believe that for the first year at least, financing should be restricted to foreign exchange costs. Waivers will be required to permit the most expeditious procurement of support commodities (e.g. vehicles, office equipment, etc.) and program commodities from Ghana and adjacent countries (Togo, Ivory Coast). GAPVOD will have to develop a set of procedures and criteria to fund both capacity development and locally supported activities in agricultural production, conservation and community based enterprise. In order to provide some measure of sustainability, recurring or operating costs should be funded only as a well justified exception.

Criteria for local development programs will have to consider technical and economic feasibility, capacity of the community (as assisted by the PVO) to manage the project, numbers of direct and indirect beneficiaries, proportion of local investment (in cash or kind) and the likely effect of the project on the group's ability to develop as an institution.

Host Country Entities:

The Ghana Association of Private Voluntary Organizations in Development (GAPVOD) will have direct responsibility to carry out the project or share the responsibility in association with a U.S. PVO as the prime grantee.

Target Group:

The immediate beneficiary of the project will be the twenty-odd PVO members of GAPVOD and the association itself. Indirect beneficiaries will be people of some 200 groups/communities whose capacity to carry out development activities will be strengthened and the modest economic environmental and social benefits distributed to people within reach of the projects themselves.

Major Issues during Project Development:

- (1) The capacity of GAPVOD, alone or as strengthened, to assume responsibility for the project.
- (2) The posture of being neglect or positive support which the government will assume toward the project.
- (3) USAID staffing implications - the need for minimal and routine monitoring and support requirements.

- (4) Flexibility in the design to accommodate institutional frailties and the socio-economic environment.
- (5) Lessons learned during the FAAD project.

PROJECT NARRATIVES

CONTRACEPTIVE SUPPLIES
(641-0109)

Duration of Project: FY 85-87 Life-Of-Project Funding: \$ 3 million (G)
Appropriation: PN FY 85 Funding: \$ 1 million (G)

Purpose:

The project purpose is to provide a continuous supply of safe, reliable and acceptable contraceptives through a system of existing country-wide Ministry of Health and PVO clinics and through selected retail outlets in the private sector.

Statement of the Problem:

In spite of the issuance in 1969 of one of the first and most comprehensive population policy statements in Africa, Ghana's population growth rate has continued to rise until it is now estimated to be approximately 3.3 percent a year. A primary reason for this excessive growth rate, after more than a decade of substantial inputs to the family planning program, has been unresolved bureaucratic disputes between the Ghana National Family Planning Secretariat (GNFPPS), as the family planning coordinator and policy making agency for the GOG, and the various Government Ministries such as Health, Education and Information, which are charged with implementing Government-approved family planning programs in the public sector. These disputes have revolved around the issue of program control, with the Ministries reacting adversely to perceived dictation and the alleged desire of the GNFPPS to control not only policy but also the day-to-day administrative side of all family planning programs in Ghana, including those in the private commercial sector. This on-going bureaucratic debate has been most deleterious to adequately distributing contraceptives in the urban and rural areas of Ghana. It was resolved so far as AID inputs are concerned during FY 82 through our dealing exclusively with MOH.

In spite of these problems, the past decade of family planning efforts has produced certain tangible results. Large numbers of personnel have been trained for the delivery of family planning services and a large scale information, education and communications program has been promoted country-wide. As a result, trained staff are available in Ghana to promote family planning and there is a much higher level of public awareness toward family planning than in most other sub-Saharan African countries.

This project was originally planned to be implemented in FY 83. However, relations between the United States Government and the Ghanaian Provisional National Defense Council (PNDC), which came into power on December 31, 1981, became increasingly strained during FY 83, resulting on April 1, 1983, in the U.S. Government's suspension of consideration of outstanding GOG requests for new assistance. Thanks to resources (\$500,000 + CDC technical assistance) provided by the Family Health Initiatives project (698-0662.12) contraceptive resupply, it was possible to continue furnishing the necessary inputs and

install and train people in the new logistics/reporting system. O/a 6/84, the last contraceptive shipment will have arrived. The design and authorization of this project presumes that there will be an easing of tensions by the end of FY 84. However, the continuing economic morass in Ghana has also resulted in a drastic reduction in the budgetary levels projected for development assistance in Ghana in the period FY 84-89. This reduction has resulted in the need to make programmatic revisions which, in turn, make certain adjustments necessary on the Contraceptive Supplies Project.

A Project Identification Document (PID) for this project was submitted to AID/Washington in December, 1982. However, that document only proposed a two year contraceptive supply project at a funding level of \$1.5 million. It was anticipated that by the end of the life of the Contraceptive Supplies Project, a Primary Health Care Project, including Population Appropriation funding, would be activated and would maintain the flow of contraceptive supplies in the post-FY 84 period. The programming adjustments referred to above, however, resulted in the Primary Health Care Project being down-graded from a planned/programmed project to shelf-project status (i.e., to be undertaken only in the event of a significant improvement in the economic performance of Ghana and with marked improvement in the political climate vis-a-vis the U.S. and Ghana.

Meanwhile, subsequent to the submission of the PID for the Contraceptive Supplies Project, it was decided to incorporate the private sector retail commercial sales distribution program into the project. Additionally, an independent consultant who assisted the Mission in the PID design produced convincing arguments for the inclusion of additional staff training and informational, educational and communications inputs. Finally, the Mission, given the fact that the provision of contraceptive supplies through the expected but now shelved Primary Health Care Project would not take place as planned, has decided to fill the gap by extending the Contraceptive Supplies Project for an additional year. All of these planning changes which occurred during the past six months, have resulted in an increase in the estimated funding requirements of the project from \$ 1.5 million to a new total of \$ 3 million.

Proposed Means of Dealing With the Problem:

The Ministry of Finance and Economic Planning is the overall coordinating Ministry of the Government. As such, a decision was made in March 1982 to resolve the administrative issues between the GNFPSS and the various Ministries. The USAID has been advised that all future commodity shipments are to be directed to the Director of Medical Services, Ministry of Health, who will integrate these supplies directly into the MOH's own logistic drug distribution network in accordance with GOG policy guidelines previously agreed to by all parties. Contraceptive supplies for the private sector retail contraceptive sales distribution program, however, would be handled separately by a private company.

The Mission feels that the clarification of role responsibility has eliminated many of the past bureaucratic problems that inhibited the successful movement of commodities to the rural areas. Given the already existing cadre of trained family planning personnel, it is the Mission's view that the proposed \$3 million funding level will insure an adequate supply of family planning commodities such as oral contraceptives, condoms and foaming tablets for the 250 Ministry of Health clinics throughout Ghana and for the retail market during the FY 85-87 period.

Host Country Entities:

Overall responsibility for the project will be with the Ministry of Finance and Economic Planning. General policy guidance will remain with the GNFPPS and program operations and administration will be the responsibility of the Ministry of Health.

Target Group:

The principal direct beneficiaries of this project will be those Ghanaian couples, particularly in rural areas, who have been frustrated in their attempts to regulate family size and spacing due to the lack of adequate family planning supplies. Approximately 100,000 couple years of protection will be achieved. By permitting Ghanaians to better space births, both maternal and child mortality and morbidity should be significantly reduced.

Major Issues During Project Development:

- (1) The level of AID support to family planning must be tied to an improvement in the distribution of family planning contraceptives through public health clinics or private retail outlets. The bureaucratic jurisdictional disputes between GNFPPS and other agencies are now apparently resolved, but the residual effects of the conflict must be carefully assessed by the design team.
- (2) The capacity of the Ministry of Health to assume the operational and administrative program responsibilities for the distribution and integration of family planning supplies to the MOH public clinics. Continuing use of the Center for Disease Control logistic support will be necessary.
- (3) Mission staffing implications.

PROJECT NARRATIVES

COMMUNITY HEALTH TEAM SUPPORT (CHETS) PROJECT
(641-0088)

Duration of Project: FY 79-86 Life-of-Project Funding: \$3,160,000 (G)
Appropriation: HPN FY 85 Funding: \$1 million (G)

Purpose:

To enhance the GOG's human resources and insitutional capability to plan, manage, implement and evaluate district and community health programs.

Statement of the Problem:

In FY 79 the USAID and GOG signed an agreement to develop and strengthen the GOG health system. The original purpose was to formalize the capability with the University of Ghana Medical School to train physicians at the post graduate level in public health.

It was expected that physicians would then head district health management teams (DHMT) with responsibility for data collection, budgeting, planning, and supervision of district and community health activities. Physicians, however, were not attracted to the course due to its excessive length (4 years). Also many physicians departed the country due to the poor economic conditions in Ghana.

While the goal of the project remains the improvement of rural health through training in public health administration, efforts to train physicians in a 4 year post graduate course have been proven not to be the correct approach. The changes in the revised project implementation and outputs are obtainable through extension to FY 86, but will require an additional \$500,000 to train larger numbers of para-professional rural health workers at the district and community levels and an additional \$2,000,000 to provide resources and training for oral rehydration therapy and continued immunization activity.

The health services available to the rural population in Ghana have declined from a comparatively high level (by African standards, 25%) due to the departure of some of the best trained medical personnel, the reduced availability of medical supplies and a weakened distribution system (roads, other communications, vehicles and the support systems and trained manpower to keep them working). Costs for the services have risen due to the reduced capacity of the support systems as well as long overdue adjustment of the exchange rate. Such basic supplies as paper for

administrative and health program reports are in short supply as well as vaccines, cold chain equipment, drugs and antibiotics. Even in relatively favored areas such as the Takoradi-Kumasi-Accra/Tema area ("the golden triangle") drugs, vaccines and general medical supplies are scarce and expensive.

The incidence of diseases preventable by primary health care have been previously described (CHETS PID, PP and prior documents) and remain unchanged including diarrheal diseases of children, cyclical outbreaks of vector transmitted diseases (yellow fever, cerebro-spinal meningitis) and others which become more dangerous (measles, etc.) because of increased malnutrition caused by the drought.

Proposed Means of Dealing with the Problem:

CHETS, as originally authorized, was accepted as one means of dealing with the problem. As described during the interrupted redesign in early CY 83, certain GOG policy changes were made deriving from its populist credo and resource constraints which made other, less cost-effective health policies untenable.

The PNDC government began emphasizing primary health care as well as decentralized government. The decentralization concept makes provision for the district level to become the main focus of health care delivery. Putting emphasis on training rural health workers at the district level will more successfully accomplish the original project objective as these workers are more likely to remain and work in rural areas than physicians.

Management training is one of the most important aspect of Primary Health Care (PHC) development in Ghana. District Health Management Teams (DHMT) need to be trained in health management and team development skills in order to bring PHC to rural, district and community levels in Ghana. In the redesigned project, 55 teams will be given 3 months training courses in health management at three training sites in Ghana. Twenty health management trainers will also be trained to man these three training sites. The trainees will receive specialized training in Ghana, third countries and the United States. After training members of the DHMT, these trainers will be posted to the regions to continue inservice training in health management and team development efforts. Under this revised program, limited physician training in public health will continue. (Before interruption by the U.S. assistance freeze, four paramedics were trained in Nigeria in diploma level health education work. These have returned to their districts and the MOH is satisfied with their training and performance on the job. Decentralization of health services is proceeding but not yet complete. There will be a Regional Director of Health for planning and coordination but PHC programs are carried out by District health services cadres).

Training of District health workers in implementation of primary health care makes little sense, apart from health education in preventive measures such as sanitation, proper nutrition, etc., unless they have the means to implement the programs. It is here that the new components being sought, ORT and EPI, will provide resources to carry out the programs as well as provide additional specialized training which may be needed. Upward linkages to support staff at the Region and Ministry level may also require supplementary training and resources. There are a number of interesting possibilities which should be looked at during the redesign including the local private sector production of oral rehydration salts (ORS) for District Health Team delivery to rural clients.

Host Country Entities:

The Ministry of Health will have overall responsibility in association with the University of Ghana Medical School, Regional and District administrations. The local pharmaceutical industries may become involved in the local production of drugs, e.g. oral rehydration salts.

Target Group:

The rural populations served by 55 District health services teams are the principal target group and expected beneficiaries. The recently completed census will provide up-dated information on the estimated number of beneficiaries.

Major Issues During Project Development (Redesign):

- (1) Mission staffing implications.
- (2) MOH managerial capacity and the MOH's ability to assume overall responsibility for the program including its ability to recruit and retain, in sufficient number, the staff needed to implement the project.
- (3) The complementarity of the project with other donor efforts in primary health care, ORT and immunization programs. These include Japanese and Yugoslav bilateral aid, UNICEF, EEC and a host of international private and voluntary organizations.

PROJECT NARRATIVES

Program Sector Assistance

The continuing strained, although improving, U.S. - Ghanaian relations make it difficult to project an appropriate level and composition of near term assistance to Ghana. However, the period of strained relations was also one of significant GOG economic reforms that provide, for the first time in over a decade, the basis for a margin of optimism about the country's future economic direction. The main emphases of the reforms have been on the adjustments of fiscal and monetary policies, producer and consumer subsidies, energy pricing, infrastructure tariff rates, and wage adjustments which heretofore stifled the economy. The GOG remains in compliance with the stringent terms of the IMF Standby Agreement and is currently participating in an IBRD Consultative Group to address its economic problems. With improved relations and Ghana's continued positive economic reform efforts, AID's highest priority should be to support the stabilization and rehabilitation program whose success will lay the foundation upon which future economic reforms and development will occur.

If Ghana continues to remain firm in its resolve to carry out its IMF supported reforms in the face of mounting political discontent and hardships, the most appropriate U.S. assistance package in support of the reform effort is a combination of P.L. -480 Title I (described separately in the ABS) and program sector assistance to the transport and agricultural sectors. Sector assistance will address crucial aspects of the country's overall economic crisis by funding sorely needed spare parts and production materials to support more rapid and wider distribution of agricultural production inputs, consumer goods, and food throughout the country as well as funding specific agricultural production inputs. Such assistance will provide quick-disbursing, high impact funds during the critical initial years of the reforms. Program assistance will be especially timely in its support of increased private sector activities during a period when the GOG is beginning to lessen the role it plays in the economy. The assistance also supports the other bilateral donors', e.g. Canada, Great Britain, West Germany, and Holland, in their responses to the IMF and IBRD initiatives and was developed in close coordination with these efforts.

The program sector emphasis will be on the rehabilitation of the transport sector, particularly the private portion which services the agricultural production, distribution, and marketing networks. The assistance will provide needed foreign exchange to help in the rehabilitation of 70% of the road vehicle fleet of more than 3,000 presently out of commission for lack of spare parts, tires, or batteries. Approximately 80% of the road vehicle fleet is owned by the private sector. Present IBRD estimates are that \$200 million is needed to rehabilitate this sector, of which IDA will provide \$20 million. Program sector assistance will also provide some of the needed production inputs to increase domestic agricultural food production, storage, distribution, and marketing, thereby providing income and employment to hundreds of farmers and private traders as well as increasing general food supplies throughout the country.

Program assistance is appropriate to the achievement of U.S. objectives in Ghana in the event of renewed and increased U.S. assistance to Ghana because:

- 1) it is quick-disbursing and has immediate payoff in economic terms as well as is targeted on the provision of commodities, tires, batteries, spare parts, needed to get a substantial portion of the immobilized existing transportation infrastructure back into service.
- 2) contributes toward the alleviation of the food emergency situation by making transport available to (a) move domestic inputs to food production areas; (b) move domestic food-grain production from surplus to deficit areas; (c) move imported donor and commercial food stuffs to areas of greatest need; and, (d) move locally produced or manufactured food and consumer goods throughout the country.
- 3) provides needed agricultural production inputs to allow rapid increases in food crop production within a short, 3-4 year, time span.
- 4) provides direct and immediate support to IMF and IBRD efforts to address the country's foreign exchange constraints and compliments the IBRD, IDA, focus on exports, cocoa, mining, and timber, with food production.
- 5) permits a continued low USDA personnel profile since a program of this magnitude can be implemented with only one or two additional personnel.
- 6) not only coincides with GOG priorities but also is the most appropriate form of assistance given the present unfavorable environment for project assistance.

U.S. assistance during this economic reform and stabilization period should be geared toward helping the GOG to overcome its fiscal and balance-of-payments crises, especially since recent experience, as detailed in evaluations of USAID bilateral projects and those of other donors, has shown that the present economic climate, with the lack of skilled and experience managers, local currency, and commodities, is not conducive to a favorable project implementation environment. Program assistance on the order of \$10 million per year will permit AID to have more flexibility in responding to Ghana's economic performance through the quick disbursement of funds for needed inputs to these two priority sectors; and, provide the Mission with greater policy reform leverage than would be possible with project assistance at the present time. In addition, program sector assistance negotiations will emphasize the continued need for fundamental economic policy reforms to decrease the role of the GOG to that of providing basic infrastructure while increasing the role of the private sector in all areas of the economy.

The focus of the policy reform dialogues will be on adopting price policies reflective of real market prices, continuously adjusting the value of the cedi to reflect its value in relation to that of Ghana's major trading partners, increasing interest rates to provide incentives to domestic savings, curbing government deficit spending including the elimination of parastatals and of public sector jobs, and fiscal reform.

PROGRAM SECTOR ASSISTANCE^{1/}
ANNEX A LOCAL CURRENCY USE PLAN
Ø (000's) 2/

<u>SECTOR/PROJECT</u>	<u>FY 1985 PROGRAMMED</u>	<u>FY 1986 PROGRAMMED</u>	<u>FY 1987 PROGRAMMED</u>
<u>Agriculture</u>	100,000	100,000	100,000
<u>Project (GSC)</u>	(60,000)	(60,000)	(30,000)
Other	(40,000)	(40,000)	(70,000)
<u>Rural HSG & Cottage Industry</u>	-	-	10,000
<u>IS &T</u>	5,000	40,000	60,000
<u>Project (DAPIT)</u>	(5,000)	(40,000)	(40,000)
Other	-	-	(20,000)
<u>HPN</u>	-	10,000	30,000
<u>Project (CHETS)</u>	-	-	-
<u>Project (Contraceptive Supplies)</u>	-	(10,000)	(30,000)
Other	-	-	-
<u>PVO</u>	-	30,000	60,000
<u>Project (PVO Support)</u>	-	(20,000)	(45,000)
Other	-	(10,000)	(15,000)
<u>PL 480 Title II</u>	-	150,000	130,000
<u>Title II in-country transport</u>	-	(150,000)	(130,000)
Unprogrammed Emergency/Contingency Fund	-	20,000	20,000
<u>Total</u>	105,000	350,000	350,000

1/ Although funds are expected to be obligated beginning in FY 1984, actual generations are expected to be available in the subsequent fiscal years.

2/ Based on constant exchange rate of Ø35 = \$1.00

AID PROGRAM IN FY 1986
ANNUAL BUDGET SUBMISSION
TABLE V - PROPOSED PROGRAM RANKING

DECISION UNIT

RANK	PROJECT	TITLE	NEW/ LOAN/ GRANT	CONTR	GRANT	APPROX	INCR	CUM
PL-480	Title II - CRS		C	C	6,760			
PL-480	Title I		C	L	15,000 ^{a/}			
New in FY84	b/	Program Sector Assistance	C	G	10,000*			
PL-480	Title II - SAMS		C	G	5,323			
New in FY85		Umbrella Private Sector	C	G	1,000			
New in FY85		Development (PVOs)	C	G	1,000			
New in FY85		Contraceptive Supplies	C	G	1,000			
641-0088		Community Health Team Support	C	G	1,000			

a/ of which 5,000 Title III.
b/ FY84 funding from deob-reop proposed.
*Recommended but not included in AAPL.

USAID/GHANA

OPERATING EXPENSE NARRATIVE

MANAGEMENT IMPROVEMENTS:

USAID Ghana is in an anomalous state with regard to workforce and program levels. FY 1984 began with 3 USDH and 15 FSN positions and projections for a further decline. The downward trend has been reversed. There will be 4 USDH employees at the beginning of FY 1985 with total FY 1985 and FY 1986 staff levels now expected to be 5 USDH and 15 FSNs. The increased staff will mean greater productivity and more efficient management of the Mission's growing project and program activities. Greater reliance on REDSO/WCA personnel will offset possible operational problems caused by staffing levels inadequate to effective management requirements.

JUSTIFICATION FOR FUNDING CHANGES:

A. The FY-84 budget was designed to serve a reduction in staff and activities. However, the reversal in both has resulted in an increase in support costs in FY-85. In the U100 category there is an increase in USDH levels necessitating an increase in salaries, post assignment travel and freight, and educational allowances. In U200 the FNDH workforce level has been retained at 15 rather than 8 as suggested in STATE 121558 because of an increase in USDH and programming activity.

In funding code U300 there is anticipated hiring of an assistant management officer to perform GSO functions and the continuation of a PSC assistant FFPO.

Funding Code U400 indicates an increase in funding primarily because of the need to purchase additional furniture and lease additional housing for increased staff.

Funding Code U500 shows an increase in funding because of an anticipated establishment of an office site different from the present location. There is presently no rent charge. The Mission also expects to replace several motor vehicles, complete the acquisition of ADP equipment and fund at least one short term contractor during this year.

Overall the FY-85 budget shows an increase of 34.5 percent.

B. The FY-86 OEB shows a net gain of only 3 percent. There is a 26 percent increase in U100 due to additional staff, and a 7 percent increase in U500 due to the need to replace vehicles and inflation. U200 shows an increase due to retaining the same FNDH level as FY-84/85 rather than a decrease as indicated in STATE 121558. These increases are offset by an 87 percent decrease in U300 which is basically achieved by the increase in USDH.

C. Ghana's currency (Cedi) is undergoing a series of devaluations. These devaluations affect USAID's OEB in that as foreign exchange becomes more expensive many local services with foreign exchange components will be more costly as will commodities purchased on the local market. This will lead to additional imports for what would normally be shelf items. The range and depth cannot be estimated at this time.

TABLE VIII - FY 1984

ORGANIZATION Oct.83 - Sept.84
 (Including RIG Costs if Applicable)

<u>EXPENSE CATEGORY</u>	<u>F.C.</u>	<u>O.C.</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		314.8			XXXXX
U.S. CITIZENS BASIC PAY	U101	110	176.9			3
PT/TEMP U.S. BASIC PAY	U102	112	12.3			0.8
DIFFERENTIAL PAY	U103	116	44.2			XXXXX
OTHER AID/W FUNDED O.C. 11	U104	119				XXXXX
OTHER MISSION FUNDED O.C 11	U105	119				XXXXX
EDUCATION ALLOWANCES	U106	126				
RETIREMENT - U.S.	U107	120	13.3			XXXXX
LIVING ALLOWANCES	U108	128	10.0			XXXXX
OTHER AID/W FUNDED O.C. 12	U109	129	2.0			XXXXX
OTHER MISSION FUNDED O.C.12	U110	129	6.4			XXXXX
POST ASSIGNMENT - TRAVEL	U111	212	5.4			2
POST ASSIGNMENT - FREIGHT	U112	22	16.2			2
HOME LEAVE - TRAVEL	U113	212	0.6			1
HOME LEAVE - FREIGHT	U114	22	4.0			1
EDUCATION TRAVEL	U115	215	12.5			10
R AND R TRAVEL	U116	215	11.0			8
ALL OTHER CODE 215 TRAVEL	U117	215				
<u>FOREIGN NATIONAL DH</u>	U200		38.3			XXXXX
BASIC PAY	U201	114	7.9			15.0
OVERTIME, HOLIDAY PAY	U202	115	2.0			.2
ALL OTHER CODE 11 - FN	U203	119	23.4			XXXXX
ALL OTHER CODE 12 - FN	U204	129	1.0			XXXXX
BENEFITS FORMER FN PERS.	U205	13	4.0			XXXXX
<u>CONTRACT PERSONNEL</u>	U300		21.5			XXXXX
PASA TECHNICIANS	U301	258				
U.S. PSC - SALARY/BENEFITS	U302	113	21.5			1.2
ALL OTHER U.S. PSC COSTS	U303	255				XXXXX
F.N. PSC - SALARY/BENEFITS	U304	113				
ALL OTHER F.N. PSC COSTS	U305	255				XXXXX
JCC COSTS PAID BY AID/W	U306	113				
<u>HOUSING</u>	U400		52.3			XXXXX
RENT	U401	235	20.0			4.0
UTILITIES	U402	235	4.0			XXXXX
RENOVATION AND MAINT.	U403	259	5.0			XXXXX
QUARTERS ALLOWANCE	U404	127				
PURCHASES RES. FURN/EQUIP.	U405	311				XXXXX
TRANS./FREIGHT - CODE 311	U406	22				XXXXX
SECURITY GUARD SERVICES	U407	254	22.8			XXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254				XXXXX
REPRESENTATION ALLOWANCE	U409	252	0.5			XXXXX

TABLE VIII - FY 1984

Oct.83 - Sept.84

ORGANIZATION

(Including RIG Costs if Applicable)

<u>EXPENSE CATEGORY</u>	<u>F.C.</u>	<u>O.C.</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
OFFICE OPERATIONS	U500		471.8			XXXXX
RENT	U501	234				XXXXX
UTILITIES	U502	234	5.0			XXXXX
BUILDING MAINT./RENOV.	U503	259	5.0			XXXXX
OFFICE FURN./EQUIP.	U504	310	16.1			XXXXX
VEHICLES	U505	312	45.0			XXXXX
OTHER EQUIPMENT	U506	319	41.0			XXXXX
TRANSPORTATION/FREIGHT	U507	22	13.0			XXXXX
COMMUNICATIONS	U508	230	2.0			XXXXX
SECURITY GUARD SERVICES	U509	254	17.2			XXXXX
PRINTING	U510	24	2.0			XXXXX
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS - IN COUNTRY	U512	210	18.7			24
SITE VISITS - OTHER	U513	210	10.0			
INFORMATION MEETINGS	U514	210	3.0			4
TRAINING ATTENDANCE	U515	210	11.0			2
CONFERENCE ATTENDANCE	U516	210	4.5			3
OTHER OPERATIONAL TRAVEL	U517	210	2.5			
SUPPLIES AND MATERIALS	U518	26	60.0			XXXXX
FAAS	U519	257	10.4			XXXXX
CONSULTING SVCS - CONT.	U520	259				XXXXX
MGT./PROP. SVCS. - CONT.	U521	259	86.7			XXXXX
SPEC. STUDIES/ANALYSES CONT.	U522	259				XXXXX
ALL OTHER CODE 25	U523	259	118.7			XXXXX
TOTAL O.E. BUDGET			898.7			XXXXX
RECONCILIATION			248.7			XXXXX
OPERATING ALLOWANCE REQUEST			650.0			XXXXX
OTHER INFORMATION:						
Dollar requirement for local currency costs				272.3		
Exchange rate used (as of May 1, 1984)				\$1.00 = Cedi	35.0	

TABLE VIII - FY 1985

Oct.84 - Sept.85

ORGANIZATION

(Including RIG Costs if Applicable)

<u>EXPENSE CATEGORY</u>	<u>F.C.</u>	<u>O.C.</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		423.6			XXXXX
U.S. CITIZENS BASIC PAY	U101	110	225.0			4.0
PT/TEMP U.S. BASIC PAY	U102	112	17.1			1.0
DIFFERENTIAL PAY	U103	116	38.5			XXXXX
OTHER AID/W FUNDED O.C. 11	U104	119				XXXXX
OTHER MISSION FUNDED O.C 11	U105	119				XXXXX
EDUCATION ALLOWANCES	U106	126	27.0			2.0
RETIREMENT - U.S.	U107	120	13.0			XXXXX
LIVING ALLOWANCES	U108	128	11.0			XXXXX
OTHER AID/W FUNDED O.C. 12	U109	129	3.0			XXXXX
OTHER MISSION FUNDED O.C.12	U110	129	8.0			XXXXX
POST ASSIGNMENT - TRAVEL	U111	212	15.0			8.0
POST ASSIGNMENT - FREIGHT	U112	22	40.0			2.0
HOME LEAVE - TRAVEL	U113	212	4.5			3.0
HOME LEAVE - FREIGHT	U114	22	3.0			3.0
EDUCATION TRAVEL	U115	215	8.5			4.0
R AND R TRAVEL	U116	215	5.0			2.0
ALL OTHER CODE 215 TRAVEL	U117	215	5.0			4.0
<u>FOREIGN NATIONAL DH</u>	U200		34.0			XXXXX
BASIC PAY	U201	114	8.0			15.0
OVERTIME, HOLIDAY PAY	U202	115	2.0			.2
ALL OTHER CODE 11 - FN	U203	119	17.0			XXXXX
ALL OTHER CODE 12 - FN	U204	129	2.0			XXXXX
BENEFITS FORMER FN PERS.	U205	13	5.0			XXXXX
<u>CONTRACT PERSONNEL</u>	U300		71.0			XXXXX
PASA TECHNICIANS	U301	258				
U.S. PSC - SALARY/BENEFITS	U302	113	66.0			3.0
ALL OTHER U.S. PSC COSTS	U303	255	5.0			XXXXX
F.N. PSC - SALARY/BENEFITS	U304	113				
ALL OTHER F.N. PSC COSTS	U305	255				XXXXX
JCC COSTS PAID BY AID/W	U306	113				
<u>HOUSING</u>	U400		153.0			XXXXX
RENT	U401	235	30.0			4.0
UTILITIES	U402	235	25.0			XXXXX
RENOVATION AND MAINT.	U403	259	15.0			XXXXX
QUARTERS ALLOWANCE	U404	127	-			
PURCHASES RES. FURN/EQUIP.	U405	311	30.0			XXXXX
TRANS./FREIGHT - CODE 311	U406	22	15.0			XXXXX
SECURITY GUARD SERVICES	U407	254	35.0			XXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254	1.0			XXXXX
REPRESENTATION ALLOWANCE	U409	252	2.0			XXXXX

TABLE VIII - FY 1985

Oct.84 - Sept.85

ORGANIZATION

(Including RIG Costs if Applicable)

<u>EXPENSE CATEGORY</u>	<u>F.C.</u>	<u>O.C.</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
OFFICE OPERATIONS			<u>527.5</u>			<u>XXXXX</u>
RENT	U501	234	<u>30.0</u>			<u>XXXXX</u>
UTILITIES	U502	234	<u>15.0</u>			<u>XXXXX</u>
BUILDING MAINT./RENOV.	U503	259	<u>15.0</u>			<u>XXXXX</u>
OFFICE FURN./EQUIP.	U504	310	<u>20.0</u>			<u>XXXXX</u>
VEHICLES	U505	312	<u>40.0</u>			<u>XXXXX</u>
OTHER EQUIPMENT	U506	319	<u>30.0</u>			<u>XXXXX</u>
TRANSPORTATION/FREIGHT	U507	22	<u>10.0</u>			<u>XXXXX</u>
COMMUNICATIONS	U508	230	<u>2.5</u>			<u>XXXXX</u>
SECURITY GUARD SERVICES	U509	254	<u>25.0</u>			<u>XXXXX</u>
PRINTING	U510	24	<u>2.0</u>			<u>XXXXX</u>
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS - IN COUNTRY	U512	210	<u>25.0</u>			<u>24.0</u>
SITE VISITS - OTHER	U513	210	<u>30.0</u>			<u>27.0</u>
INFORMATION MEETINGS	U514	210	<u>4.0</u>			<u>3.0</u>
TRAINING ATTENDANCE	U515	210	<u>18.0</u>			<u>4.0</u>
CONFERENCE ATTENDANCE	U516	210	<u>6.0</u>			
OTHER OPERATIONAL TRAVEL	U517	210	<u>25.0</u>			<u>17.0</u>
SUPPLIES AND MATERIALS	U518	26	<u>70.0</u>			<u>XXXXX</u>
FAAS	U519	257	<u>15.0</u>			<u>XXXXX</u>
CONSULTING SVCS - CONT.	U520	259	<u>15.0</u>			<u>XXXXX</u>
MGT./PROF. SVCS. - CONT.	U521	259	<u>20.0</u>			<u>XXXXX</u>
SPEC. STUDIES/ANALYSES CONT.	U522	259				<u>XXXXX</u>
ALL OTHER CODE 25	U523	259	<u>110.0</u>			<u>XXXXX</u>
TOTAL O.E. BUDGET			<u>1209.1</u>			<u>XXXXX</u>
RECONCILIATION			<u>311.6</u>			<u>XXXXX</u>
OPERATING ALLOWANCE REQUEST			<u>897.5</u>			<u>XXXXX</u>

OTHER INFORMATION:

Dollar requirement for local currency costs

\$429.5

Exchange rate used (as of May 1, 1984)

US\$1.00 = Cedi 35.0

Estimated Wage Increases - FY 1984 to FY 1985

Estimated Price Increases - FY 1984 to FY 1985

TABLE VIII - FY 1986

Oct.85 - Sept.86

ORGANIZATION

(Including RIG Costs if Applicable)

<u>EXPENSE CATEGORY</u>	<u>F.C.</u>	<u>O.C.</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
U.S. DIRECT HIRE	U100		490.4			XXXXX
U.S. CITIZENS BASIC PAY	U101	110	277.0			5
PT/TEMP U.S. BASIC PAY	U102	112	17.6			1
DIFFERENTIAL PAY	U103	116	69.3			XXXXX
OTHER AID/W FUNDED O.C. 11	U104	119	-			XXXXX
OTHER MISSION FUNDED O.C 11	U105	119	-			XXXXX
EDUCATION ALLOWANCES	U106	126	27.0			2
RETIREMENT - U.S.	U107	120	18.0			XXXXX
LIVING ALLOWANCES	U108	128	14.0			XXXXX
OTHER AID/W FUNDED O.C. 12	U109	129	4.0			XXXXX
OTHER MISSION FUNDED O.C.12	U110	129	-			XXXXX
POST ASSIGNMENT - TRAVEL	U111	212	10.0			2
POST ASSIGNMENT - FREIGHT	U112	22	40.0			2
HOME LEAVE - TRAVEL	U113	212	-			
HOME LEAVE - FREIGHT	U114	22	-			
EDUCATION TRAVEL	U115	215	5.5			3
R AND R TRAVEL	U116	215	6.0			4
ALL OTHER CODE 215 TRAVEL	U117	215	2.0			2
FOREIGN NATIONAL DH	U200		38.0			XXXXX
BASIC PAY	U201	114	11.5			15
OVERTIME, HOLIDAY PAY	U202	115	2.0			0.2
ALL OTHER CODE 11 - FN	U203	119	18.0			XXXXX
ALL OTHER CODE 12 - FN	U204	129	2.0			XXXXX
BENEFITS FORMER FN PERS.	U205	13	4.5			XXXXX
CONTRACT PERSONNEL	U300		38.0			XXXXX
PASA TECHNICIANS	U301	258				
U.S. PSC - SALARY/BENEFITS	U302	113	35.0			1
ALL OTHER U.S. PSC COSTS	U303	255	3.0			XXXXX
F.N. PSC - SALARY/BENEFITS	U304	113				
ALL OTHER F.N. PSC COSTS	U305	255				XXXXX
JCC COSTS PAID BY AID/W	U306	113				
HOUSING	U400		112.5			XXXXX
RENT	U401	235	40.0			5
UTILITIES	U402	235	20.0			XXXXX
RENOVATION AND MAINT.	U403	259	10.0			XXXXX
QUARTERS ALLOWANCE	U404	127				
PURCHASES RES. FURN/EQUIP.	U405	311				XXXXX
TRANS./FREIGHT - CODE 311	U406	22				XXXXX
SECURITY GUARD SERVICES	U407	254	38.5			XXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254	1.0			XXXXX
REPRESENTATION ALLOWANCE	U409	252	3.0			XXXXX

TABLE VIII - FY 1986

Oct.85 - Sept.86

ORGANIZATION

(Including RIG Costs if Applicable)

<u>EXPENSE CATEGORY</u>	<u>F.C.</u>	<u>O.C.</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		551.5			XXXXX
RENT	U501	234	30.0			XXXXX
UTILITIES	U502	234	15.0			XXXXX
BUILDING MAINT./RENOV.	U503	259	10.0			XXXXX
OFFICE FURN./EQUIP.	U504	310	35.0			XXXXX
VEHICLES	U505	312	40.0			XXXXX
OTHER EQUIPMENT	U506	319	50.0			XXXXX
TRANSPORTATION/FREIGHT	U507	22	10.0			XXXXX
COMMUNICATIONS	U508	230	3.0			XXXXX
SECURITY GUARD SERVICES	U509	254	27.5			XXXXX
PRINTING	U510	24	4.0			XXXXX
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS - IN COUNTRY	U512	210	30.0			60.0
SITE VISITS - OTHER	U513	210	15.0			2.0
INFORMATION MEETINGS	U514	210	6.0			6.0
TRAINING ATTENDANCE	U515	210	20.0			5.0
CONFERENCE ATTENDANCE	U516	210	6.0			3.0
OTHER OPERATIONAL TRAVEL	U517	210	20.0			
SUPPLIES AND MATERIALS	U518	26	85.0			XXXXX
FAAS	U519	257	15.0			XXXXX
CONSULTING SVCS - CONT.	U520	259				XXXXX
MGT./PROF. SVCS. - CONT.	U521	259	20.0			XXXXX
SPEC. STUDIES/ANALYSES CONT.	U522	259				XXXXX
ALL OTHER CODE 25	U523	259	110.0			XXXXX
TOTAL O.E. BUDGET			1230.4			XXXXX
RECONCILIATION			400.9			XXXXX
OPERATING ALLOWANCE REQUEST			829.5			XXXXX

OTHER INFORMATION:

Dollar requirement for local currency costs

406.0

Exchange rate used (as of May 1, 1984)

US\$1.00 = Cedi 35.0

Estimated Wage Increases - FY 1985 to FY 1986

15%

Estimated Price Increases - FY 1985 to FY 1986

25%

**TABLE VIII(a) - Information on U.S. PSC Costs
(Function Codes U302 and U303)**

ORGANIZATION

<u>Job Title/Position Description</u>	<u>FY 1984</u>	<u>FY 1985</u>	<u>FY 1986</u>
Secretary	\$ 0.9 (12/83)		
Assistant Food For Peace Officer	\$20.4 (2/84-9/84)	\$33.0 (10/84-9/85)	
Assistant Management Officer		\$38.0 (10/84-9/85)	\$39.0 (10/85-9/86)

TABLE VIII(b) - All Other Code 25 Detail
(Function Code U523)

ORGANIZATION

<u>Description of Service</u>	<u>FY 1984</u>	<u>FY 1985</u>	<u>FY 1986</u>
Technical and Professional Assistance to Design and Monitor PL480 Title II Emergency Food Program.	\$36.7 (2/84-4/84)	-	-
AECWA: Provision of Clerical, Secretarial, Maintenance services.	\$82.0 (12/83-11/84)	\$110.0 (10/84-9/85)	\$110.0 (10/85-9/86)

TABLE VIII(c) (continued)

<u>Item and Explanation</u>	<u>Fiscal Years (\$000)</u>		
	<u>1984</u>	<u>1985</u>	<u>1986</u>
2. <u>Personnel</u> Mission will provide requirements below for personnel involved in the information technology functions, such as systems development and operation, and the percentage of management and secretarial personnel also involved. Personnel that use systems will not be included.	NA	NA	NA
A. <u>Compensation, Benefits and Travel</u>			
B. <u>Workyears</u>	()	()	()
<hr/>			
3. <u>Equipment Rental, Space and Other Operating Costs</u>			
A. <u>Lease of Equipment</u> Obligations for lease and maintenance of non-government owned equipment (rented equipment)	NA		
B. <u>Space</u> Obligations for lease of space to house automation equipment, office space for personnel (direct-hire and contractor) involved in the information technology function (See 2A&B) including basic utilities and house keeping services.	NA		

TABLE VIII(c) (continued)

<u>Item and Explanation</u>	<u>Fiscal Years (\$000)</u>		
	<u>1984</u>	<u>1985</u>	<u>1986</u>
<u>C. Supplies and Other</u> Obligations for supplies and software rental (not included in a rental contract for equipment)	10.0	12.0	12.0
<u>D. Non-Commercial Training</u> Obligations for planning and conducting government operated training to prepare users to make effective use of automation resources.	5.0	1.2	1.2
SUBTOTAL	<u>15.0</u>	<u>13.2</u>	<u>13.2</u>
<hr/>			
4. <u>Commercial Services</u> This includes obligation for services where payments are made to private industry.			
<u>A. Computer Time</u> Obligations to fund contract with a private firm to provide computer time to the Mission.		NA	
<u>B. Leased Telecommunications Services</u> Obligations for leased telephone lines and other telecommunication services to obtain data from other computers or to transmit data. For Missions, where applicable include, but identify separately, the lease of local telephone lines and modems to reach the American Embassy's, Office of Communications for the purpose of the transmission of data to and from AID/W.		NA	
<u>C. Operations and Maintenance</u> <u>(1) Operations</u> Include funds to be obligated for contractor services to operate a WANG VS computer or an OIS System (system administrator and staff, not workstation operators).		NA	

TABLE VIII(c) (continued)

<u>Item and Explanation</u>	<u>Fiscal Years (\$000)</u>		
	<u>1984</u>	<u>1985</u>	<u>1986</u>
C. (2) <u>Maintenance</u> Include obligations for contracts to maintain government-owned equipment (hardware) and software that is currently in place and that is to be acquired in 1A and 1B above.	8.0	10.0	11.0
D. <u>Systems Analysis and Programming</u> Obligations for contractor services to design and program new ADP or OIS application systems and to maintain existing systems.			
E. <u>System Design and Engineering</u> (Do not complete - OMB requirement not applicable to AID.)	XXXX	XXXX	XXXX
F. <u>Studies and Other</u> Obligations for management and feasibility studies, requirement definitions, and commercial training.	NA	NA	NA
SUBTOTAL	<u>8.0</u>	<u>10.0</u>	<u>11.0</u>
<hr/>			
5. TOTALS Total Obligations Workyears (From item 2A)	()	()	()
<hr/>			
6. <u>Special Breakout</u>			
A. Amounts included in Mission allowances for existing systems. (Includes 2A, 3, and 4) (Services for equipment in place only.)	NA		
B. Amounts included in Mission allowances for new or expanded systems. (Includes 1, 2A, 3 and 4.) (Equipment and services for new efforts beginning during the fiscal year.)	NA		

PL 480 TITLE I NARRATIVE

The Mission proposes a PL-480 Title I program for Ghana as part of the total U.S. assistance support to current economic reform and stabilization efforts. The economic reform and stabilization efforts began in April 1983 with the Government's attempt to overcome its consistently poor economic performance. The present economic difficulties go beyond the effects of the recent world-wide economic recession. The poor performance can be directly traced to conscious national policy decisions to support urban-oriented import substitution at the expense of small, rural farmers. As a result, food crop production suffered with the average growth rate of production volume registering -0.1% during the 1970's. Cereals production declined from the 1974 high of 890,000 MT to an estimated 270,000 MT in 1983 because of a number of factors including drought, the deterioration of transport infrastructure and vehicles, inadequate production incentives, and unavailability of production inputs.

The "Ghana Agricultural Policy Actions Plans and Strategies, 1984-1986" (January 1984) recognizes that the most important part of basic human needs is food and that previous official Ghanaian policies have not met this need. The government has committed itself to an agricultural policy that will provide:

- "1) an adequate and well balanced diet for every Ghanaian; and,
- 2) sufficient buffer stocks to meet unforeseen food deficits resulting from adverse climatic conditions or natural disaster."

The Plan also aims at maintaining reasonable production levels of industrial crops, e.g. cotton, to not only lessen the requirements for scarce foreign exchange but also to provide desperately needed production raw materials for the domestic textile industry.

The economic and financial reform measures begun in 1983 are an attempt to deal with decades of agriculture sector mismanagement. Included in the reform measures were immediate increases in production prices for food crops to correct price distortions and to stimulate production. The Government also committed itself to flexible producer price policies through annual reviews and price adjustments. In spite of these positive steps food production and the resulting food supply and demand gap will remain a problem in Ghana for the foreseeable future. The recent reform efforts are only the first step in a protracted five to ten year process to redirect the Ghanaian agricultural sector. The success of these reforms will be greatly influenced by several factors including the speed and depth of Government's production price adjustments and the provision of sufficient economic incentives from the donor community to strengthen the Government's resolve to undertake the politically unpopular but economically necessary

next steps. A major factor in determining future Government actions will be the response of the donor community. Sufficient and timely levels of assistance will make the difference between the success or failure of the Economic Reform Program.

The proposed \$15 million PL-480 Title I Program supports and is tied to the IMF Stabilization Program and the activities of the IBRD's Ghana Consultative Group mechanism. The program supports the Government's present agricultural emphasis on food crop production concentrating on expanding small farmer production, the source of 90% of total cassava, corn, and vegetables production. The proposed Title I program will provide rice to help alleviate the continuing hunger problem resulting from the sharp drop in real wages and corresponding severe decline in living standards.

The GOG has established rice production targets based on the provision of adequate production inputs, efficient extension services, and irrigation facilities. The targets are in metric tons per production year 1984-85-86, 1985-96,440, and 1986-138,652. Given the aforementioned assumptions, adequate production support inputs the corresponding rice import requirements of 87,260, 77,210 and 56,690 are viewed as a priority of the GOG's ability to finance the needed rice imports will depend on the progress made in its Economic Recovery Program and the amount of donor assistance. The proposed provision of cotton will increase use of existing industrial capacity; use that is presently below 10% of capacity.

The local currency generations from the Title I sales will be used for Self-Help activities aimed at improving the production, storage and distribution of imported and domestically produced agricultural commodities. The monies will help the Mission to fund the local currency costs of its agricultural and health sector development programs as well as help the GOG to finance its development programs. Development funds have been sharply reduced due to the implementation of reforms. In addition, the local currency generations from Title I sales will be used to finance the in-country transport costs of Title I commodities and shipments.

The environment now exists for major economic policy reforms. The Government to lessen its previously heavy involvement in the economy and begin to allow a greater role for market prices and the private sector in determining prices; and, to increase individual incentives to expand production. Previous PL-480 Title I programs were the primary instrument in AID's policy dialogue with the Government. During negotiations with the GOG prior to the last agreement, in 1982, GOG officials agreed to sell the commodities at market rates. The Mission plans to use this and future program negotiations as a policy reform dialogues and to support the implementation of future GOG reforms.

Country/Office Ghana

FY 1986 ANNUAL BUDGET SUBMISSION

TABLE XI

P.L. 480 TITLE 1/111 REQUIREMENTS
(Dollars in Millions, Tonnage in Thousands)

	<u>Actual</u> <u>FY 1984</u>		<u>Estimated</u> <u>FY 1985</u>		<u>Projected</u> <u>FY 1986</u>	
	\$	MT	\$	MT	\$	MT
<u>COMMODITIES</u>						
<u>Title I</u>						
Rice	-	-	7.5	18.3	7.5	18.3
Cotton (bales)	-	-	7.5	21.4	7.5	21.4
Total	-	-	15.0	39.7	15.0	39.7
<u>of which</u> <u>Title III</u>						
Rice	-	-	-	-	7.5	18.3
Cotton (bales)	-	-	5.0	14.3	-	-
Total	-	-	5.0	14.3	7.5	18.3

COMMENT:

PL-480
ANNEX A (LOCAL CURRENCY USE PLAN)
₱(000's)

	<u>FY 84 ACTUAL</u>	<u>FY 85 PROGRAMMED</u>	<u>FY 86 PROGRAMMED</u>
AGRICULTURE	129,000	58,270	363,300
Project (GSC)	40,000	40,000	20,000
Other	89,000	18,270	343,300
RURAL HSG			
COTTAGE INDUSTRY	6,100	7,000	7,000
IS & T	4,000	10,000	10,000
Project (DAPIT)	4,000	10,000	10,000
Other	-	-	-
HPN	-0-	20,000	30,000
Project (CHETS etc)			
Other			
PVO SUPPORT	-0-	5,000	10,000
(ST)		100,270 <u>2/</u>	420,300
TITLE II (ST)	-0-	119,780	104,700
Program Support		30,030 <u>3/</u>	-
		89,750	104,700
GT	<u>139,100</u> <u>1/</u>	<u>220,050</u>	<u>525,000</u>

1/ Estimate and may be revised downward to 129,000
2/ Includes 20,020 from Title II emergency food sales proceeds
3/ Balance Title II emergency food sale proceeds

P.L. 480 TITLE III NARRATIVE

The Mission proposes a three to five year Title III program for Ghana. Such a program in addition to providing the import of essential foodgrains and industrial commodities, will broaden the scope and accelerate the implementation of policies and projects designed to increase the access of the poor to a growing and improving food supply and improve the well-being of the poor in the rural sector of Ghanaian society. These activities will focus on direct support for food production, soil and water conservation, rural infrastructure, rural public health, including nutrition interventions, and the development of the institutional capability to monitor food crop production and marketing.

Ghana meets the eligibility requirements for Title III, having previously demonstrated that it satisfies the terms and conditions applicable to Title I and:

- Needs external resources to improve its food production, marketing, distribution, and storage systems;
- meets the per capita income criterion;
- is able to use effectively the resources which would be available under Title I;
- has indicated a willingness to take steps to improve its food sector base; and,
- can demonstrate that the Title III assistance would complement, not displace, other development resources available.

There are significant policy reform measures which Title III will strengthen or facilitate the implementation. Included are measures whose aim is to:

- Support the policy objectives of the current GOG-IMF Agreement;
- support the GOG's efforts to curb domestic inflation;
- support the GOG's efforts to eliminate subsidies by providing additional commodities at a time of real economic hardship;
- provide additional income and employment to small farmers, traders, and transporters; and
- support the GOG national agricultural policies that will provide:
 - an adequate and well balanced diet for every Ghanaian;
 - sufficient buffer stocks to meet unforeseen food deficits.

The basic policies adopted through the IMF accord and the agricultural sector policies mentioned above are consistent with the overall AID policy for development assistance to the agricultural and rural sectors. They are also consistent with the strategies established as guidelines for AID to Ghana to increase domestic food production through the adoption of price policies reflective of real market costs and to increase rural incomes and general welfare.

The GOG has published an "Action Plans and Strategies 1984-1986" paper which sets forth the objectives and targets of the "Ghana Agricultural Policy". The bottom line is the allocation of resources, (both financial and labor) the application of sound land-use management, the establishment of equitable producer production incentives including producer oriented prices, the institutionalization of a production monitoring and reporting network, and the strengthening of the food processing and marketing systems.

It is expected that by the end of 1986, the GOG will have accelerated food production resulting in reducing import demands for basic staples. Following is a modified projection of supply/demand (000 m/t):

MAIZE

<u>Year</u>	<u>Production</u>	<u>Demand</u>	<u>Deficit</u>
1984	268	548	280
1985	390	571	181
1986	437	595	122

RICE

1984	46	133	87
1985	63	140	77
1986	90	147	57

CASSAVA

			(Surplus)
1984	3,272	1,875	1,387
1985	3,424	1,932	1,492
1986	4,000	1,993	2,009

The principal beneficiaries of this proposed program are the 70% of the population directly involved in the agricultural sector. The first echelon beneficiaries are the small to medium size farmers who currently are little more than subsistence producers; the rural poor especially landless, under-employed seasonal laborers; and the disadvantaged producers. The second echelon beneficiaries are the vulnerable groups who do not have adequate public health services; nutritional education and associated benefits; adequate environmental sanitation; and, an equal opportunity to share in the local and national benefits of economic growth.

The Title I program proposed is for \$15.0 million per annum. Given the need for investments in the agricultural and rural sectors, we believe the program level should be extended over a five year period with Title III beginning at a relatively modest level and increasing as follows:

US FY 1985	\$ 5.0 million
US FY 1986	7.5 million
US FY 1987	10.0 million
US FY 1988	15.0 million
US FY 1989	15.0 million

P.L. 480 TITLE II NARRATIVE

While Ghana's population is growing at approximately 3.2 percent annually, food production has declined at the rate of 3.9 percent per year during the past decade. The recent drought has exacerbated the problem with thousands more Ghanaians presently needing immediate food aid. The resulting dietary deficiencies and related diseases, particularly among infants and pregnant women, make the PL 480 Title II program an important component of the U.S. assistance effort in Ghana, on both humanitarian and developmental grounds.

Title II is currently the most significant nutrition intervention in Ghana addressing the problem of malnutrition in rural areas. Title II foods increase food availabilities and the program has improved food distribution within targeted regions of the country.

USAID, in collaboration with Catholic Relief Services, (CRS) and the Seventh-Day Adventist World Service (SAWS), will continue to program Title II foods with special emphasis on the most vulnerable category -- maternal and child health (174,000 recipients) -- with the following objectives:

- 1) To improve the nutritional status of pre-school children (under five years of age) who are below 80 percent of the standard weight for their age group;
- 2) To educate mothers on improved nutrition and child health procedures; and,
- 3) To strengthen the impact of the primary health delivery system through informing the recipients as to the availability of preventive health, immunization and population planning programs.

The school feeding program will benefit 50,000 recipients. This will enable the program to focus more sharply on those at greatest nutritional risk. It will be aimed at improving the nutrition status and the learning capabilities of these children and to encourage their regular school attendance, especially in the Northern and Upper Regions. Provision will also be made for 15,000 under the pre-school and 1,000 under other child feeding categories to improve their nutritional status. During the past few years the Mission, in collaboration with CRS, has been targeting the program on the most nutritionally needy so as to achieve greater developmental impact with limited resources. For this purpose data gathered under the AID-funded Growth Surveillance System are currently used to establish a priority of need for all Title II assistance categories.

The food-for-work category will include a total of 85,000 recipients from both voluntary organizations in support of the government's efforts to attract unemployed youths from the cities to the rural areas for agricultural development and production purposes. Title I counterpart will be used to fund approved activities in this sector.

A collaborative effort by USAID, CRS/Ghana and the Government of Ghana has resulted in substantial improvements in logistics over the past year. Determined management by CRS has also helped to resolve the perennial problems posed by Ghana's debilitated transportation infrastructure.

The total commodities requested under Title II for FY 86 equal 31,500 MT. The wide distribution of the commodities throughout Ghana and the small amount they represent within the country's total requirements suggests that Title II commodities will cause no disincentive to agricultural production. Likewise, no serious problems for CRS and SAWS to receive, store and distribute the Title II commodities at the proposed level are anticipated.

Mission monitoring and oversight of Title II activities will be accomplished through the Program Office, which has one USDH Food for Peace Officer and one FNDH assigned to manage the program.

Comments on FY 85 AER/Operational Plans

As a result of close collaboration between CRS, SAWS and USAID over the past year in defining program goals and targeting activities to meet the needs of those most at risk nutritionally, we are able to endorse both the direction and dimension of activities and levels proposed in the FY 84 AER and Operational Plan.

CATHOLIC RELIEF SERVICES - USCC
GHANA PROGRAM

Elements of Operations:

A. Identification

1. Name of Cooperating Sponsor: Catholic Relief Services - USCC

Country: Ghana

Date Submitted: May 9, 1984

Name and Address of Counterpart: N/A

2. Name and Address of American Representative:

Paul Cunningham

Program Director

Catholic Relief Services -USCC

P.O. Box 6333

Accra-North

The Program Director's time is devoted largely to Title II activities.

Supervisory Staff:

Assistant Director,
Food and Nutrition

Mrs. Hannah Evans-Latterodt

Program Assistants

Nancy Wills Keteku

Joan Mitchell

Field Supervisors

Annie Bani - Accra

Jouna Addo - Eastern

Mauricia Tunadaga - Northern

Odette Minyilah - Upper East

Charity Ocloo - Southern Volta

Janet Mmieh - Ashanti

Mattha Quagraine - Central

Bibiana Lawra - Upper West

Esther Manieson - Western

Beatrice Fianko - Ashanti/Eastern

Nana Osei-Antwi - Brong-Ahafo

Cecilia Kumapley - Northern Volta

1. additional supervisor to be appointed for
Brong-Ahafo

Takoradi Port Representatives

Cameron Peters

Takoradi Warehouse Manager

Frank Doku

Accountant

John Zuh

Internal Auditor

Chamberlain Baah

B. Area - Scope - Conditions of Operation

1. Describe for each program category the problem that the program addresses, and outline the program's proposed response to this problem:

a) Maternal Child Health (MCH): Several factors - cultural, socio-economic, and environmental - combine to produce a high incidence of malnutrition and retarded growth among Ghanaian children. Prominent among these are:

- The typical diet is inadequate in quantity, quality and variety, a problem compounded by seasonal fluctuations in availability.
- In the South, carbohydrates predominate, and proteins are lacking. The decay of the transportation network which formerly brought fish and meat to rural dwellers, has resulted in a diet based on starchy tubers and occasional game.
- In Northern Ghana, greater utilization of legumes and leafy vegetables produces a more balanced diet, but low levels of agricultural production result in widespread food shortages. Population density, lack of arable land and sufficient rainfall, and primitive farming methods are responsible for inadequate food production.
- Rainfall in the major farming areas of the country was reduced by 20 - 30% in 1983; in some regions, entire crops failed so much so that the Ministry of Agriculture estimates shortfalls in basic staples such as maize in hundreds of thousands of tons.
- The sudden exodus of Ghanaians from Nigeria placed tremendous strain on an already precarious food situation, at the onset of the lean season. In assessing the impact of the returnees on programs such as MCH, it is important to recognize that under conditions of extreme scarcity, adults are inclined to ignore the needs of children when sharing the family pot, which now must feed 10% more mouths than it did previously.
- Bush fires, while apparently not as severe as in 1983, continue to destroy farmland, crops, and whole villages throughout the country.
- The general decline of the economy, along with government efforts to control prices limit the money supply, and reduce imports, has discouraged farmers, who cannot raise capital or purchase scarce inputs.

It is expected that the economic factors cited above will only worsen during the coming year, and that a shortage of seed, fertilizer, farming tools, transport, and price incentives will discourage production further. Food shortages during the year of 1983 have been the most extreme in memory, causing grave concern for the future of Ghana's children.

CRS/Ghana's response to these problems is to intensify a program which focuses on the needs of hunger's victims, while recognizing the limitations inherent to operating a feeding program within a logistical system which in large part has broken down.

CRS proposes to supplement the diet of young children with a take-home food aid package that provides both protein and caloric value. The three foods provided are: Wheat Soy Blend/Milk, a vitaminized cereal which provides a high proportion of protein and is highly suitable as a weaning food; Soy-Fortified Sorghum Cereals, a protein-enriched cereal suitable for adaptation to any number of Ghanaian dishes; and Vegetable Cooking Oil, which provides calories and enhances the appeal of otherwise unappetizing foods.

MCH recipients are targeted in a number of ways to ensure that food reaches those segments of the population whose need is greatest:

- The majority of MCH centres are located in rural areas, where children are at greater risk due to lack of nutritional balance and variety, unavailability of health facilities.
- Children under six months of age, between 42 and 60 months, or living in towns and cities are eligible for food aid only if their weight for age is below standard. The utilization of the Growth Surveillance System to the MCH program has enabled CRS to identify needs more accurately and spread limited assistance to those most in need and who stand to benefit most.
- First Priority in food distribution is given to centres where more than 45% of enrollees fall below acceptable weight-for-age standards. Not only do such children receive food before their more fortunate peers, but they also benefit from a double ration system that is unique to CRS/Ghana. CRS introduced a Double Ration system for the neediest children of the country in 1980, and has now developed it to the point where it is a flexible and responsive approach to their changing needs.

Another important strategy of the MCH program is the involvement of mothers in the overall nutrition and health education context. When a mother brings her child to the MCH clinic, she not only receives a food supplement, but also an opportunity to learn about proper nutrition from clinic staff and CRS supervisors, the preparation of suitable weaning foods, and preventive health measures that will help her child to survive and to grow stronger and healthier. The emphasis in MCH clinics is on food as preventive medicine, since resistance to childhood disease is essential to survival in drug-poor Ghana. Mothers are taught to understand and interpret their children's records on individual Growth Surveillance Charts, so that health problems can be prevented before they develop.

During the past three years, Ghanaian mothers attending MCH clinics have begun participating in productive activities that improve nutrition and increase the family's food supply or income. Such activities maximize the impact of food aid by aligning it with the developmental goals of donors and sponsor. At present, approximately 4,000 mothers in over 30 MCH centers are participating in various Associated Development activities, which range from crop farming to rabbitry, and will expand to include fishfarming and soap-making. The interest among mothers and MCH clinic staff has been remarkable, and is indicative of widespread recognition of the severity of the food shortages and the motivation to utilize every available opportunity to improve the family's nutritional status. PL480 food as an incentive to such productive efforts is crucial to the success of the overall MCH program.

The Maternal and Child Health program continues to be of the highest priority for CRS/Ghana as it is for USAID. The relationship between adequate nutrition and the ability of young children to develop normally, physically as well as mentally, and to resist infection is overwhelming. Given limited resources, it is CRS policy to target those most at risk within the MCH program. As noted above CRS has allocated considerable resources in implementing the CRS monitoring approach; it has developed a prioritized allocation system to reach those identified as being most in need; and in addition it is using Title II commodities as a developmental resource in its Associated Development program. But in the face of a rapid decline in Ghana's ability to feed itself in 1983 our monitoring system indicates that more children are suffering and that they are suffering more in terms of their nutritional status and consequently their potential for normal development. As a result CRS proposes to maintain an allocation of Single Rations for 136,000 children in the MCH program and to increase to 67,000 the allocation of Double Rations to children in the MCH category.

b) School Feeding (SF): The CRS School Feeding program focuses on primary schools in the rural areas of each region of Ghana, where the major problems lie in the distances between a student's home and school, and the unavailability of a hot midday meal. Parents and children consider the School Feeding program an incentive to school attendance, and educators and nutritionists recognize the added benefits of increased attentiveness and higher energy levels even while such benefits may be difficult to measure.

CRS provides a daily hot lunch to 50,000 children in over 400 participating schools, the majority of them located in the Upper Region. Schools are targeted geographically, and programs are located only in rural areas whose socio-economic status falls below the national average. Students contribute modest canteen fees, firewood, condiments, etc., towards food preparation and the establishment of suitable preparation facilities; they also help in actual preparation and thus are exposed to the elements of a balanced diet.

In order to more closely associate the School Feeding programs with developmental efforts, CRS has sponsored a school gardens program. Now active in a rapidly increasing number of schools, this program adjunct promotes the concept of self-sufficiency in feeding, and gives children a sense of responsibility in providing for themselves. In most cases, foodstuffs produced are consumed by students along with PL480 foods; the surplus is sold to raise money for related projects. All CRS School Feeding programs have been instructed to collect token canteen fees from students; these are used to purchase program inputs such as cooking pots and agricultural implements, and only funds realized from the sale of empty containers is remitted to CRS in Accra.

c) Other Child Feeding (OCF): This small but important program seeks to address the needs of institutionalized children who 'fall through the cracks' of other CRS Title II feeding programs such as MCH, Preschool, and SF. Children who are permanent residents of orphanages and homes for the disabled and mentally retarded have been rejected by their families and by society, which lack the means to provide adequate care for them. This category of children is thus at the greatest risk, as they are without champions of their cause, or caretakers who take pride in bringing them up to be productive members of society.

CRS proposes to address this problem by providing a supplemental ration that will ensure a regular, daily source of adequate nutritional intake. Although this only partially answers the need of these rejected children, it does provide diet stabilization, greater balance and increased protein. In targeting OCF recipients, CRS assumes that virtually all children in this category are at greater risk than other children, and therefore selection of centers to be provided with food aid is based on overall community need.

d) Preschool: (PS) Children enrolled in day care centers, like primary-school pupils, are unable to go home for lunch, yet are not provided with any lunch by their parents, who go off to work and leave them from morning till late afternoon. These children are not enrolled in MCH programs because their mothers are not available to take them to clinic; thus Preschool feeding is seen as a substitute for MCH participation.

CRS has responded to this problem by supplementing the diet of day care enrollees with one hot, balanced meal daily. As in SF programs, attendance figures indicate that the provision of such a meal provides a great incentive to attendance. In selecting programs for participation in the Preschool program, emphasis is given to rural areas of greatest need and lowest standard of living.

Having noted the beneficial impact of this program to recipients during the past years CRS proposes to retain recipient levels at 15,000, a figure that still falls far short of serving even a fraction of eligible, rural day care centers, much less those in cities and towns. CRS feels that unless this local initiative is supported by food aid assistance, centers will be forced to close their doors to children who cannot bring their own lunches.

e) Food-For-Work (FFW): As noted earlier, food productivity in Ghana is rapidly declining, due in large measure to factors beyond the control of any voluntary agency. CRS feels that it can contribute to the reversal of this trend by providing food for work to motivated community groups. Farmers have discovered in recent years that it is only by making a concerted, cooperative effort that they can obtain needed inputs and thus increase productivity; CRS has reinforced this concept by making farming inputs available whenever possible. During the past year, CRS has succeeded in helping Food For Work farming groups with seeds, tools and marketing assistance; in 1983, this program was expanded with the allocation of basic tools to every participating farmer.

The sudden expulsion of several hundred thousand Ghanaians from Nigeria in February, 1983 gives an added dimension to the potential for Food For Work as a developmental tool. It is towards the maintenance of social stability that CRS contribute to the effort of reabsorbing these returnees into Ghanaian society, and turn their abilities to productive efforts before they become a drain or a disruptive factor to an already strained society. Those who are willing to take up farming or fishing and have organized themselves into associations, obtained and cleared land, etc., have been assisted by CRS grants for the purchase of inputs, as well as FFW rations to sustain them until harvest time.

In selecting FFW projects from an increasing number of applicants, CRS gives priority to the following groups:

- Those associated with other CRS programs, such as MCH mothers;
- Nigerian returnees;

- Projects that will produce more in foodstuffs, or contribute more to the welfare of the community, than they will consume in FFW rations;
- Projects that are capable of becoming self-sustaining after the first year;
- Projects that address the problem of food shortages in an innovative manner;
- Projects located in communities where food shortages are particularly severe.

FFW participants are provided with an incentive ration of sorghum grits and vegetable cooking oil that can either be distributed to workers on a daily or weekly take-home basis, or prepared on the worksite as a hot meal. Each group is responsible for monitoring food distribution to the satisfaction of CRS, and for regular progress reports. The foods provided can be prepared in a variety of ways and have met high acceptance among participants.

2. Describe for each program category: (a) the overall objectives and purpose of each program, (b) the benchmark indicators that will be used by the cooperating sponsor to objectively measure progress toward achievement of these purposes, and (c) the important assumptions related to achieving the purposes that were made while planning the program.

a) MCH: The objectives of the MCH program are to improve the nutritional status and growth rates of children under five years of age, by improving the quality of the diet and providing greater dietary variety. A further objective is to identify children and areas of greatest need, to develop the flexibility of distribution necessary to reach those areas, and to focus program activities in such a way as to concentrate on the neediest recipients without neglecting those whose environments expose them to somewhat lesser though no less real risks. The MCH program aims to teach mothers the value of good nutritional habits in the overall context of health education, and to emphasize the developmental aspect of food aid through involvement in Associated Development Activities. A further goal is to graduate high-risk recipients from 'special' to normal status through the development of weekly programs that give added attention to these children's growth problems.

In the MCH program, the benchmark indicator of objective success is the Growth Surveillance System, the significance of which cannot be understated. In determining progress toward the above goals, the placement and maintenance of a child above the 80th percentile on an individual or Master CSS chart is the indicator of success.

Several assumptions underlie the establishment of the MCH program. The most basic of these is that all children in rural areas of an underdeveloped country such as Ghana can be assumed to be at risk. This is because of prevailing conditions: endemic malnutrition combined with lack of water and basic sanitation, the indiscriminate disposal of refuse, and the lack of health facilities all contribute to a higher incidence of infectious disease leads to mortality and morbidity far in excess of acceptable norms. The dietary factors discussed in section B.1.a above also stand as important assumptions leading to the development of such programs. Another assumption which has gained greater significance in recent years is that we are operating in the context of a very fragile and rapidly weakening social structure. The political and economic problems that have plagued Ghana for the past decade are responsible for declines in food production,

distribution capacity, and the ability of Government or the private sector to import needed food agricultural implements, or drugs necessary to safeguard the health of its thirteen million citizens. Social and economic instability necessarily impact on the smooth operation of voluntary and other forms of assistance to Ghana, at the same time making the assistance provided all the more crucial to national welfare. This is especially true in the case of young children, who comprise the most vulnerable sector of any population and whose well-being is more threatened in more troubled times.

b) SF: The overall objective of this program is to stabilise children's lives at the formative stages through the establishment of proper dietary habits and the direct advantages of a daily hot lunch. It has been seen that the availability of a school lunch program increases attendance, and motivates parents to send their children to school. Furthermore, CRS aims to assist schools to engage in meaningful and relevant food production activities through the establishment of school gardens and small husbandry (e.g., rabbitry) projects.

CRS began in 1982-83 to integrate SF programs into the Growth Surveillance System, the goal of which is to weigh each participant at the beginning and end of the school term. This is now being done on a trial basis in 46 schools. Those geographical areas where it has been possible to implement this surveillance are generating data that will be used to assess the direction of SF programs on individual and regional levels. It is especially important to be able to prioritise distribution of SF rations to schools whose pupils' need is greatest, such as is already being done with the MCH program. This will ensure more equitable distribution of the limited rations available, and the most efficient use of available transport.

The benchmark indicators currently used in the SF program focus on increased and more regular school attendance; as the GSS program accumulates enough data to bear significance, indicators will be revised accordingly and will stress maintenance of acceptable nutritional status. Additional indicators are related to the Associated Development Activities undertaken by individual programs: the successful establishment of school gardens, the increased self-sufficiency of school feeding programs, and the effective application of funds generated through the collection of canteen fees, all of which are closely monitored by CRS.

A basic assumption underlying the establishment of SF programs is the Government's inability, despite laudable intentions, to develop a successful school lunch program of its own. Whereas the Government's input into and participation in the MCH program approaches 100%, in school lunch programs it is virtually nonexistent. This reality makes it necessary for local initiative to gradually take over from private agencies if children are to continue receiving a midday meal of any substance. It is an unfortunate truth that parents need some form of incentive to send their children to school, rather than employ their free labour in farming, and that children need encouragement to remain in school, or to attend regularly.

c) OCF: The objective of the OCF program is to contribute to the nutritional, and hence social, stability of institutionalised children. Without a guaranteed daily meal, these children would continue to fall further behind their peers; the provision of food aid contributes in no small measure to the continued existence of programs that are constantly short of resources. Children who have no families, or who have such severe problems that their families have rejected them, would be forced to live a hand-to-mouth existence on the streets if it were not for these institutions, and CRS is committed to their continued support.

As these OCF programs are disparate and small, it is difficult to establish applicable indicators of objective success. CRS is now beginning to enroll OCF programs in the GSS system, and considers the establishment of a stable program which gives rejected children the opportunities they deserve as human beings an adequate factor in measuring progress. To date 14 OCF programs are implementing the GSS system on a trial basis in selected areas.

The assumptions upon which the establishment of OCF programs are based are cultural and social: orphans and disabled or mentally retarded children constitute the front line of societal rejects. The Government is not in a position to provide adequate care for these needy individuals, leaving the responsibility to private initiative. CRS seeks to partially fill such gaps with the OCF program.

d) Preschool: The objective of the preschool program, which provides for children enrolled in day care centers while their parents are working, is to organize and educate children who would otherwise be without supervision during the day. The availability of day care, especially in the rural areas, encourages mothers to join the permanent work force and engage in activities more constructive than petty trading.

Benchmark indicators of the success of Preschool programs in meeting their stated goal are steady enrollments, regular attendance, and the firm and continued establishment of day care centers which free mothers to become productive members of society. As GSS data accumulates, comparison of Preschool recipients with their MCH counterparts will prove increasingly valuable in determining program priorities; at present, the data available is inconclusive.

The assumptions leading to the establishment of the Preschool program are the obvious need to reinforce the valuable contribution made by day care to both the family and the economy, the need of small children to have a balanced meal at midday, and the need to provide for children who cannot be enrolled in MCH programs which would provide them with similar food.

e) FFW: The goal of the FFW program is to increase agricultural productivity and community participation in self-help schemes. A second objective adopted in 1983 was to contribute to the resettlement of Nigerian returnees by providing viable employment opportunities.

Indicators of success in this program are the retention of a stable workforce, generation of additional community activities as motivation increases, the numerical increase of acreage under cultivation, and the ability to attract Government-controlled resources to active project sites.

The assumptions underlying this program are clear: agricultural production in Ghana is intolerably low, and unless increased through every available means, the country's already faltering economy could be doomed to failure and even greater dependence on foreign aid. The intervention of programs such as FFW seeks to motivate workers to remain in the rural areas and resist the drift to the cities. An adjunct assumption is that the continuous supply of high-protein supplements serves as an incentive to increase work output.

3. Will the program be countrywide or limited to certain provinces, states, cities, or other administrative or geographical areas?

All CRS Title II feeding programs are country-wide, with emphasis given to the needs of rural areas. As discussed elsewhere, special consideration, in the form of Double Rations, is given to MCH centres where more than 45% of recipients fall below acceptable growth rates.

4. Describe the normal distribution method at the project level in making food available to each category of recipients.

- a) MCH: Mothers are expected to bring their under-five children to the clinic once a month. A comprehensive program begins with a health or nutrition lecture and includes administration of scheduled inoculations, and individual conference with a nurse and usually a cooking demonstration to enrolled participants. Each child is weighed, and the weight is entered on the individual chart as well on the Master Chart; the significance of the child's relative weight for age, as well as of any gains or losses, is explained to the mother. After completion of program, food is distributed to mothers who assist in measurement and recording.
- b) SF, Preschool, and OCF: Food is prepared on site by an assigned supervisor, usually a teacher, with the children contributing condiments and firewood. All children enrolled at such institutions are eligible to receive food, which is consumed on the premises.
- c) FFW: This is distributed in one of two ways: either as a meal prepared on the worksite and consumed by participants, or as a take-home ration distributed daily to individual participants. In each case, the ration per worker is the same.

5. Describe the participation by the cooperating country government and any special conditions relative to admission, storage, transportation, distribution, or utilization or losses of commodities.

The Government of Ghana, under agreement with CRS, allows duty-free entry for all Title II commodities. Provision is made in a separate line item of the Government's annual budget for the expenses involved in the clearing, warehousing, and inland transportation of Title II foods. Specifically, the agreement pledges the Government to,

"ensure that all costs of discharge, handling, port charges, transport, insurance after discharge and storage of the above-mentioned goods upon arrival at the port of entry be financed by the Government; make provision in the Annual Budget for financing the above; absorb the tax duties and levies elements of any of the above-mentioned goods....."

Escalating transportation costs have brought about adjustments in reimbursement procedures from the Government of Ghana to CRS. CRS keeps the Government informed of expected shipments on an annual, quarterly, and ship-by-ship basis, presenting revised estimates of transport costs as rates change. The Government in turn, commits itself to agreed levels of program support during the preparation of the annual budget. CRS continually seeks ways to minimize the Government's expenditure on Title II and other food aid programs, as efficient program operation serves the best interests of recipients in particular and the country as a whole.

The Government in no way utilizes or controls the distribution of commodities or the selection of recipients and has never made any effort to influence the operation of CRS programs. The GOG further cooperates with the feeding programs through the establishment and support of MCH centers, seventy percent of which are Government operated.

CRS controls reimbursement for commodity losses in that the agency is directly reimbursed for such losses by the transporter involved, prior to forwarding vetted waybills to the Government for payment.

6. Explain arrangements to avoid possible duplication of distribution among the several programs.

As noted in the text above, duplication is avoided by the definition of each category of recipient. MCH and NY programs are mutually exclusive, separated by age. Pre-school children are not eligible for MCH centers because their mothers are not available to bring them to clinics. MCH recipients are institutionalized, and therefore unable to participate in any other program. FFW is the only program in which adult child recipients. Care is taken not to open new MCH centers in close proximity with existing centers, in order to avoid cross-registration; geographical distribution thus serves as a deterrent to duplication in this case.

G. Control and Receipting - Records, Procedures, and Audits:

Accountability for a consignment begins ex-ship's tackle. The records used, in order of their applicability, are as follows:

1. Duty-free clearance: obtained from Ministry of Foreign Affairs.
2. Customs clearance: arranged by Ghana Supply Commission.
3. Daily tally: This card is used to record quantities offloaded from each hold of discharging ship. It is signed by representative of the ship, the Ghana Cargo Handling Corporation, and the Surveyor.
4. Delivery tally sheet: This is prepared by the GCHC, and records quantities loaded onto waiting trucks, ex-tackle. It is also signed by the three representatives listed above.
5. Survey Report: This report is submitted by an independent firm which records commodity discharges ex-tackle, specifying damaged, slack, and broken bags as well as unfit foods. The Surveyor's responsibility extends to the CRS warehouse, where inspection of unfit and broken bags takes place during the Port Health Authority's examination of each cargo.
6. Waybill: This document covers the two-mile journey of a consignment from the dock to the CRS warehouse. It is prepared by the Ghana Supply Commission. Upon arrival at the warehouse, CRS takes delivery of the consignment, accepting the CSC waybill and noting any discrepancies.
7. Warehouse ledgers: These books record incoming and outgoing commodities.
8. Physical inventory records: Physical inventories are conducted at the end of each calendar quarter, with appropriate reports and reconciliations following.
9. Waybills: Each outgoing consignment is documented by a waybill, which is issued in triplicate. Distribution of commodities to participating centers is made according to a distribution list drawn up to reflect the system of priorities based on the GSS.

Copies of the waybill are delivered as follows:

- a) To the consignee, via the transporter. The consignee signs the waybill upon receipt of the commodities, noting any discrepancies, and returns it to CRS by mail, thus providing independent confirmation of delivery;
 - b) To the transporter, who must present his copy, signed by the consignee with discrepancies duly noted, to CRS before payment can be made;
 - c) To CRS, for purposes of reference and comparison to the outgoing control ledger.
10. **Shipping notices:** This is sent to each consignee, and provides a second instance of independent confirmation of a consignment.
 11. **Center tally cards:** Each center maintains inventory tally cards for each commodity, on which both incoming and outgoing supplies are recorded.
 12. **Monthly reports:** Each center is required to submit a monthly report to CRS, in which attendance, issuance of rations, and beginning and ending inventories are recorded.
 13. In light of existing conditions in Ghana CRS has allocated additional staff to oversee food distribution and receipt.

D. Port Facilities - Practices:

1. Are offloading facilities at ports adequate to handle the foods?

Port facilities are adequate to handle the amounts of commodities requested in the current AER. Facilities are best equipped to handle consignments of less than 50,000 units and which are not dependent on specific equipment such as cranes, flatbed trucks, and more than five forklifts. The Government is cooperating with CRS in an effort to improve port security.

2. Are independent cargo surveys permitted?

The Government of Ghana does not interfere with independent cargo surveys.

3. Do port charges other than duty present a problem?

As noted in reference to the country agreement cited above, all port charges are absorbed or paid by the GOG.

E. In-Country Storage and Transportation:

1. Provide a statement describing available port, central, and outlying storage facilities including location and capacity. State specifically if available storage facilities are adequate to prevent commodity spoilage and waste or will the facilities available create special problems.

CRS has been granted the use of a secure warehouse owned by a government organization (the Ghana National Trading Corporation) and located two miles from the Port of Takoradi. It has a capacity for 200,000 bags, and can hold as many as 250,000 if necessary. This warehouse is well constructed and provides security, ventilation, and off-floor pallet storage, and is considered adequate for current needs. Backup warehouse facilities owned by government and private organizations in Takoradi are available at short notice.

CRS maintains no interim storage facilities. All consignments are taken directly from the ship to the CRS warehouse to the individual centers. Each participating center signs an annual agreement with CRS, undertaking to provide storage facilities up to the standard directed. This includes protection from insect and rodent infestation as well as weather, ventilation, and off-floor stacking. CRS field personnel routinely conduct inspection of storage facilities to ensure that they are well-maintained.

2. What, if any, are the main problems related to inland transportation?

The main problems encountered in this area are the lack of available vehicles, a problem arising from the lack of tyres and spare parts in the country. Extremely poor road conditions and perennial fuel shortages compound the problem. Even under these conditions CRS attempts to deal with transporters who are reliable and who appreciate the steady work; the agency makes an effort to help transporters secure prompt payment from the Government and to obtain scarce parts and tyres whenever possible.

3. Will the distributing agency retain control of foods during transportation and storage?

CRS retains full control over foods during transportation and storage.

F. Processing - Reprocessing - Repackaging:

N/A

G. Financing:

1. How will costs of administration, storage, transportation, processing, packaging, special labels, issuance of informative materials, the cost of food preparation and serving, etc., be financed?

Administrative costs are supported by a combination of CRS funds, Household Contributions, and the proceeds from Empty Container Sales. Central storage facilities are provided in kind by the Government of Ghana through its subsidiary the Ghana National Trading Corporation. Storage at individual centers is provided by the operating agency having jurisdiction. Offloading expenses are reimbursed to CRS by the Government of Ghana. Inland transportation is paid directly from the Government to private transporters contracted to carry CRS food. Costs of food preparation at school and institutionalized feeding programs (cooks' salaries, fuel, supplemental foods, etc.) are paid by the individual center, using funds collected in the form of recipient contributions.

2. If commodity containers are to be sold, explain plan for sale, and method of control and utilization of the salvage fund.

Empty containers are sold at the centers, for fees set by CRS. The proceeds are remitted in full to CRS, which controls its expenditure according to its budget for Fund 507.

H. Acceptability of Available Foods:

1. N/A

2. Comment as to the expected acceptability by each category of recipient of each available food.

a) Vegetable Cooking Oil is utilized in all recipient categories. Its acceptability is unquestioned by recipients, due to its wide range of applications in virtually every dish in the Ghanaian diet. Its availability further provides incentives for clinic attendance, as its value to mothers as a substitute for prohibitively expensive cooking oil on the market makes it very attractive.

b) Wheat Soy Blend, used in MCH programs, is an ideal weaning food. It is very much favoured by mothers, who are familiar with its local cornmeal counterpart, which lacks the protein and vitamin enrichment of WSB. It is used not only in making porridge, but is also adaptable to other local dishes as a more nutritious substitute for cornmeal.

c) Soy-Fortified Sorghum Grits is the cereal distributed in all program categories. Its attractiveness lies in its familiarity in parts of the country where small amounts of sorghum are grown, and its use in preparing any number of grain-based meals. Beyond the obvious use as a breakfast cereal, it is also popular as a substitute for grains such as rice, corn, and millet in grain-based dishes, which form a large portion of the Ghanaian diet.

I. Program Publicity:

1. Explain methods of educating recipients on source of foods, program requirements, and preparation and use of foods.

As an integral part of the MCH program, mothers enter into a contractual agreement with CRS, in which they are informed that their participation in the program requires regular attendance and a commitment to upgrade the food intake of their children. This agreement takes the form of a child's weight chart, with compliance indicated by satisfactory growth curves.

All recipients are informed that the source of the three Title II commodities is the United States. Recipients purchase the empty containers and are familiar with the handclasp emblem of U.S. aid programs. Educational posters have been designed, printed, and distributed to all participating centers in the four child-feeding categories. They have been well received and are felt to contribute to participants' understanding of their programs.

Cooking demonstrations using Title II foods as integrated into the local diet are regularly conducted at MCH centers. Schools and day-care centers often involve their enrollees in various aspects of food preparation, which is a form of education in itself.

2. Explain plans for program publicity including any factors that may adversely affect publicity.

Informal word-of-mouth publicity produces potential enrollments far in excess of the programs' capacity to meet the demand. The attractiveness of the food package is a major factor in the spread of this form of publicity. There are no known factors that may adversely affect publicity.

In addition all centers are provided with a set of posters which provide a health message as well as clearly indicating the source of the Title II commodities.

II. Contribution to Program

<u>Source</u>	<u>Value of Contribution in 1984 (Estimated)</u>	<u>Role Played</u>
<u>Financial</u>		
Household Contributions	\$252,926.85	Supports salaries and travel expenses of CR field staff, and related program activities.
CRS/New York: Micro Fund	\$2,500.00	Small community projects emphasizing expansion and dietary and health improvement.
Administrative Support	\$58,348.00	Supports varied office functions.
Government of Ghana	\$4,400,000.00 (Provisional) (US\$1.00 = ₵30.00)	Cost of clearing and inland transport of commodities.
Empty Containers	\$569,021.19	Supports salaries and travel expenses of CR field staff, and related program activities.

Human Resources

CRS acknowledges the contribution of hundreds of health professionals involved in administering the programs. Their number and the value of their contributions are incalculable, but their role is invaluable to the success of each program.

Commodity

EEC: Supplemental Foods		Complements the food provided under Title II with emphasis on attention to special needs recipients.
Butter Oil		
Milk	\$684,482.00	

II. Contribution to Program

<u>Source</u>	<u>Value of Contribution in 1983 (Estimated)</u>	<u>Role Played</u>
Used Clothing: Thanksgiving Clothing Collection, USA	\$450,000.00	Reinforces mother's commitment to clinic attendance.
Medicines and Medical Equipment	\$500,000.00	Enables clinics to provide more comprehensive health services.
Project Support Various sources	\$100,000.00	Supports a wide range of development projects.

In-Kind

Formerly the Government of Ghana was providing the bulk of its obligation as an in-kind donation; since mid-1980, however, this contribution has taken the form of a fund as described in the body of this report.

FY 1986 ANNUAL BUDGET SUBMISSION

TABLE XIII

PL 480 TITLE II

FY85

I. Country Ghana

Sponsor's Name Catholic Relief Services

A. Maternal and Child Health.....Single Rations 136,000
Total Recipients
Double Rations 67,000
(Thousands)

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars
136,000	SFSG	6,480.00	1,581.12
136,000	WSM	6,480.00	2,436.48
136,000	VEGOIL	1,218.00	1,163.19
Total MCH	(a)	14,178.00	5,180.79

B. School Feeding.....Total Recipients 50,000

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars
50,000	SFSG	1,305.00	318.42
50,000	VEGOIL	103.50	98.84
Total School Feeding		1,408.50	417.26

C. Other Child Feeding.....Total Recipients 1,000

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars
1,000	SFSG	27.60	6.73
1,000	VEGOIL	2.76	2.64
Total Other Child Feeding		30.36	9.37

D. Food for Work.....Total Recipients 5,000

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars
5,000	SFSG	436.80	106.58
5,000	VEGOIL	30.00	28.65
Total Food for Work		466.80	135.23

E. Other (Specify).....Pre-School Feeding Total Recipients 15,000

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars
15,000	SFSG	310.50	75.76
15,000	VEGOIL	31.05	29.65
Total Other		341.55	105.41

II. Sponsor's Name Catholic Relief Services

(a) Includes 67,000 children who will receive Double Rations

FY 1986 ANNUAL BUDGET SUBMISSION

TABLE XIII
PL 480 TITLE II
FY86

I. Country Ghana

Sponsor's Name Catholic Relief Services

A. Maternal and Child Health.....Total Recipients Single Rations 154,500
Double Rations 76,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
154,500	SFSG	7,356.00	1,912.56
154,500	WSM	7,356.00	2,854.13
154,500	VEGOIL	1,383.00	1,295.87
Total MCH	(a)	16,095.00	6,062.56

B. School Feeding.....Total Recipients 50,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
50,000	SFSG	1,305.00	339.30
50,000	VEGOIL	103.50	96.98
Total School Feeding		1,408.50	436.28

C. Other Child Feeding.....Total Recipients 1,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
1,000	SFSG	27.60	7.18
1,000	VEGOIL	2.76	2.59
Total Other Child Feeding		30.36	9.76

D. Food for Work.....Total Recipients 5,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
5,000	SFSG	436.80	113.57
5,000	VEGOIL	30.00	28.11
Total Food for Work		466.80	141.68

E. Other (Specify) Pre-School Feeding.....Total Recipients 15,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
15,000	SFSG	310.50	80.73
15,000	VEGOIL	31.05	29.09
Total Other		341.55	109.82

II. Sponsor's Name Catholic Relief Services

(a) Includes 76,000 children who will receive Double Rations

OPERATIONAL PLAN FY '85

SEVENTH-DAY ADVENTIST WORLD SERVICE

SAWS

COUNTRY OF GHANA

I ELEMENTS OF OPERATION

A. Identification

1. Seventh Day Adventist World Service (SAWS) is now operating an emergency relief food distribution program in the country of Ghana, West Africa. SAWS is the welfare and reconstruction arm of the Seventh Day Adventist Church and distributes Title II foods in several countries around the world.

2. The Outreach Program will be under the direction of Mr. Glenn Howell whose residence is located on the compound of West African Union of Seventh-Day Adventist in Accra, Ghana. Mr. Howell is a citizen of the United States and will devote full time to the program. Please note Exhibit A to find list of duties for all workers involved in this program.

B. Area-Scope-Conditions Of Operations

1. SAWS will have only two categories of programs, Food For Work and Mother Child Feeding. These will be addressed as follows:

EXHIBIT A

Name and Address of American Representative:

Rev. Glenn Howell
DIRECTOR
Seventh-Day Adventist World Service
P.O. Box 1016
Accra

The Director's time is devoted almost entirely to P.L. 480 Title II activities.

Following are the Supervisory Staff positions:

1. Assistant Director and Food Coordinator -
Host Country National (HCN)
2. Accountant (HCN)
3. End-Use Checker Supervisor HCN
4. End-Use Checkers HCNs
5. Shipping Clerk HCN
6. Warehouse Manager HCN
7. Secretary

a. Food For Work

Ghana has undergone severe curtailment of agriculture production as a result of the severe drought of 1981-82-83. Food shortages are noted in all parts of the country due to lack of water. Even though the 1984 rainy season shows some improvement it will be many months or years before normal conditions will return to Ghana. It has been reported that many farmers were forced to eat their planting seeds in order to live and will now be forced to find seeds to plant. SAWS will address this problem through several seed producing companies in the U.S. that have donated millions of packages of seed to SAWS in other countries where similar problems have been found.

SAWS will build check earthen and stone dams to conserve the runoff and construct irrigation canals, open new areas that are more conducive to crop raising. Some foods will be used to teach children to grow vegetables and to dry and preserve some foods. All area directors and end-use-checkers will have intensive courses in agriculture procedures. Refresher courses will be required

each year. SAWS will make every effort to encourage greater food production to not only give better nutrition to the subsistence farmer but to produce cash through marketing the crops.

Portable water system will form a top priority in work programming. Athletic fields, clinics, schools and roads will also be the areas of SAWS Food For Work programs.

b. Mother Child Feeding

1. There is because of drought conditions great suffering from hunger and malnutrition among small children and babies because of lack of proper diet. SAWS will address this problem in its request for 20,000 rations for children under five years of age, pregnant and lactating mothers. Because of the small beneficiary level in this category great effort will be made to select areas of greatest need and serve the neediest of the needy. End-use-checkers will be trained to address some of the needs and to train mothers and children in disease prevention and to detect certain diseases in children. Records and charts

will be kept to evaluate the program. SAWS feels that end-use-checkers may do a great additional service if properly trained while they are at the project level.

c. Control and Receipting - Procedures, Records and Audits

1. SAWS will maintain a warehouse in the North of Ghana, one in the Central part and one in the South. A regional director will be assigned to each region and will direct the end use-checkers in each respective area. Great care will be taken so as to not duplicate any distribution project of another Voluntary Agency.

2. All work projects will be under a five person committee at the project level. A president, treasurer, secretary and two voices will make up this committee and will be responsible for food distribution and the success of the project. The committee will make all lists of recipients and the inventory of foods available to end-use checkers or area director. All food will be distributed under ration levels provided by USAID- All records will be kept at area offices and at

SAWS central office in Accra and will be available for inspection at all times.

3. Host government (Ghana) will permit all foods, equipment related to program and all personnel effects of foreign personnel to enter duty free. Liberation of foods and equipment is made easy and rapid by the elimination of much paper work. Food and goods are many times removed from port in matter of hours.

The government (Ghana) will set aside sufficient fuel for rolling stock and to permit large storage facilities to be installed at regional depots.

4. SAWS will provide a list of all projects each quarter to other vol-ags and ask for the same from the vol-ags operating in Ghana to avoid any duplication of food distribution efforts.

5. A listing of all records (beginning with the original shipping invoice to the end tackle report with damage or short loading information of food shipments, arrival, and distribution to entry of food to SAWS warehouses to the dispatching of food to project level and to include list of signed

5

recipients can be) found in Exhibit B of this proposal. All records are open to inspection at all times at the central office of SAWS in Accra.

D. Port Facilities-Practice

1. All off-loading facilities are adequate to handle foods.

2. SAWS is permitted and shall obtain through an independant organization cargo survey on all shipments.

3. There are no problems due to port charges and SAWS has been granted duty free entry of all foods and material pertinent to the food program.

E. In Country Storage and Transportation

1. SAWS Central and outlying storage facilities are adequate both in cleanliness and vermin proof. Their locations and capacities are as follows:

SECTOR	CAPACITY
SOUTHERN SECTOR	
Tema	2000 Metric Tons
Accra	4000 " "
CENTRAL SECTOR	
Kumasi	2000 Metric Tons
NORTHERN SECTOR	
Tamale	<u>1000</u> Metric Tons
TOTAL	9000

Additional warehousing is available in these areas should conditions warrant it.

All adequate measures will be taken to assure that cleanliness and elimination of rodent procedures are maintained in all warehouses. Weekly inspection by Food Controller will assure that the best of storage conditions prevail. All sacks will be marked to provide a first-in first-out delivery system to eliminate any possibility of spoilage.

2. Road conditions are the only real problem to inland transportation. Unfortunately the most needy areas are where the roads are the worst

3. SAWS will in all cases maintain control of all PL 480 foods during transportation and storage.

F. Processing-Reprocessing-Repackaging

SAWS will not do any processing or reprocessing of foods and only in cases of damage to food containers where food is still in original state of cleanliness will repackaging occur.

G. Financing

1. Because of the scope of assistance by SAWS

funds for this proposal must come from other sources. Following this program plan SAWS will present for approval, a request for an Outreach Grant to assist in the carrying out of this proposal. SAWS will provide a director and all expense incurred in placing said director in the field. SAWS will also provide 100 tons of good quality used clothing and such medicines as may be needed to aid the people of Ghana.

2. All containers will be charged at time of delivery. These containers may be sold at project level to regain cost or returned to SAWS for credit refund. No project will be denied food because of financial difficulties and cannot pay for containers. Funds generated from the sale of containers will be accounted for in the accounting department of SAWS. Records will be available to inspection at all times.

Some uses of funds generated by sale of used containers will be used in the following manner:

Purchase of tools such as:
Hoes
Rakes
Shovels
Wheelbarrows
Watering cans and seeds

Light machinery such as:
Cement mixers
Cement block machines

In a long range program SAWS plans to operate dental clinics and certain costs of this program might be met by this revenue source.

SAWS would buy from Belgium great quantities of guinea worm medicine that has been proven successful to rid the poor people of many African countries of this painful and hurtful plague.

H. Acceptability of Available Foods

a. SAWS is now serving over 100,000 needy people of Ghana NFDM, Bulgur and Oil and finds readily acceptance to these foods. In the Outreach Program Proposal to follow SAWS would drop the NFDM and substitute rice which would be less costly and more readily accepted by the poor and needy of Ghana.

I. Program Publicity

1. Because of the commitment by the peoples of the United States to address the problem of the undernourished peoples of the world SAWS has and will continue to train each of its employees

to stress at every opportunity the source of foods being distributed. Signs clearly stating the source will be found at every distribution center. In the 1985-86 Outreach Program funding for a nutritionist will be solicited to give talks to mothers and other groups on various methods of PL 480 food preparation and other health related principles.

FY 1986 ANNUAL BUDGET SUBMISSION

TABLE XIII

PL 480 TITLE II

FY85

I. Country Ghana

Sponsor's Name SAWS - Ghana

A. Maternal and Child Health.....Total Recipients 20,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>20,000</u>	<u>CSM</u>	<u>0.480</u>	<u>171.2</u>
<u>20,000</u>	<u>Rice</u>	<u>0.480</u>	<u>206.4</u>
<u>20,000</u>	<u>VEGOIL</u>	<u>0.060</u>	<u>49.6</u>
Total MCH		1.020	427.2

B. School Feeding.....Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
Total School Feeding		_____	_____

C. Other Child Feeding.....Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
Total Other Child Feeding		_____	_____

D. Food for Work.....Total Recipients 80,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>80,000</u>	<u>CSM</u>	<u>6.336</u>	<u>1,773.9</u>
<u>80,000</u>	<u>Rice</u>	<u>6.336</u>	<u>2,724.5</u>
<u>80,000</u>	<u>VEGOIL</u>	<u>0.480</u>	<u>397.0</u>
Total Food for Work		13.152	4,895.4

E. Other (Specify).....Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
Total Other		_____	_____

II. Sponsor's Name _____

FY 1986 ANNUAL BUDGET SUBMISSION

TABLE XIII

PL 480 TITLE II

FY86

I. Country Ghana

Sponsor's Name SAWS - Ghana

A. Maternal and Child Health.....Total Recipients 20,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>20,000</u>	<u>CSM</u>	<u>0.480</u>	<u>171.2</u>
<u>20,000</u>	<u>Rice</u>	<u>0.480</u>	<u>206.4</u>
<u>20,000</u>	<u>VEGOIL</u>	<u>0.060</u>	<u>49.6</u>
Total MCH		1.020	427.2

B. School Feeding.....Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
Total School Feeding		_____	_____

C. Other Child Feeding.....Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
Total Other Child Feeding		_____	_____

D. Food for Work.....Total Recipients 80,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>80,000</u>	<u>CSM</u>	<u>6.336</u>	<u>1,773.9</u>
<u>80,000</u>	<u>Rice</u>	<u>6.336</u>	<u>2,724.5</u>
<u>80,000</u>	<u>VEGOIL</u>	<u>0.480</u>	<u>397.0</u>
Total Food for Work		13.152	4,895.4

E. Other (Specify).....Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
Total Other		_____	_____

II. Sponsor's Name _____