

Annual Budget Submission

FY 1987

GHANA

BEST AVAILABLE



JULY 1985

Agency for International Development
Washington, D.C. 20523

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

	84 Act	85 est.	86 est	87 AAPL	88	89 Planning Period	90	91
<u>Dev. Asst</u>								
<u>ARND</u>								
Grants	--	(2.2) ^{1/}	1.0 ^{2/}	2.5 ^{2/}	8.0	10.0	13.0	17.0
Loans	--	(3.0) ^{1/}	--	--	--	--	--	--
<u>Population</u>								
Grants	--	2.0	3.0	2.5	--	--	--	--
Loans	--	--	--	--	--	--	--	--
<u>Health</u>								
Grants	--	--	--	--	--	--	--	--
Loans	--	--	--	--	--	--	--	--
<u>EHR</u>								
Grants	--	--	--	--	--	--	--	--
Loans	--	--	--	--	--	--	--	--
<u>SDA</u>								
Grants	--	--	--	1.0	1.0	2.0	2.0	--
Loans								
<u>Subtotal</u>								
<u>Functional</u>								
<u>Accounts</u>								
Grants		2.0	4.0 ^{2/}	6.0 ^{2/}	9.0	12.0	15.0	17.0
Loans								
PL-480 (Non-Add)								
Title I/III		6.0	8.0	8.5	9.0	15.0	15.0	15.0
(Title III)		--	5.0	8.5	9.0	15.0	15.0	15.0
Title II	20.8		7.425	7.405	7.615	7.0	6.0	5.0

1/ Reobligation of \$2.2 million DAPIT and \$3 million MIDAS II prior year funds.

2/ Does not include funding for program assistance requested but not included in AAPL totalling \$10 million in FY 1986 and \$ 15 million in FY 1987.

Program Assistance

The Ghanaian Government continues to implement its Economic Recovery Program. This program, begun in April 1983, is one of the most austere in Africa. The reforms have focused on adjustments of fiscal and monetary policies, the elimination of producer and consumer subsidies, and increased agricultural producer prices, utility rates, and transport tariffs and were aimed at stabilizing the country's economic decline. Although the reforms led to increased political discontent as well as economic hardships for most Ghanaians, the Government remained firm in its resolve to implement them. The Government has now moved into its second phase, rehabilitation. This phase, begun in July 1984, is aimed at rehabilitating domestic agriculture, infrastructure, and industry through the importation of essential raw materials and production inputs. As a result of these reforms, Ghana's economy recorded signs of improvement in 1984. Domestic production which consistently declined in recent years began to increase during the year. Agricultural production showed the most remarkable recovery due to the timely arrival of essential production inputs financed by the Recovery Program; the introduction of a pricing policy more favorable to producers; and, better weather conditions than in 1983. The industrial and mining sectors have not, however, recovered as rapidly. The manufacturing sector still operates at rates averaging 20% of installed capacity because of the continued slow influx of essential production inputs and raw materials as well as the transport sector's inability to move domestic agricultural produce to factories for processing. Both sectors remain handicapped by the inefficient transport system, the shortage of spare parts and equipment, and fluctuating world market prices/or export commodities.

With the continuation of the economic reforms, the most appropriate U.S. assistance package to Ghana is one that supports these efforts. USAID/Ghana previously requested, in the FY 1986 ABS, a combination of PL-480 Title I and program assistance to the agricultural and transport sectors. A PL-480 Title I program was approved for FY 1985. The Mission plans to provide approximately \$5.2 million for program assistance in the form of de-obligated project funds re-obligated to finance a CIP for the agricultural and transport sectors in FY 1985. Although the funds will help to finance essential imports for these two sectors, they are insufficient to make a major impact on the needs of the sector and, while supportative, are considerably less than the levels of assistance provided by other bilateral donors, e.g. Canada, the United Kingdom, France, and Holland.

The proposed program assistance will provide some of the needed inputs for the agricultural sector to increase domestic food production, storage, and marketing. This assistance will have a direct impact on the economy by providing income and employment to hundreds of farmers, private traders, and returnees as well as increasing the general food supply throughout the country. Parts of the 1985 corn surplus were bartered, though an agreement between the U.S.G. and the GOG, to Burkina Faso and Mali to meet their emergency food needs in exchange for additional PL-480 Title II rice. Should neighboring countries have further

emergency food needs, USAID/Ghana hopes to repeat the barter arrangement in future years. Assistance to the transport sector will provide the spare parts, tires, lubricants, and replacements needed to rehabilitate the country's road vehicle fleet and transport infrastructure. These funds will help to improve the domestic distribution of food, production inputs, and consumer goods as well as facilitate the transport of future commodities provided by PL-480 or barter agreement to neighboring countries.

USAID/Ghana is requesting additional and increased program assistance to Ghana during the next few years because such assistance:

is quick-disbursing and has immediate payoff in economic terms.

provides needed agricultural production inputs to allow rapid increases in food crop production within a relatively short, 2-3 year, time span.

contributes toward the alleviation of the food emergency situation in Ghana and neighboring countries.

provides direct and immediate support to the GOG's and other donors' efforts to address the country's foreign exchange constraints.

permits the continuation of a low USDH personnel profile since even a program in the range of \$10-15 million per year can be managed with increased assistance from the REDSO/WCA Supply Management Office and one PSC.

The provision of program assistance during the economic rehabilitation period will help Ghana to overcome its balance-of-payments crisis. Such assistance not only coincides with GOG priorities but also is the only appropriate means of providing significant funds given the presently unfavorable environment for project implementation. Recent USAID/Ghana and other donor experience has found that economic climate is not yet conducive to the implementation of many projects. The Ghanaian economy cannot finance project recurrent costs, provide skilled and experienced managers, or supply necessary commodity inputs. Program assistance of approximately \$10 million per year will permit AID to be more flexible in responding to Ghana's economic needs; and, provide sufficient funds, combined with PL-480 Title I, to influence the course of future economic policy reforms as the Ghanaian economy moves from its rehabilitation to liberalization phase. The approval authority for this assistance should rest with AID/W.

PROJECT NARRATIVES

PVO Umbrella/Support Project

Duration: FY 1986-1989
Appropriation: ARDN

LOP Funding: \$3 million (G)
FY 1986 Funding: \$1.0 million (G)

Purpose: To support private sector institutions to carry out agricultural production, storage, conservation, and community-based activities that will strengthen local capabilities to sustain autonomous development.

Statement of the Problem: A review of Ghana's economic history reveals consistent government policies that emphasized state intervention in almost all aspects of economic activity. This dominant role for the public sector is a primary contributor to the country's present economic problems. The activities of the private sector were viewed with suspicion, hostility, and resentment due to residual official perceptions that the private sector operated in an exploitive and monopolistic fashion. The public sector currently employs about 65% of all non-agricultural labor. Other effects of state control of the productive sectors, e.g. the erosion of traditional labor exchanges and community self-help activities, remain. The official view of the private sector is, however, changing as a result of the present Economic Recovery Program. Although the official signals remained mixed, there have been positive reactions by the Government toward an increased role for the private sector in the Ghanaian economy and increased support for locally initiated development activities, e.g. small and rural enterprises.

Among the institutions able to stimulate and support local development initiatives and rural enterprises, PVOs are relevant both in terms of AID policies and the present project development environment in Ghana. Ghana has a long history of PVO activism, both Ghanaian and U.S., 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 activities and support helped the Ghana Organization of Voluntary Agencies (GOVA) to get off the ground. Other support to Ghanaian PVOs funded by AID include OIC/Ghana, Technoserve (TNS) Ghana, and the Ghana Rural Reconstruction Movement (GRRM).

The PVO community, both Ghanaian and U.S., has also suffered from the same economic and political problems that affected the operations of other institutions in Ghana. Ghanaian PVOs will need additional institutional and financial support. U.S. and international PVOs will need additional foreign exchange support. While the foreign exchange component of local development and institution building activities is small, it is often critical for agricultural production and small scale enterprises. Based on the recent experience of the Ambassador's Self-Help Fund, almost all proposals include commodities, e.g. fish nets, nylon line, small irrigation pumps, hand tools, etc. which, in spite of the economic improvements, are still not readily available on the local market.

Proposed Means of Dealing with the Problem: USAID/Ghana proposes, subject to further revision and refinement during the PID and PP stages, to provide a grant (OPG) to a U. S. based FVO to serve three purposes:

strengthen GAPVOD to the point where its ability to function as an intermediary funder and significant association of FVOs is assured;

reinforce the institutional capacity of GAPVOD's members; and,

support the programs of GAPVOD members to strengthen local development capabilities and undertake activities in agricultural production, conservation, and community based private enterprises through the provision of technical assistance.

The budgeting of funds for both capacity building and direct support of program activities is part of the Mission's strategy of institution-building in the early phase moving to program support for rural private enterprises during the later phase. The specific role that the GAPVOD will play in the development of its member organizations, the evaluation of project proposals, the distribution of financing, and the amount of technical assistance required will be addressed during the project design phase.

USAID/Ghana believes that the foreign exchange component, the critical missing element, should be financed throughout the life of the project. Waivers will be required to permit the most expeditious procurement of support commodities, vehicles, office equipment, etc. and program commodities from Ghana and neighboring Togo and Ivory Coast. GAPVOD will have to develop criteria and procedures to fund both institution building and local agricultural and community based private enterprise projects. Criteria for the local development programs must consider technical and economic feasibility, the ability of the community, as assisted by the FVO, to manage the project, the numbers of direct and indirect beneficiaries, the local community's ability to invest in the activity either in cash or in kind, and the likely effect of the project on the community's ability to develop. Recurrent and general operational costs will be funded only on an exception basis in order to ensure the future sustainability of the program.

Host Country Entities: The direct responsibility to carry out the program will be shared by the GAPVOD and a U.S. FVO.

Target Group: The immediate beneficiary of the project will be GAPVOD and its approximately twenty FVO members. Indirect beneficiaries will be the members of about 200 groups and communities whose capacity to carry out development projects will be strengthened and who will share in the economic, environmental, and social benefits resulting from these projects.

Major Issues to be Addressed during Project Development:

- (1) The capacity of GAPVOD, as strengthened, to assume responsibility for the project.
- (2) The attitude the Government will assume toward the project.
- (3) The staffing implications for USAID/Ghana including the need for minimal and routine monitoring and support requirements. The Mission does not foresee a need for additional USDH staff to manage this project.
- (4) The amount of flexibility provided in the design to accommodate the existing institutional frailties and the changing socio-economic environment.
- (5) The lessons learned from the FAAD, OIC/Ghana, and Technoserve projects.
- (6) The location of the authority for the approval of the PID and PP. The Mission recommends that this authority rest with it and REDSO/WCA.

Ghana Seed Company Privatization and Expansion

Duration of Project: FY 1987-1989
Appropriation: ARDN

LOP Funding: \$4 million (G)
FY 1987 Funding: \$1.5 million (G)

Purpose: To improve the management and service capacity of the Ghana Seed Company and to improve its ability to produce improved, non-seed, planting materials to increase domestic agricultural production.

Statement of Problem: While the Ghana Seed Company, GSC, has operated with a surprising degree of autonomy for a parastatal, its long-term prospects to become a viable, self-financing enterprise have been periodically threatened by under-capitalization and inherent management weaknesses, especially in the areas of financial management. Its staff, many of whom were transferred intact from the Ministry of Agriculture's Seed Production Unit, still operate in ways at odds with the managerial and decision-making processes needed by financially viable enterprises. Although its role in the day-to-day operations is decreasing, the Ghanaian Government practices, including salary scales, still dominate the organization. In spite of its ability to cope with the disruptive effects of the 1983 drought and the unexpected 1984 corn surplus, the inherent weaknesses in the organization became apparent to GSC's management as well as USAID/Ghana. These weaknesses can be overcome by the increased privatization, including joint-venture arrangements. This change in operation will not only add to productivity and cost consciousness but also provide additional capital, through equity participation.

GSC's current production, mostly certified corn seed, has long range development potential not only for increasing Ghana's domestic production but also for increasing the country's role as an important food grain supplier for neighboring countries. Most acreage in Ghana is, however, devoted to other food crops, cassava, plantains, and yams, which make up the largest percentage of food consumed in the Ghanaian diet. There have been advances in the development of improved varieties, particularly with respect to disease and pest resistance, which are expected to significantly increase yields but which have not, as yet, been introduced to Ghanaian farmers. Vegetable oil, seeds, mostly peanuts, are being produced in only limited quantities. The provision of additional varieties, for domestic consumption, animal feed, and agro-industry, is needed.

GSC has certain assets that make it attractive to private sector investors, both local and foreign. Included among these assets are the largest and most modern seed processing plant in West Africa and a network of experienced contract certified seed farmers that can readily be expanded. GSC has a role that will be increasingly valued as Ghana moves toward being a net corn exporter. GSC now has the opportunity to become a seed exporter to other countries in the West Africa region. Previous AID assistance under the MIDAS II project brought GSC to the point where its technical competence is established, it has a seed production system that works, and is quality. New, improved planting material production systems will, however, have to be developed

for non-seed crops. The issue is whether or not new production lines are added to increase the productivity and efficiency of the organization as an enterprise to satisfy market demand at the lowest cost to the farmer, while giving GSC the financial and managerial resources to operate in a varying physical and economic environment. USAID/Ghana believes that the presently evolving GOG policies and practices toward the private sector will encourage private participation in GSC before the end of the design for this project.

Proposed Means of Dealing with the Problem: The mainstay of USAID/Ghana's involvement in the agricultural sector during the past few years has been working with the GSC to improve seed availability. Project assistance was limited to this area because other interventions in the sector were found to be susceptible to failure because of the difficult economic, and later political, environment that existed in the early 1980's. Assistance to the Seed Company was found to be, in many respects, more easy to implement and less affected by infrastructure constraints. In addition, USAID/Ghana's role in agricultural production, food, is recognized and sanctioned by the GOG and other donors. Although USAID presently contributes to the agriculture sector, e.g. program assistance and local currency support for storage development, and plans to develop other activities, e.g. agricultural statistical analysis, it intends to concentrate its limited project portfolio on an institution it knows and where it has substantial prior experience.

USAID/Ghana proposes that a grant be made to the GSC for the following purposes:

to finance a management contract with a U.S. seed company that will accept, subject to certain conditions, e.g. investment guarantees and managerial freedom, to invest in the GSC to an amount at least equal in value to its management contract over the life of the project. Profits under the management contract would be paid in part in equity shares in the GSC.

to manage and operate GSC under the terms of its contract for at least three years,

to develop a plan for GSC to attract other private investors,

to continue and expand GSC's current production lines.

to experiment and adapt other seeds and planting materials so as to determine their future use and profitability,

to assess the long term export potential for GSC's production.

The majority of the project funds will be devoted to the management contract with the balance used to fund the costs associated with the development of new production. The project is foreseen as the precursor to GSC's eventually becoming a private company or entering into a

joint-venture relationship with a private company. A major output of the project will be the determination as to whether or not GSC can operate on a purely commercial basis and attract investment for further growth.

Host Country Entities: The GSC, a GOG owned but independently operated entity, engaged in seed multiplication and distribution and other private investors operating in Ghana.

Target Group: The immediate beneficiary of the project will be the GSC. Indirect beneficiaries will be the agricultural producers, especially small farmers, who produce most of Ghana's food crops and who will be able to increase their production levels through the use of improved seeds and plant varieties.

Major Issues to be Addressed During Project Development:

- (1) The institutional strength and profitability of the GSC.
- (2) GOG policies with respect to private investment and the "privatization" of parastatals and the Investment Code.
- (3) The receptivity of U.S. seed companies or other investors in association with seed companies to the terms of their participation in the project.
- (4) The appropriate level of funding and duration of the project. These will have to be addressed during the PID and PP design stages.
- (5) The level and type of USAID staffing and oversight requirements. The Mission believes this project can be implemented with the present level of USDH staff.
- (6) The location of the project's approval authority. The Mission recommends that the approval authority for both the PID and PP rest with it and REDSO/WCA.

Project Narratives

INCREASING REVENUE FOR DEVELOPMENT (641-0105)

Duration of Project: FY 87-90
Appropriation: SDP

LOP Funding: \$6,000,000 (G)
FY 87 Funding: \$1.0m

(Note: This is a notional entry based on the FY 86 ABS SDP entry for FY 87-90 and the FY 86 CP).

Purpose:

To assist in developing a simple, equitable tax system including improvements to the tax code and its administration and associated accounting requirements.

Statement of the Problem:

Ghana's revenues, estimated at 18 billion cedis for 1984 (8.5 billion cedis in 1983, 4.4 billion cedis for 1982) are largely derived from export taxes (cocoa and timber), import duties, direct taxes and fees (sales, real property, business registration taxes, etc) and taxes on individual and corporate income. The most sophisticated citizens are able to avoid taxes by keeping several sets of books. Poorly paid tax officials are subject to bribery and higher level officials subject to that and other forms of influence. In the early years of the PNDC, tax evaders were subject to ad-hoc investigations, blocked bank accounts, seizures of assets, jailings and other punishments but in a random, subjective way which sometimes led to later decision reversals. One by-product of this era is the serious lack of confidence in GOG intentions and procedures, particularly among potential investors in Ghana. Developing a sound, equitable and procedurally correct tax system is emerging as an important GOG thrust, both in terms of their social objectives and in support of the Economic Recovery Program (ERP). This is reflected in their importuning USAID to send tax officials to the IRS for tax-administration training (both from the Department of Taxation and the post-revolution Office of Revenue Commissioners, ex-Citizens Vetting Committee). A Wealth Tax is being considered and has been reviewed in a number of public fora prior to enactment. Top level GOG officials refer to their need for improved tax collection, often indentifying the IRS as a suitable source of expertise.

To sustain economic improvements in Ghana arising from the ERP, the GOG must vastly increase its revenues. This can be accomplished by improving the efficiency of its revenue system including revising the tax code as well as its administration, and finance investments infrastructure. Adequate revenues derived from the growing economy are needed to provide a basic level of social services, support essential public sector activities and finance investments in infrastructure. In addition, appropriate tax policies are a critical influence in investment decisions.

Proposed Means of Dealing with the Problem:

USAID/Ghana proposes, subject to substantial further assessment of GOG's intentions and further study of needs and costs, to provide a bilateral grant to assist in the reform and improvement of the tax system in Ghana to:

identify, based on analysis of the current system and its historical antecedents, appropriate and politically acceptable modifications where needed;

develop recommendations for tax code improvement actions and provide some support costs to enable the changes to be made; and,

provide the technical assistance and training required for the GOG to administer the improved system.

This institution building project will support policy reform dialogue, strengthen ERP initiatives in exchange rate rationalization, realistic pricing, domestic resource mobilization and investment in key productive sectors. It cannot work, of course if the ERP is abandoned or fails.

In order to improve the tax system such issues will have to be addressed as removing disincentives to investment, especially in agriculture and other productive sectors; the balance between local taxation and retention and national needs; equity and efficiency; and simplicity, accountability and reliability in administration.

Host Country Entities: To be determined.

Target Group: Initially, the beneficiary is the Government of Ghana tax service(s) and its general revenues. If successful, the entire population of Ghana stands to benefit from the results of services provided by increased Government revenues.

Major Issues to be Addressed during Project Development:

At present, this a notional entry based on the Ghana FY 86 ABS budgeting of \$6,000,000 in the SDA grant account (FY87 \$1.0 m, FY 88 \$1.0 m, FY 89 \$2.0 m and FY 90 \$2.0 m.) and the AID FY 86 CP entry, increasing revenue for Development (641-0105). While outside the current Mission strategy of focusing on agriculture (including agriculture policy analysis and dialogue) and family planning and out of the program assistance mode, it will provide an opportunity to (1) sustain reforms begun under the ERP and (2) provide significant input and access to policy decision-making.

Further indentification of issues, including Mission staffing requirements, will occur during the project design stage.

ACTION PLAN

SECTION A. Strategy Recap

The underlying strategy of the U. S. development assistance program to Ghana was sharply revised and limited in previous A.I.D. program documents initially because of the deterioration in the economic environment and later because of poor relations between the two countries. Enough progress has, however, been made in improving both the political and economic environments during the past year to lead the Mission to plan to review the content and direction of U. S. assistance in early in FY 1986 to outline the long-term objectives of U.S. assistance to Ghana.

The assistance strategy for FYs 1986-1987 reflects the changed environment. The strategy emphasizes program assistance and was chosen because, although the Government continues to comply, after more than two years, with one of the most austere economic reform programs in Africa including:

continuous quarterly devaluations since April 1983 with the cedi devalued by almost 1930% since then;

retrenchment in the public sector's role in employment and economic activities;

continued and growing emphasis on increased agricultural and industrial productivity; and,

increased emphasis on the development of the rural sector,

It still cannot meet basic requirements for successful project implementation, e.g. financing local recurrent costs and providing competent counterparts. As a result, project assistance, outside of a selected few areas, remains unsuitable for the immediate future.

The present strategy emphasizes quick-disbursing assistance aimed at having immediate impact on the economy as well as avoiding the constraints that presently inhibit successful project implementation. This strategy is in line with the U.S.'s support to the Economic Recovery Program and the Government's continuing economic reforms. The strategy also conforms with the one contained in the Mission's present revised CDSS to respond to serious efforts by the Government to deal with its economic problems with particular emphasis on reducing the disparity in the food supply/demand ratio through assistance aimed at increasing food production and providing effective and safe family planning services and supplies.

SECTION B: Self-Appraisal of Benchmark Achievements During FY 1984 and First Half of FY 1985

The major achievement of the USAID/Ghana program during FY 1984 and the first half of FY 1985 was the resumption of the full bilateral program. Development assistance was frozen and limited for fifteen months, April 1983 to July 1984, to PL-480 Title II emergency food programs because of the deterioration in relations between the two governments. The complete restoration of development assistance in July 1984 led to the resumption of a more normal level of activities. The following is the Mission's self-appraisal of its benchmark achievements. It should be noted that these were accomplished with only three direct hire employees on-board.

Food availabilities will be increased and PL-480 Title II emergency food assistance will be targeted on the most vulnerable categories, pregnant women, children under five, and nursing mothers

As a result of the disaster declaration in October 1983, Title II programs administered by the Adventist Development and Relief Agency (ADRA) and Catholic Relief Service (CRS) expanded to become the most important nutrition interventions addressing the problem of malnutrition in rural areas in Ghana. With the improvement in domestic food availabilities, the Title II program is being phased into regular feeding programs with approximately 39,000 food-for-work, 50,000 school feeding, 15,000 pre-school feeding, and 185,000 MCH participants for a total of 290,000 recipients.

USAID/Ghana initiated a barter agreement between the USG and the GOG for the exchange of 15,000 MT of surplus Ghanaian white corn for 9,200 MT of Title II rice. The corn will be transported to neighboring Mali and Burkina Faso as part of the USG's assistance to meet the emergency food requirements of these countries. The agreement is expected to be signed before the end of the third quarter in FY 1985.

Development of an effective commercial seed production and distribution system to make available improved, high yielding, disease resistant seed.

AID financed an extensive evaluation of the MIDAS II project, Ghana Seed Company (GSC) component in February 1984. As a result of the evaluation the project was extended by two years to September 1986 in order to strengthen the institutional capacity of GSC, improve domestic certified seed production, and be better prepared for the development of a new or follow-on agricultural project.

Reduce the rate of population growth through the provision of effective family planning services and supplies.

With the lifting of the bilateral assistance freeze in July 1984, the Mission initiated the design of the Contraceptive Supplies Project, a three year, \$7 million, primarily commodity supply project aimed at increasing the availability of desired and safe contraceptives in private commercial and government distribution channels. The project design was completed

in February 1985 and the PP submitted to AID/W for approval at that time.

Increase the availabilities of food and industrial crops on the market to provide raw materials to local industries and a market for planned increased domestic agricultural production.

The re-institution of a PL-480 Title I program was approved for FY 1985. This program is, like previous ones, the primary instrument in the Mission's policy reform dialogue with the Government. The program will provide \$6 million to finance approximately 20,000 bales of U.S. cotton to Ghanaian textile mills presently operating at approximately 15% of installed capacity. USAID/Ghana is seeking an additional \$10 million of Title I funds in FY 1985, \$6 million for cotton and \$4 million for food and feed grains, for budgetary support. The local currency proceeds from the cotton sales will be used to support self-help activities aimed at improving the production, storage, and distribution of agricultural commodities as well as the local costs of agricultural and health projects.

Increase the production, distribution, and marketing of domestic agricultural production and the availabilities of agricultural production inputs.

USAID is designing program assistance to the agricultural and transport in support of agriculture, sectors in the form of a commodity import program. The design, implementation, and follow-on of this program will be, along with PL-480 Title I, the Mission's principle forum for policy reform discussions with the GOG. During the first year approximately \$5.2 million in de-obligated and re-obligated loan and grant funds will finance, from U.S. source/origin, the importation of essential commodities to increase agricultural production and distribution. The Mission has requested additional program assistance funds for FYs 1986 and 1987. The local currency proceeds from the sales of the commodities will be used to finance in-country development activities in the agriculture and related sectors and Mission operating expenses.

SECTION C. Forward Plan

1. PL-480 Titles I & II

The Mission's operational objectives through FY 1987 are to:

support the Ghanaian Government's economic stabilization and Economic Recovery Program policy reform efforts;

help alleviate the continuing hunger problem resulting from the fall in real wages and the corresponding decline in living standards for those groups most at risk, pregnant women, children under five, and nursing mothers; and,

increase the supply of agricultural raw materials, such as cotton, for use by the domestic textile industry, to reduce the amount of commercial food imports, and to allow the GOG to save its foreign exchange for more production oriented imports.

The management steps directly related to the above objectives are:

the assignment of a USDH Food for Peace officer;

the negotiation and signing of PL-480 agreements with the Government;

the determination, with the PVOs, of the size and emphases of their programs;

the supervision of food shipments, arrivals, and distribution;

the establishment of a plan for the use of local currency generations in development activities and projects; and,

the negotiation and signing of additional PL-480 Title II barter agreements with the Government.

The benchmarks to measure progress toward meeting the above objectives are:

the arrival of the USDH Food for Peace Officer;

increased efficiencies in internal distribution of PL-480 Title II commodities;

decreased instances of malnutrition in rural areas;

increased barter shipments to neighboring countries; and,

increased production by local industry using domestically produced or PL-480 Title I provided raw materials.

2. Program Assistance

The operational objectives of USAID/Ghana's program assistance are to:

support the Ghanaian Government's continuing economic and fiscal policy reforms;

assist in the rehabilitation of the agriculture sector by providing certain production inputs needed to increase domestic production;

assist in the rehabilitation of those transport sector activities that support agriculture by providing needed spare parts and other inputs to help overcome existing shortages; and,

as a result of the aforementioned objectives, provide increased income and employment opportunities to small farmers and agricultural commodity processors and distributors.

The management steps necessary to achieve the above objectives are:

the assignment of a USDH program economist;

the selection of the entity that will bear primary responsibility for supervising and monitoring the commodity import program;

the approval of the PAAD by AID/W;

the determination of the requirements for Mission monitoring to implement the program; and,

the assignment of a Supply Management Officer (SMO) PSC, to be responsible for the day-to-day supervision of the program for USAID/Ghana and the scheduling of increased TDYs by REDSO/WCA's SMO.

Benchmarks to measure progress toward reaching the above objectives are:

the arrival of the USDH program economist;

the arrival of the PSC Supply Management Officer;

increased REDSO/WCA SMO visits;

increases in the availability of agricultural production inputs and produce throughout Ghana; and,

increases in the number of import licenses for U.S. commodities eligible for financing under the program.

3. Managed Input Delivery of Agricultural Services II (MIDAS II)

The operational objectives through FY 1987 for this project are to improve the institutional capability of the Ghana Seed Company to:

increase seed production and distribution;

increase operational efficiencies;

improve GSC's financial position through the use of additional technical assistance to strengthen its management, accounting, and maintenance; and,

establish seed purchase and sales' prices which accurately reflect expenditures and provide acceptable profit margins.

Management steps directly related to the operational objectives are:

the provision of technical assistance in the areas of production, management, accounting, and physical plant and vehicle maintenance;

the retention of Ghanaian counterparts to work with the technicians;

the reduction of GSC's actual operating costs;

an increase in GSC's ability to meet the domestic demand for certified seeds;

the mid-term evaluation of the project in late FY 1985;

based on the results of the mid-term evaluation, the design of a follow-on project to further strengthen GSC; and,

the termination of the project.

Pertinent benchmarks to measure progress toward reaching the above objectives are:

the establishment of a standardized system of accounts for all GSC offices;

the continuation of the Government's policy of flexible seed purchase and sales' prices to allow the GSC to make a profit;

the reduction of the GSC's unit operating costs;

an improvement in the available data on actual GSC operating costs;

the arrival of the consultants;

the mid-term evaluation completed;

the submission of the completion of project and consultants' end of tour reports; and,

the PID and PP for the follow-on project approved.

4. Contraceptive Supplies

The operational objective for this project through FY 1987 is to:

provide a continuous supply of safe, reliable, and acceptable contraceptives throughout Ghana through the Ministry of Health's delivery system and private retail outlets.

The management steps related to the attainment of the above objectives are:

the arrival of a USDH Population Officer;

the approval of the PP by AID/W;

the selection, based on specific criteria, of the public and private outlets that will participate in the program;

the monitoring of the distribution of contraceptives to ensure that supplies are efficiently distributed or sold; and,

a review of the Ministry of Health's distribution system to ensure that the contraceptive supplies are quickly integrated into its distribution system.

Benchmarks to measure progress toward reaching the above objectives are:

the arrival of the USDH Population Officer;

the approval of the Contraceptives Supply PP;

the increased distribution of the previously specified number and type of contraceptives in public clinics and private retail outlets; and,

the reduction in the number of births among the populations served by the clinics.

5. Development Application of Intermediate Technology (DAFIT)

The operational objective of this project is to:

provide technical services to strengthen selected Ghanaian institutions' abilities to develop, promote, and transfer intermediate technology.

The management steps related to the above objective are to:

complete the phase-out of U.S. assistance by the end of calendar year 1985 as directed by AID/W; and,

review the placement of the participants and the disposition and use of commodities financed by AID.

The benchmarks to measure progress toward the achievement of the above objective are:

an increasing number of Ghanaian food production, processing, and storage activities that are the result of technology transferred or developed by the project; and,

the project's termination report.

6. Brush Fire Control

The operational objectives of this activity are to:

conduct an overall assessment of bush fire management capabilities in Ghana;

study the structure and organization of the anti-bush fire committees and the training programs of the volunteer fire control squads;

assess the presently available human resources and equipment to prevent and control brush fires; and,

prepare recommendations and list the requirements for strengthening this capacity.

The management step related to the operational objectives is:

the provision of technical assistance to assess the bush fire fighting capabilities and needs.

The benchmarks to measure progress toward the above objectives are:

the arrival of the technical assistance team; and,

the report of the team containing recommendations on
1.) the next steps needed to be taken by the GOG; and,
2.) further assistance that the USG can provide to meet the objectives.

7. African Manpower Development Project (AMDP)

The operational objective of this regional project is:

to provide training in various degree and non-degree disciplines to meet Ghana's development needs.

The management step directly related to the operational objective is:

the selection and training of a specified number of Ghanaians.

The benchmark to measure progress toward the above objective is:

the return of a specified number of participants who will assume positions that use the knowledge obtained from U.S. financed training.

Section D. Policy Dialogue Plan

USAID/Ghana's ability to carry-on more than limited policy reform dialogue with the Government was hampered by poor relations between the two governments in 1983-1984, the freeze on the bilateral assistance program during fifteen months, the Mission's concentration on meeting the immediate food emergency needs, and lack of staff, both direct and local hire, capable of analyzing the present economic situation to determine the policies we wish the Government to pursue and the U.S. assistance that can be provided to support these reforms. The improvement in U.S.-Ghanaian relations, the lessening of the food emergency situation, the local hiring of an agricultural economist, and the approval of a USDH program economist position now allow the Mission to more actively pursue its policy reform discussions with the Ghanaian Government.

The initial vehicles for conducting the reform discussions will be future program development and negotiations for PL-480 Title I and non-project assistance to the agriculture and transport sectors. The background work that will lead to the development of the new assistance strategies will provide further opportunities for the Mission to discuss, in detail, the direction of the economic reforms and the areas where the Mission sees the need for additional policy changes. The evaluations of the remaining projects and the PL-480 Title II barter and the commodity import programs will provide information on the remaining sectoral bottlenecks and inappropriate policies. Finally, discussions with Government officials during the design of the follow-on agriculture project and the new PVO rural private sector support project will broaden the Mission's contacts with the GOG and private sector and enlarge the number of participants in the continuous policy reform dialogue process.

Section E. Planned Evaluations

Evaluations have been used by USAID/Ghana to review its project portfolio and, based on the findings, to shift the degree and extent of its activities to areas where U.S. assistance would have more impact. Previous evaluations led to the decision to change the Mission's development strategy from project to program assistance. The change in economic policy by the Ghanaian Government and its continued compliance, after two years, with an economic austerity and reform program, have changed the basic premises of the FY 1983 CDSS and its Updates. As a result, the three evaluations planned by the Mission in FYs 1986 and 1987 will:

- (1) be used to assess the impact of U.S. assistance to the country;
- (2) determine the direction and emphases of future economic development assistance to Ghana including the areas and levels of future program and project assistance;
- (3) lay the foundation for the development of the new assistance strategies; and,
- (4) help to determine which areas will be the primary foci of the Mission's future policy reform discussions with the Government.

All three of the evaluations planned are combinations of category two, threshold decision, and category three, lessons learned, evaluations. The Mission is especially interested in reviewing the lessons learned in order to determine the possibilities for the continuation of the activities. The specific evaluations planned are as follows:

Year project title/#	Qtr. Perf	Qtr. Sub.	Purpose/ Issues	Funding needs/source	Staff Reqmts
FY 1986 PL-480 Title I Barter	1	2	Program Review	\$3,500 FFP	15 days Mission AID/FFP
FY 1987 Contracep Supplies/ 6410109	2	3	Mid-term	\$15,000 Project and Centrally funded projects as needed	30 days Mission GOG/MOH ISTI CDC REDSO/WCA AID/W

Agriculture/ Transport CIP	3	4	Program	- 0 -	15 days Mission REDSO/WCA
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The evaluations will address the following purpose/issues:

PL-480 Title II Barter: The Title II barter agreement signed in FY 1985 represents an innovative way to provide additional food assistance to Ghana without the danger of being a disincentive to domestic production, while helping to meet the needs of drought affected neighboring countries. The end of agreement evaluation will assess the ability of the GOG, U.S. PVOs, and local trucking companies to collect and ship locally produced corn to Burkina Faso and Mali. The evaluation will also assess the impact of the barter agreement on local corn production and marketing. The results of the evaluation will be used to determine if the arrangement should be repeated in FY 1986. The Mission will use the shipping and arrival records of the concerned governments and the responsible PVOs in its review of the agreement.

Contraceptive Supplies: The mid-term evaluation will focus on project implementation issues, e.g. the timely arrival of contractors, the quality of the contractors, how the GOG used their skills, commodity ordering and receipt procedures, the packaging and distribution of the contraceptives, and the role of private sector retail outlets in sales. The evaluation will assess the operating efficiencies and problems to make mid-term corrections, if necessary, and to indicate the likely need for project extension or expansion. Project documents and records will be reviewed and discussions held with the GOG's Ministry of Health to determine the status of the project at the time of the evaluation.

Agriculture/Transport CIP: The CIP will be evaluated to assess the impact of the commodities funded on the Ghanaian economy. In addition, the evaluation will look at how well the program was implemented to date. The results of the evaluation will be used to correct any problems identified, assess the remaining constraints in the economy, assist the development of the requested follow-on program, and help the Mission to further refine its strategy for its on-going policy reform discussions with the Government. The evaluators will review the records of the Bank of Ghana and local distributors as well as customs' declarations, to determine the use of the commodities and estimate, based on this information, the effect of the program on the agriculture and transport sectors.

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION (\$000)
 Country GHANA

APPROPRIATION ACCOUNT PROJECT NO. TITLE	L/G	FY 85 EST	FY 86 EST	FY 87 AAPL
AGRICULTURE, RURAL DEVELOPMENT AND NUTRITION				
6410084 DEV. APPLICATIONS OF INTERMEDIATE TECH.	G	-	-	-
6410102 MANAGED INPUT DELIV. OF AGRIC. SERV. II	G/L	-	-	-
6410110 GHANA SEED COMPANY PRIVATIZATION AND EXPANSION	G	-	-	1500
AGRIC./TRANSPORT SECTOR COMMODITY IMPORT PROGRAM	G	a/ 2,200	b/ (10,000)	b/ (15,000)
	L	a/ 3,000	-	-
641???? PVO UMBRELLA SUPPORT	G	-	1,000	1,000
APPROPRIATION TOTALS				
		GRANTS	2,200	1,000
		LOANS	3,000	-
POPULATION PLANNING				
6410109 CONTRACEPTIVE SUPPLIES	G	2,000	3,000	2,500
APPROPRIATION TOTALS				
		GRANTS	2,000	3,000
		LOANS	-	-
SELECTED DEVELOPMENT PROGRAMS				
6410105 INCREASING REVENUE FOR DEVELOPMENT	G	-	-	1,000
APPROPRIATION TOTALS				
		GRANTS	-	1,000
		LOANS	-	-
DA AND ESF ACCOUNT TOTALS				
		GRANTS	4,200	4,000
		LOANS	3,000	-

a/ RE'OBED PRIOR YEAR FUNDS

b/ REQUESTED BUT NOT IN THE AAPL

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA

Country GHANA

Project No. and Title ----- Estimated U. S. Dollar Cost (\$000) -----

OBLIG	FY84	OBLIG	FY85	OBLIG	FY86	OBLIG	FY87	OBLIG	FY88
G DATE	-TOTAL COST-	THRU	EXPEND-						
L INIT FIN	AUTH PLAN	FY84	LINE	ATIONS	ATIONS	ATIONS	ATIONS	ATIONS	ATIONS

POPULATION

6410109	CONTRACEPTIVE SUPPLIES	SUBCAT: P2C							
G 85 87	7500 7500	-	2000	500	3000	2000	2500	-0-	-0-

APPROPRIATION

TOTAL	7500	2000	500	3000	2000	2500	2500	2500	2500
GRANT	-	-	2000	500	3000	2000	2500	2500	2500
LOAN	-	-	-	-	-	-	-	-	-

EDUCATION-AND HUMAN RESOURCES

6410108	OPPORTUNITIES INDUST. CENTER INT./GHANA	SUBCAT: EFT							
G 82 85	1372 1368 1368	581	-	1085	-	100	-	-	-

APPROPRIATION

TOTAL	1372	1368	1368	581	1085	100	100	100	100
GRANT	1372	1368	1368	581	1085	100	100	100	100
LOAN	-	-	-	-	-	-	-	-	-

SELECTED DEVELOPMENT PROBLEMS

6410105	INCREASING REVENUE FOR DEVELOPMENT	SUBCAT: SDEG							
G 87 90	-	6000	-	-	-	1000	-0-	-0-	-0-

APPROPRIATION

TOTAL	6000	6000	6000	1000	1000	1000	1000	1000	1000
GRANT	-	6000	-	-	-	1000	1000	1000	1000
LOAN	-	-	-	-	-	-	-	-	-

Country: GHANA

PIPELINE/MORTGAGE ESTIMATES
FY 1984 - 1991
(\$000s)

Project No. & Title	Current Auth. LOP	Proposed ^{a/} Amended LOP	FY 84 Pipeline	FY 85 Pipeline	FY 86 Pipeline	FY 87 Pipeline	Mortgage-Remaining LOP Obligees. FY 88-beyond	PACD b/
1. ARDN								
6410084 Dev. & Application of Intermediate Tech.	(G) 4760	1527	477	355	259	-	-	12/31/85
6410102 Managed Input & Delivery of Agric. Services II	(G) 5640 (L) 4000	-	2679 2255	2072 1837	1842 1419	-	-	9/30/86 9/30/86
Ag/Transport Sector Commodity Import Program	(G) 2200 (L) 3000	-	-	2200 3000	500 1000	-	-	9/30/87 9/30/87
2. POPULATION								
6410109 Contraceptive Supplies	(G) 7500	-	-	7000	3000	2000	2000	3/30/89
3. EHR								
6410108 OICI/Ghana	(G) 1372	1368	581	283	-	-	-	9/30/85

a/ Indicate by footnote fiscal year in which amendment will be proposed.
b/ Indicate current PACD and any planned extension.

TABLE B

Overall Budget Analysis - Mortgage by FY as Percent of OYB

	OYB Level	a/)	Mortgage as Percent of OYB b/)
<u>FY 85</u>	28767		
(DA)	(28767)	7200	400%
(ESF)	(-)		
<u>FY 86</u>	12020		
(DA)	(12020)	4000	300%
(ESF)	(-)		
<u>FY 87</u>	4000		
(DA)	(4000)	5000	80%
(ESF)	(-)		

a/ By DA and ESF.
 b/ Mortgage as percent of OYB: total LOP costs remaining at end of each FY (i.e. FY 85, FY 86, FY 87) divided by the planning levels for each of those fiscal years.

TABLE IV B
Non-Bilateral Activities (both centrally and regionally funded)
(\$ 000's)

Priority Ranking Activity	FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91
1. African Manpower Development II Project No. 698-0433	85 a/	500 b/	600	750	750	750	750

LOP: Funds obligated on an annual basis from AFR/RA managed project
Responsible AID/W office: AFR/RA; Project Priority: high
Est. Number of person/weeks for management per annum: 8

2. Various centrally-funded (or regional) POP projects associated with Contraceptive Supplies Project (641-0109) 346 over FY 85 - FY 87

N.B. - These projects are known to USAID by institutional names, e.g. CDC, INIRAH/MSH, JHPIEGO, PCS, FUTURES/SOMARC, etc.

Project Nos: various LOP: various Responsible AID/W Offices: S&T/POP and AFR/TR/POP
Project priority: high
Est. Number of person/weeks for management per annum: 12

3. Various centrally-funded (and regional) Agriculture projects in economic and policy areas (non-biological) no cost estimates developed

Project Nos: various IOP: various Responsible AID/W offices: S&T/Agri and RD
Project Priority: medium
Est. No. of person/weeks for management (per annum): 24

a/ additional \$145 in de'ob/re'ob in process, additional FY 85 fall-out (ARDN) funds being sought
b/ assumes resumption of longer-term academic training

LOCAL CURRENCY USE PLAN AND TABLE VI

Local Currency Use Plan

USAID/Ghana will have local currencies generated from two sources: a PL 480 Title I program and a Commodity Import Program. USAID intends to participate more actively in the programming of these sales proceeds in order to enhance our ability to influence the GOG's policies, thereby improving the quality of the GOG's development effort.

PL 480 Title I Program: Local currencies accruing from the sale of Title I commodities will be deposited into a special account and will be used to finance agricultural and rural development projects including the self-help measures agreed to by both governments. The self-help measures are aimed at improving the production, storage and distribution of agricultural commodities and shall be implemented to contribute directly to development progress in rural areas and enable the poor to participate actively in increasing agricultural production through small farm agriculture. Such activities will include: increasing the availability of agricultural credit to small food production farmers through the rural banking systems; increase the distribution of agricultural production inputs to food producers, particularly in remote areas, and; provide financial and technical support and maintenance of facilities to promote increased food production such as small-scale irrigation and fish ponds.

It is also anticipated that the local currencies will be used, as appropriate, to help the Mission fund local currency costs of its agricultural and health sector development projects as well as help the GOG to finance its development efforts at a time when development funds have been sharply reduced due to fiscal and budgetary reforms brought about by the Economic Recovery Program. In addition, the local currency generations from Title I may be used to finance the in-country transport costs of Title II commodities of the US PVOs.

Commodity Import Program: This program sector assistance will address crucial aspects of the country's overall economic crisis by funding solely needed spare parts and production materials to support more rapid and wider distribution of agricultural inputs, consumer goods, and food throughout the country as well as funding specific agricultural production inputs. It is anticipated that the commodities financed under the Commodity Import Program will be made available to the private as well as public sectors through the issuance of import licenses, paid for in local currency. Thus, local currencies will be generated from the sale of these commodities. These monies will also be used to finance local currency costs of the Mission's agricultural and health sector development projects as well as help the GOG finance its development efforts in the agricultural and rural development sectors.

ANNEX H LOCAL CURRENCY USE PLAN

Local Currencies Generated: (in millions of cedis)

Source	FY 85	FY 86	FY 87
Title I	286	504	765
CIP	<u>275</u>	<u>700</u>	<u>1500</u>
Total	561	1204	2265
Available for Programming	300	1060	1900

Assumptions:

exchange rates used: FY 85 \$1.00 = 53 cedis
 FY 86 \$1.00 = 70 cedis
 FY 87 \$1.00 = 100 cedis

Title I Levels: FY 85 \$6.0 Million, CUP 10%
 FY 86 \$8.0 Million, CUP 10%
 FY 87 \$8.5 Million, CUP 10%

CIP levels: FY 85 \$5.2 Million
 FY 86 \$10.0 Million
 FY 87 \$15.0 Million

As seen in the table above, the Mission expects local currency generation from the FY 85 Title I program and the CIP to amount to approximately 560 Million cedis. However, the amount we can reasonably expect to be on deposit early enough for utilization during the year is about 300 million cedis.

In FY 86, the Mission expects local currency generations from the Title I and CIP programs to amount to approximately 1,200 million cedis. However, during FY 86, the Mission expects that only 1,060 million cedis (including carryover from FY 85) will become available for programming purposes.

In FY 87, the Mission expects that local currency generations will amount to 2,265 million cedis, of which it is expected that 1,900 million cedis (including carry over from FY 86) will be available for programming purposes.

Table VI gives an explanation by year and by source, amounts of local currency to be expended by the GOG or disbursed to the private sector.

FY 1987 ANNUAL BUDGET SUBMISSION
 Table VI: Expenditures of Local Currency Generations
 (all in millions of cedis)

Sources/Purpose	1984 Actual	1985 Est.	1986 Plan.	1987 Prop.
I. <u>Economic Support Fund</u> -	n/a	n/a	n/a	n/a
II. <u>Development Assistance</u> (through CIP)				
A. Public Development Activities	n/a			
1. Agricultural Storage/Processing	n/a	n/a	200	200
2. Agr. Sector/General	n/a	20	300	370
3. Transport Sector, General	n/a	-0-	100	300
B. Private Sector Programs	n/a	-0-	-0-	100
C. Public Sector Recurrent Budget	n/a	-0-	-0-	-0-
D. AID Operating Expense (Trust Fund)	n/a	10	35	50
III. <u>PL 480</u> (through PL 480 Title I)				
A. Public Development Activities				
1. Ghana Seed Company	52	80	40	60
2. Other Agriculture	90	25	100	150
3. DAPIT	5	-0-	-0-	-0-
4. Other rural dev.	6	-0-	30	50
5. Contraceptives Supply	-0-	45	10	10
6. Other H/P/N	-0-	-0-	20	60
7. PVO/Local Org.	-0-	-0-	40	100
B. Private Sector Programs				
1. Rural Banking/Credit	n/a	-0-	25	100
2. Cooperative Dev.	n/a	-0-	-0-	100
C. Public Sector Recurrent Budget				
1. Title II inland transport	-0-	120	160	250
TOTALS CIP and PL 480	153	300	1060	1900

(Assumptions: FY 84 1\$ = 50 cedis; FY 85, 1\$ = 53 cedis; FY 86, 1\$ = 70 cedis and; FY 87, 1\$ = 100 cedis)

OPERATING EXPENSE NARRATIVE

MANAGEMENT IMPROVEMENTS: The FY 1986 USDH level of 5 and 10 FSNH positions will lead to greater productivity and more efficient management of the Mission's expanding and growing program and project activities. The increase in USDH positions will result in substantial cost savings in TDY travel costs as well as increasing in-house resources. More efficient management will result as greater attention to project implementation and Mission management concerns will now be possible. The increased staff level is expected to improve overall Mission operating efficiencies. The reduction of FSN positions appears to provide a savings of \$8,000 per year. However, it should be noted that the increase in USDH positions and Mission activities indicate that further reductions of FSN positions may not be possible. In addition, if contract employees are hired to replace FSNs, no savings may be realized. USAID/Ghana intends to schedule quarterly visits to the Mission by REDSO/WCA Controller staff to avoid possible operational problems caused by the present inadequate, for effective financial management, staff level. USAID/Ghana also intends to explore with the JAO/GSO staffing requirements to reduce costs while improving service.

JUSTIFICATION FOR FUNDING CHANGES: Changes in Funding Code U100 are the result of increases in USDH personnel and the accompanying increases in assignment, travel, and shipping costs.

The changes in Funding Code U200 are the result of the reduction of FSN positions from 15 to 10 and the continuous devaluations of the local currency, the cedi.

Funding Code U400 changes are the result of an increase in USDH personnel necessitating an increase in the cost of housing, furnishings, utilities, and expendable and nonexpendable property.

Funding Code U500 increased because of increases in rental rates primarily due to the need to acquire a new office for USAID and to replace vehicles and office equipment.

TRUST FUNDS: USAID/Ghana is exploring with the Ghanaian Government the use of the local currency counterpart generations from program assistance to fund approximately 40% of the operating budget expenditures.

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII -FY 1985

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJ. CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		465.1		465.1	
U.S. Citizens Basic Pay	U101	110	281.3		281.3	5.0
PT/Temp US Basic Pay	U102	112	17.1		17.1	1.0
Differential Pay	U103	116	48.1		48.1	
Other AID/W Funded Code II	U104	119				
Other Mission Funded Coded II	U105	119				
Education Allowances	U106	126	0.5		0.5	4.0
Retirement US D.Hire	U107	120	16.3		16.3	
Living Allowances	U108	128	11.0		11.0	
Other AID/W funded Code 12	U109	129	3.8		3.8	
Other Mission Funded Code 12	U110	129	2.0			
Post Assignment -Travel	U111	212	18.0		18.0	3.0
Post Assignment-Freight	U112	22	60.0		60.0	3.0
Home Leave - Travel	U113	212				
Home Leave - Freight	U114	22				
Education Travel	U115	215				
R and R Travel	U116	215	5.0			2.0
Other Code 215 Travel	U117	215	2.0			1.0
<u>FOREIGN NATIONAL DIRECT HIRE</u>						
<u>HIRE</u>	U200		45.9		45.9	
Basic Pay	U201	114	18.0		18.0	15.0
Overtime Holiday Pay	U202	115	0.5		0.5	0.4
All other code II-FN	U203	119	23.1		23.1	
All other code 12-FN	U204	129	2.3			
Benefits former FN Per.	U205	13	2.0			
<u>CONTRACT PERSONNEL</u>						
<u>CONTRACT PERSONNEL</u>	U300		146.0		146.0	
PASA Technicians	U301	258				
US-PSC-Salary/Benefits	U302	113	112.0		112.0	2.3
All other US-PSC costs	U303	255	5.0			
F.N.-PSC-Salary/Benefits	U304	113				
All other FN-PSC costs	U305	255				
Manpower Contracts	U306	259	29.0		29.0	
JOC Costs paid by AID/W	U307	113				
<u>HOUSING</u>						
<u>HOUSING</u>	U400		108.9		108.9	
Residential Rent	U401	235	32.0		32.0	6.0
Residential Utilities	U402	235	5.0		5.0	
Maintenance & Renovation	U403	259	10.0		10.0	
Quarters Allowances	U404	127				
Residential Furn/Equip.	U405	311	40.0			
Trans/Freight-Code 311	U406	22	10.0		10.0	
Security Guard Services	U407	254	10.0		10.0	

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VII-FY1985
 (continued)

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJ. CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
Official Residence Allow.	U408	254	1.0		1.0	
Representation allowances	U409	252	0.9		0.9	
<u>OFFICE OPERATIONS</u>	U500		215.7		215.7	
Office Rent	U501	234	14.0		14.0	
Office utilities	U502	234	8.0		8.0	
Building Maint/Renovation	U503	259	7.0		7.0	
Office Furn/Equip.	U504	310	5.0		5.0	
Vehicles	U505	312	15.0		15.0	
Other Equipment	U506	319	19.7		19.7	
Transportation/Freight	U507	22	10.0		10.0	
Furn/Equip/Veh repair/ Maintenance	U508	259	2.0		2.0	
Communications	U509	230	2.5		2.5	
Security Guard Services	U510	254	3.0		3.0	
Printing	U511	24	2.0		2.0	
RIG/II Operational Travel	U512	210				
Site visits-Mission Pers.	U513	210	3.0		3.0	9.0
Site visits-AID/W Pers.	U514	210	6.0		6.0	2.0
Information meetings	U515	210	2.0		2.0	4.0
Training Attendance	U516	210	12.0		12.0	5.0
Conference Attendance	U517	210	6.2		6.2	3.0
Other operational travel	U518	210	14.8		14.8	18.0
Supplies and Materials	U519	26	49.5		49.5	
FAAS	U520	257	15.0		15.0	
Consulting svcs -Contracts	U521	259	2.0		2.0	
Mgt/Prof. Svcs Contracts	U522	259				
Spec. Studies/Analyses Cont.	U523	259				
All other Code 25	U254	259	17.0			
Total O.E. Budget			981.6		981.6	
Reconciliation			381.6		381.6	
Operating Bud. Requirements			600.0		600.0	
636C Requirements	U600	32				
Total Allow. Requirements	U000		600.0		600.0	

DOLLARS REQUIRED FOR LOCAL CURRENCY EXPENSES
 EXCHANGE RATE USED (MARCH 31, 1985)

\$231.3
Cedi 50.00-USDol

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1986

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJ. CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		565.0		565.0	5.0
US Citizen Basic Pay	U101	110	292.6		292.6	1.0
PT/Temp US Basic pay	U102	112	17.8		17.8	
Differential pay	U103	116	73.1		73.1	
Other AID/W Funded Code II	U104	119				
Other Mission funded Code II	U105	119				
Education Allowances	U106	126	21.0		21.0	3.0
Retirement-US Direct Hire	U107	120	20.5		20.5	
Living Allowances	U108	128	16.0		16.0	
Other AID/W funded code12	U109	129	5.0		5.0	
Other Mission funded Code 12	U110	129	7.0		7.0	
Post Assignment - Travel	U111	212	15.0		15.0	2.0
Post Assignment - Freight	U112	22	35.0		35.0	2.0
Home Leave - Travel	U113	212	10.0		10.0	4.0
Home Leave -Freight	U114	22	10.0		10.0	4.0
Education Travel	U115	215	5.0		5.0	2.0
R and R Travel	U116	215	27.0		27.0	3.0
Other Code 215 Travel	U117	215	10.0		10.0	5.0
<u>FOREIGN NATIONAL DIRECT HIRE</u>	U200		21.0		21.0	
Basic Pay	U201	114	10.0		10.0	10.0
Overtime,Holiday Pay	U202	115	1.5		1.5	1.5
All other Code II-FN	U203	119	6.0		6.0	
All other Code 12-FN	U204	129	1.5		1.5	
Benefits Former FN Personnel	U205	13	2.0		2.0	
<u>CONTRACT PERSONNEL</u>	U300		78.0		78.0	
PASA Technichans	U301	258				
US-PSC-Salary/Benefits	U302	113	45.0		45.0	2.0
All other US-PSC Costs	U303	255	3.0		3.0	
FN-PSC-Salary/Benefits	U304	113				
All Other FN-PSC Costs	U305	255				
Manpower Contracts	U306	259	30.0		30.0	
JCC Costs Paid by AID/W	U307	113				
<u>HOUSING</u>	U400		120.0		120.0	
Residential Rent	U401	235	35.0		35.0	6.0
Residential Utilities	U402	235	8.0		8.0	
Maintenance & Renovation	U403	259	10.1		10.1	
Quarters Allowances	U404	127				
Residential Furn/Equip.	U405	311	35.0		35.0	
Trans/Freight-Code 311	U406	22	10.0		10.0	
Security Guard Services	U407	254	20.0		20.0	
Official Residence Allow.	U408	254	1.0		1.0	
Representation Allowances	U409	252	0.9		0.9	

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII-FY 1986
 (Continued)

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJ. CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		290.0		290.0	
Office Rent	U501	234	20.0		20.0	
Office Utilities	U502	234	10.0		10.0	
Building maint/Renovaton	U503	259	10.0		10.0	
Office Furniture/Equipment	U504	310	20.0		20.0	
Vehicles	U505	312	25.0		25.0	
Other Equipment	U506	319	14.0		14.0	
Transportation/Freight	U507	22	15.0		15.0	
Furn/Equip/Vehicle Repair/Mnt	U508	259	3.0		3.0	
Communications	U509	230	3.0		3.0	
Security Guard services	U510	254	10.0		10.0	
Printing	U511	24	2.0		2.0	
RIG/II Operational Travel	U512	210				
Site Visits Mission Personnel	U513	210	13.0		13.0	38.0
Site visits AID/W Personnel	U514	210	6.0		6.0	2.0
Information Meetings	U515	210	2.0		2.0	4.0
Training Attendance	U516	210	12.0		12.0	5.0
Conference Attendance	U517	210	6.2		6.2	3.0
Other Operational Travel	U518	210	4.8		4.8	6.0
Supplies and Materials	U519	26	72.0		72.0	
FAAS	U520	257	15.0		15.0	
Consulting Svcs - Contracts	U521	259				
Mgt/Prof.-Svcs -Contracts	U522	259				
Spec. Studies/Analyses Cont.	U523	259				
All other Code 25	U524	259	27.0		27.0	
Total O.E. Budget			1,074.8			
Reconciliation			424.0			
Operating Budget Requirements			650.0			
636C Requirements	U600	32				
Total Allowance Requirements	U000		650.0			
DOLLARS REQUIRED FOR LOCAL CURRENCY EXPENSES				\$253.5		
EXCHANGE RATE USED (MARCH 31, 1985)				Cedi 50.00-USDol		
Estimated Wage Increase - FY 1985 to FY 1986				65%		
Estimated Price Increase - FY 1985 to FY 1986				100%		

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1987

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJ. CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		625.4		625.4	
U.S.Citizens Basic Pay	U101	110	204.3.		204.3	5.0
PT/Temp U.S. Basic Pay	U102	112	17.8		17.8	1.0
Differential Pay	U103	116	76.0		76.0	
Other AID/W Funded Code II	U104	119				
Other Mission Funded Code II	U105	119				
Education Allowances	U106	126	21.0		21.0	3.0
Retirement-US Direct Hire	U107	120	21.3		21.3	
Living Allowances	U108	128	16.0		16.0	
Other AID/W Funded Code 12	U109	129	6.0		6.0	
Other Mission Funded Code 12	U110	129				
Post Assignment - Travel	U111	212	18.0		18	3.0
Post Assignment - Freight	U112	22	60.0		60	3.0
Home Leave - Travel	U113	212	20.0		20.0	2.0
Home Leave - Freight	U114	22	20.0		20.0	2.0
Education Travel	U115	215	5.0		5.0	2.0
R and R Travel	U116	215	30.0		30.0	2.0
Other Code 215 Travel	U117	215	10.0		10.0	5.0
<u>FOREIGN NATIONAL DIRECT HIRE</u>	U200		21.0		21.0	
Basic Pay	U201	114	10.0		10.0	10.0
Overtime Holiday Pay	U202	115	1.5		1.5	1.5
All Other Code 11 - FN	U203	119	6.0		6.0	
All Other Code 12 - FN	U204	129	1.5		1.5	
Benefits Former FN Personnel	U205	13	2.0		2.0	
<u>CONTRACT PERSONNEL</u>	U300		70.0		70.0	
PASA Technicians	U301	258				
U.S.PSC-Salary/Benefits	U302	113	32.0		32.0	1.0
All other U.S PSC Costs	U303	255	8.0		8.0	
F.N.PSC - Salary/Benefits	U304	113				
All Other F.N. PSC Costs	U305	255				
Manpower Contrats	U306	259	30.0		30.0	
JCC Costs paid by AID/W	U307	113				
<u>HOUSING</u>	U400		122.5		122.5	
Residential Rent	U401	235	40.0		40.0	6.0
Residential Utilities	U402	235	10.0		10.0	
Maintenance and Renovation	U403	259	10.0		10.0	
Quarters Allowances	U404	127				
Residential Furniture/Equip.	U405	311	20.0		20.0	
Trans./Freight-Code 311	U406	22	15.0		15.0	
Security Guard Services	U407	254	25.0		25.0	
Official Residence Allowance	U408	254	1.0		1.0	
Representation Allowances	U409	252	1.5		1.5	

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1987
 (Continued)

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJ CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		350.0		350.0	
Office Rent	U501	234	15.0		15.0	
Office Utilities	U502	234	10.0		10.0	
Building Maint/Renovation	U503	259	10.0		10.0	
Office Furniture/Equipment	U504	310	5.0		5.0	
Vehicles	U505	312	40.0		40.0	
Other Equipment	U506	319	25.0		25.0	
Transportation/Freight	U507	22	20.0		20.0	
Furn/Equip/Vehicle Rpr/Maint.	U508	259	1.5		1.5	
Communications	U509	230	3.5		3.5	
Security Guard Services	U510	254	8.0		8.0	
Printing	U511	24	1.0		1.0	
RIG/II Operational Travel	U512	210				
Site Visits-Mission Personnel	U513	210	15.0		15.0	44.0
Site Visits-AID/W Personnel	U514	210	5.0		5.0	2.0
Information Meetings	U515	210	3.0		3.0	6.0
Training Attendance	U516	210	15.0		15.0	6.0
Conference Attendance	U517	210	7.0		7.0	4.0
Other Operational Travel	U518	210	5.0		5.0	6.0
Supplies and Materials	U519	26	95.0		95.0	
FAAS	U520	257	10.0		10.0	
Consulting Svcs. - Contracts	U521	259				
Mgt/Prof.Svcs -Contracts	U522	259				
Spec. Studies/Analyses Cont.	U523	259				
All Other Code 25	U524	259	56.0		56.0	
Total O.E. Budget			1,188.9			
Reconciliation			435.4			
Operating Budget Requirements			753.5			
636C Requirements	U600	32				
Total Allowance Requirements	U000		752.5			

DOLLARS REQUIRED FOR LOCAL CURRENCY EXPENSES

EXCHANGE RATE USED (APRIL 19, 1985)

\$200.0

Cedis 53.00-USDol

Estimated Wage Increase - FY 1986 to FY 1987

40%

Estimated Price Increase - FY 1986 to FY 1987

90%

TABLE VIII(a) - Information on U.S. PSC Costs

<u>Job Title/Position Description</u>	<u>FY 1985</u>	<u>FY 1986</u>	<u>FY 1987</u>
Food for Peace Adviser	\$80,395 (10/84-9/85)	\$-0- (-)	\$-0- (-)
Asst. Management Officer	\$31,605 (10/84-9/85)	\$30,720 (10/85-9/86)	\$40,000 (10/86-9/87)

TABLE VIII(b) - All Other Code 25 Detail

<u>Description of Service</u>			
Guard Service (ASH)	\$13,000.00 (10/84-9/85)	\$30,000.00 (10/85-9/86)	\$33,000.00 (10/86-9/87)
Clerical/drivers/Maint. (AECWA)	\$18,000.00 (10/84-6/30/85)	-	-
Clerical/drivers/Maint. (ASH)	\$11,000.00 (7/85-9/85)	\$30,000.00 (10/85-9/86)	\$30,000.00 (10/86-9/87)

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII(C) (continued)

Item and Explanation	Fiscal <u>1985</u>	Years <u>1986</u>	(\$000) <u>1987</u>
2. <u>Personnel</u>			
Mission will provide requirements below for the number of personnel involved in supporting the information technology functions according to the following categories: Number of Personnel engaged in Systems Management: Systems Operation: Programming and Systems Development: Clerical Support: (Personnel that use systems will not be included)			
A. <u>Total Compensation, Benefits and Travel</u>			
B. <u>Total Workyears</u>	(-)	(-)	(-)

3. Equipment Rental, Space and Other Operating Costs

A. Lease of Equipment

Obligations for lease and maintenance of non-government owned equipment (rented equipment) and software furnished as a part of the rental contract. NA

B. Space

Obligations for lease of space or government furnished space to house automation equipment as well as office space for personnel (direct-hire and contractor) involved in the information technology function (see 2A & 2B) including basic utilities and house keeping services. NA

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII (C) (continued)

<u>Item and Explanation</u>	Fiscal 1985	Years 1986	(\$000) 1987
<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	NA	NA
<u>(2) 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	-	1	1
<u>D. Systems Analysis and Programming</u>			
Obligations for contractor services to design and program new ADP or OIS application systems and to maintain existing application systems.	NA	NA	NA
<u>E. System Design and Engineering</u>			
(Do not complete - OMB requirement not applicable to AID.)			
<u>F. Studies and Other</u>			
Obligations for management and feasibility studies, requirement definitions, and commercial training.			
SUBTOTAL	-	<u>1</u>	<u>1</u>
<hr/>			
5. TOTALS			
TOTAL OBLIGATIONS	6	4	1
Workyears (From item 2A)	(-)	(-)	(-)
6. <u>Special Breakout</u>	-	-	3
<u>A. Amounts included in Mission allowances for existing systems. (Includes 2A,3 and 4) (Services for equipment in place only.)</u>			
<u>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 year.)</u>	-	3	-

INFORMATION TECHNOLOGY NARRATIVE

In order of importance Mission use of automation equipment is as follows:

Word Processing
Project Management and Monitoring
Property/Personnel Lists
Economic Analyses
Budgeting

The Mission's highest priority in information processing is word processing. The Mission's current information plans place highest priority on the training of its staff in the use of automated equipment for word processing and familiarization with the computer aspects of the personal computers. Initial responsibility for the operation of the automated equipment is delegated to the Administrative Assistant to the Management Officer, who is the Mission Automated Equipment Manager. The Mission has used the services of the local WANG dealer to train all its clerical staff on the use of the WANG PC for Word processing and is sponsoring computer programming courses for employees in a private institution. No Mission initiated user support programs have been developed as of yet, but the Mission is exploring modifying programs of other Missions and IRM. Due to the newness of the equipment the Mission has not yet linked its use to the development assistance strategy. With the assignment of a Program Economist in FY-85 efforts to begin this operation should start early in FY-86. The Mission will evaluate the effectiveness of its automation program by the decreased time needed to obtain and present quality information.

The Mission acquisition plan consists of a Wangwriter, IBM Emulator Board, DBase II and DBase III software in FY-85 and a UPS in FY86.

The current user to equipment ratio is 8 to 1. When the Wangwriter is acquired the ratio will decrease to 5 to 1.

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII(D)- INFORMATION ON U.S. DIRECT HIRE STAFFING

POSNO	Position Title	Program Management Responsibility	FY 1985	FY 1986	FY 1987
1006	Mission Director	Overall	1.0	1.0	1.0
1015	General Dev. Officer	DAPIT(641-0084) MIDAS(641-0102) OIC (641-0108) GSC II (641-0110)	1.0	1.0	1.0
1020	Management Officer	None	1.0	1.0	1.0
1040	Pop Dev. Officer	Contraceptive Supplies(641-0109)	1.0	1.0	1.0
1060	Program Econ.	Food for Peace AMDP (698-0433)	1.0	1.0	1.0

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII(e) - INFORMATION ON IDI STAFFING

<u>BS</u> <u>Code</u>	<u>Title</u>	<u>FY</u> <u>1985</u>	<u>FY</u> <u>1986</u>	<u>FY</u> <u>1987</u>
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N/A

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII(G) - INFORMATION ON PART-TIME STAFFING

<u>FSN/TCN</u>	<u>Descriptive Job Title</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
FSNDH	Program Specialist (HPN/WID)	1.0	1.0	1.0
FSNDH	Program Specialist (Ag Economist)	1.0	1.0	1.0
FSNDH	Program Specialist (Trng)	1.0	1.0	1.0
FSNDH	Program Specialist (FFP)	1.0	1.0	1.0
FSNDH	Program Assistant	1.0	-	-
FSNDH	Personnel Assistant (Travel)	1.0	-	-
FSNDH	Secretary (Management Office)	1.0	1.0	1.0
FSNDH	Procurement Agent (Project)	1.0	-	-
FSNDH	Procurement Agent (OE)	1.0	1.0	1.0
FSNDH	Supply Supervisor	1.0	1.0	1.0
FSNDH	Secretary (HPN/POP/TRG)/Receptionist	1.0	1.0	1.0
FSNDH	Program Clerk	1.0	-	-
FSNDH	Chief Accountant	1.0	1.0	1.0
FSNDH	Accounting Technician	1.0	1.0	1.0
FSNDH	Secretary/Sub-Cashier	1.0	-	-

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII(G) - INFORMATION ON PART-TIME STAFFING

US/FSN/TCN	Descriptive Job Title	1985	1986	1987
1050	Secretary (Director's Office)	0.8	0.8	0.8

TITLE III Narrative

The Mission proposes a three to five year Title III Food for Development program for Ghana beginning in FY 86. Such a program in addition to providing the import of essential industrial commodities and foodgrains, 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. Particular emphasis will be placed on policies and associated programs which effectively assist small farmers, by expanding their access to the rural economy through services and institutions at the local level, and by providing opportunities for the poor, who are dependent upon agriculture and agricultural-related activities, to better their lives through their own efforts.

Ghana satisfies all of the terms and conditions applicable to the Title I agreements, plus the following additional eligibility requirements:

- (1) needs external resources to improve its food production, marketing, distribution and storage systems;
- (2) meets the per capita income criterion necessary to qualify for development loans from the International Development Association of the International Bank for Reconstruction and Development (the World Bank);
- (3) is able to use effectively the resources made available by the resale of the food commodities;
- (4) has indicated a willingness to take steps to improve its food production, marketing, distribution, and storage systems; and
- (5) can demonstrate that the Title III assistance would complement, not displace, other development resources available.

Beyond meeting the statutory eligibility criteria, the GOG is committed to, and has made progress towards:

- (1) developing the institutional capacity for food and agricultural planning and policy analysis;
- (2) developing human resources and institutions which (a) generate and apply innovations designed to raise agricultural productivity and rural incomes; and (b) evaluate and adapt technologies transferred from developed countries and international institutions; and
- (3) encouraging (a) policy and management reforms that make public enterprises more responsive to market forces; (b) greater private sector initiatives in the same spheres; and (c) the reduction of the inappropriate public enterprise role in the economy.

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

- (1) Support the policy objectives of the current Economic Recovery Program;
- (2) support the GOG's efforts to curb domestic inflation;
- (3) support the GOG's efforts to eliminate subsidies by providing additional commodities at a time of real economic hardship
- (4) provide additional income and employment to small farmers, traders, and transporters;
- (5) support the GOG national agricultural policies that will provide sufficient buffer stocks to meet unforeseen food deficits; and
- (6) support the GOG's efforts to revitalize and strengthen the textile industry.

The basic policies adopted through the IMF accord and the agricultural 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 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 GOG 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.

The Mission sees the multi-year Title III program as a long term development instrument to be designed to focus on the most fundamental development constraints in the food and agricultural sectors. The opportunities for integration with non food aid programs are substantial. Assurances of commodities and of local currencies to support discrete sub-activities will encourage the Mission to link the Title III program with the other elements of its development assistance program.

The Mission proposes a multi-year Title III program which, integrated with its development assistance program, will support initiatives in the following areas at the policy level:

- (a) grain price stabilization programs which reduce inter-seasonal and inter-crop price and supply fluctuations based on local level institutions, such as cereals banks;
- (b) pricing policies to rationalize and/or reduce subsidies of food/agricultural production inputs and rationalize domestic terms of trade for food/agricultural products;
- (c) production incentives for small farmers
- (d) increases in budget allocations to the agricultural sector;
- (e) improvement in policies affecting production, marketing and storage and food security;
- (f) removal of constraints to a more effective participation by the private sector in food and agricultural production and distribution;
- (g) establishment or improvement of food reserves in appropriate circumstances; and
- (h) other policy initiatives in high priority food-related sectors, such as nutrition, health and population.

Country/Office USAID/Ghana

FY 1987 ANNUAL BUDGET SUBMISSION

TABLE XI

P. L. 480 Title I/III Requirements
(Dollars in Millions, Tonnage in Thousands)

	Actual		Estimated		Projected	
	FY 85		FY 86		FY 87	
	\$	MT	\$	MT	\$	MT
<u>COMMODITIES</u>						
<u>Title I</u>						
Cotton	6.0	4.1	6.0	4.5	6.0	4.0
Rice	-0-		2.0	6.4	2.5	8.3
<u>Total</u>	<u>6.0</u>	<u>4.1</u>	<u>8.0</u>	<u>10.9</u>	<u>8.5</u>	<u>12.3</u>
of which						
Title III						
Cotton	-0-		5.0	3.7	6.0	4.0
Rice	-0-		-0-		2.5	8.3
<u>Total</u>	<u>-0-</u>		<u>5.0</u>	<u>3.7</u>	<u>8.5</u>	<u>12.3</u>

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE XIII
PL 480 TITLE II

I. Country GHANA
Sponsor's Name CRS/GHANA

A. Maternal and Child Health Total Recipients 235,000

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	(THOUSANDS)	
		<u>KGS</u>	<u>DOLLARS</u>
235,000	SFSG	5640	1116.7
235,000	WSM	5640	1917.6
185,000	OIL	2220	1942.5
Total MCH		<u>13,500</u>	<u>4,976.8</u>

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

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	(THOUSANDS)	
		<u>KGS</u>	<u>DOLLARS</u>
50,000	SFSG	1125	222.8
50,000	OIL	112.5	98.4
Total SF		<u>1237.5</u>	<u>321.2</u>

C. Other-Child FeedingTotal Recipients 1,500

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	(THOUSANDS)	
		<u>KGS</u>	<u>DOLLARS</u>
1,500	SFSG	54	10.7
1,500	OIL	7.2	6.3
1,500	WSM	54	18.4
Total OCF		<u>115.2</u>	<u>35.4</u>

D. Food for Work.....Total Recipients 16,000

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	(THOUSANDS)	
		<u>KGS</u>	<u>DOLLARS</u>
16,000	SFSG	1920	380.2
16,000	OIL	192	168
Total FFW		<u>2112</u>	<u>548.2</u>

E. General Relief.....Total Recipients 1,500

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	(THOUSANDS)	
		<u>KGS</u>	<u>DOLLARS</u>
1,500	SFSG	54	10.7
1,500	OIL	7.2	6.3
1,500	WSM	54	18.4
Total GR		<u>115.2</u>	<u>35.4</u>

F. Pre-School FeedingTotal Recipients 22,000

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	(THOUSANDS)	
		<u>KGS</u>	<u>DOLLARS</u>
22,000	SFSG	495	98
22,000	OIL	49.5	43.3
22,000	WSM	495	168.3
Total GR		<u>1039.5</u>	<u>309.6</u>

FY 1987 ANNUAL BUDGET SUBMISSION

TABLE XIII

II. Sponsor's Name ADRA/GHANA

A. Maternal and Child Health Total Recipients 10,000

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	(THOUSANDS)	
		<u>KGS</u>	<u>DOLLARS</u>
10,000	OIL (0.4)	48	42.0
10,000	WSM (2.8)	336	114.24
10,000	SFB (1.4)	168	40.32
Total MCH		<u>386.92</u>	<u>196.56</u>

B. Food for Work Total Recipients 50,000

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	(THOUSANDS)	
		<u>KGS</u>	<u>DOLLARS</u>
50,000	SFB (4.5)	2700	648.0
50,000	OIL (0.5)	300	262.5
50,000	RICE (4.6)	2760	828.0
Total FFW		<u>5760</u>	<u>1,738.5</u>

OPERATIONAL PLAN FY'86
CATHOLIC RELIEF SERVICES - USOC
GHANA PROGRAM

Element of Operation

A. Identification

1. Name of Cooperating Sponsor: Catholic Relief Services - USOC
Country: Ghana
Date Submitted: May 9, 1984
Name and Address of Counterpart: N/A

2. Name and Address of American Representative:

Paul Cunningham
Country Representative
Catholic Relief Services - USOC
P.O. Box 6333
Accra-North

The Country Representative's time is devoted largely to Title II activities.

Supervisory Staff:

Assistant Country Representative Food and Nutrition	Mrs. Hannah Evans-Lutterodt
Project Managers	Nancy Wills Keteku Laverne Pierce
Field Supervisors	Annie Bani - Accra Joana Addo - Eastern Mauricia Tanadaga - Northern Odette Minyilah - Upper East Charity Ocloo - Southern Volta Janet Mnieh - Ashanti Martha Quagraine - Central Bibiana Lawra - Upper West Beatrice Fianko - Ashanti/Eastern Nana Osei Antwi - Western Cecilia Kumapley - Northern Volta Sr. M. Margaret Ntrakwah - Brong Ahafo
Warehouse Manager	Frank Doku
Accountant	John Zuh
Internal Auditor	Chamberlain Baah
Project Officers	Frederick Anang Harrison Acquah

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.
 - 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 use 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.
 - In 1984, farmgate prices collapsed, often to levels below production costs. Rural farm families - 70% of Ghana's population - are unable to take advantage of the drought's relaxation in 1984-5 because they lack funds to buy inputs. The farmer's purchasing power was further constrained by the early stages of the National Economic Recovery Program. The program gradually expanded trade by removing government subsidies and price controls; reduced inflation by restricting spending and money supply expansion; and, led to sharply escalating prices of transport and imported goods through a series of currency devaluations. While the Program is laudable and long overdue, its initial stages placed tremendous pressure on farmers and, in turn, on the nation's productive capacity.

It would be simplistic and complacent to argue that adequate rainfall in most of the country in 1984, and good prospects for 1985, can solve Ghana's food problem. That over 40% of preschool children in all regions are still growing below standard is testimony to this. Ghanaians are

now beginning the first difficult steps toward recovery, not only from severe drought in 1982-3, but also from two decades of economic problems.

Deep-seated problems of high input prices, cash shortages, low farmgate prices, and distribution, all combine to retard nutritional recovery in children.

CRS/Ghana's response to these problems is twofold: it meets the needs of malnourished children while preventing the deterioration of at-risk children, through a program stressing nutrition education, preventive health care, growth surveillance, immunization, food supplements, and agricultural rehabilitation.

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 Milk, a vitaminised cereal which provides a high proportion of protein and is highly 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 centers are located in rural areas, where children are at greater risk due to lack of nutritional balance and variety and 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 use of the Growth Surveillance System by 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 centers where more than 45% enrollees fall below acceptable weight-for-age standards. Not only do such children receive food before their more fortunate from peers, but their families also benefit from additional ration to the mother intended to increase the amount of food supplement to the family and therefore to the more vulnerable members.

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 five 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 sponsors. At present, approximately 6000 mothers in over 60 MCH centers are participating in various Associated Development Activities, which range from crop farming to rabbitry, and 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 use every available opportunity to improve the family's nutritional status. PL 480 food as an incentive to such productive efforts is crucial to the success of the overall MCH program.

The Maternal Child Health program continues to carry highest priority with CRS, as it does with AID. The relationship between adequate nutrition and the ability of young children to resist infection and to develop normally, both physically and mentally, is overwhelming.

CRS and U.S. Government resources combine to enhance program effectiveness. CRS has allocated considerable resources in implementing the GSS monitoring approach and has developed a prioritized allocation system to reach areas of greatest need and a targeting system that provides double rations to children whose need is extreme. In addition, CRS reinforces the Title II program with pediatric medicines distributed to participating MCH centers, and combines Title II commodities with agricultural implements in a unique developmental thrust.

In 1986, the CRS/Ghana MCH program will reinforce established principles developed over the years. In an effort to extend coverage to the maximum feasible number of children, the MCH program will enroll 179,000 children in 350 centers, each child receiving a 5-kg monthly ration. 42,000 mothers at the neediest centers selected by application of the GSS criteria will receive an additional supplement of 4kg ration of cereals.

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, 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 300 participating schools, the majority of them located in the Upper Region. Schools are targeted geographically, the programs are located only in rural areas where 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 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 PL 480 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 realised from the sale of empty containers are remitted to CRS in Accra.

c) Other Child Feeding (OCF): This small but important program seeks to address the needs of institutionalised 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 these provide adequate care for them. These children are 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 will be 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 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 clinics; thus Preschool feeding is seen as a partial 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.

In 1984-85, CRS was able to expand Preschool coverage to 20,000 children in 249 rural day care centers. To maintain this modest gain is to ensure the continuation of a valuable community service, in villages where such rare amenities as public child care represent important steps in development.

e) Food for Work (FFW): Low agricultural productivity plagues developing countries in Africa. Ghana's farmers are discouraged by their inability to produce enough to (a) feed their families; (b) raise capital for expansion; or (c) maintain or improve their standard of living. They see the need, but lack the means, to adapt to the newly pressing demands of the environment: drought resistance, soil and water conservation, and the need to meet their family's nutrition requirements more fully.

The FFW program addresses developmental problems beyond the realm of the traditional farmer as well. Marginal farmers - women, children, and the disabled - want to be more productive. Youth want to settle down and become self-sufficient. Communities want to develop their infrastructure: roads, schools, water supply and sanitation, health facilities. All of these groups share the farmer's problems in that they lack resources and incentive to work together to realize their goals.

CRS, in its fifth year of FFW programming, supports some 200 projects, each of which presents a unique solution to its community's problems. Many are farming co-operatives, where men and women work full or part-time to produce cash crops, the income from which may buy a bullock plow or build a day-care center. Others are school farms, where students reinforce the role of agriculture in their lives. A rapidly expanding group consists of agro-based cottage industries where interest in soap-making is particularly high; food processing and preservation are also progressing notably. 1984 witnessed a resurgence of hope and creativity among FFW project participants, with renewed effort rewarded by resounding success.

In addition to providing incentive in the form of FFW, CRS supports its projects with tools and equipment, as well as technical and managerial advice conveyed through site visits, newsletter, and training programs in areas such as soap-making and beekeeping. CRS FFW projects occupy an important place in the spectrum of development programs: CRS is large enough to provide significant aid, yet flexible enough to respond to the needs of small grassroots self-help efforts.

f) General Relief: Institutions for the chronically ill and disabled are struggling to operate under discouraging conditions, chiefly lack of staff, lack of drugs, and lack of food. Many institutions, have closed their kitchens entirely, because government funds are insufficient to support both food and staff.

CRS launched a General Relief program in 1984 as the agency's humanitarian response to overwhelming need. It is proposed that this program be continued on a modest level, targeted to nine institutions for training the handicapped in trades that will make them more productive and self-reliant instead of depending on society for their upkeep. This small feeding program will serve a most useful humanitarian aid which will ensure that these unfortunate handicapped individuals are not abandoned to their fate.

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 GSS 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 are assumed to be at risk. This is because of prevailing conditions: endemic malnutrition combined with lack of water and basic sanitation and the lack of health facilities all contribute to a higher incidence of infectious disease which in turn 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 social structure. The political and economic problems that have plagued Ghana for the past decade are responsible for declines in food production, distribution capability, 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. Young children, who comprise the most vulnerable sector of any population and whose well-being is more threatened in more troubled times, are particularly affected.

b) SF: The overall objective of this program is to stabilize 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 animal husbandry (e.g. rabbits) 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 in 94 schools. The 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 prioritize 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 program; 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 non-existent. The 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 labor 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 institutionalized 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 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 a similar food.

e) FFW: The goal of the FFW program is to increase agricultural productivity and community participation in self-help schemes.

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 development of financially secure and self-sufficient agriculture ventures.

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 programs such as FFW seek 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.

f) General Relief: The objective of this small program is to contribute to the training of the handicapped to be productive members of society, by providing food supplements which will

1. attract the handicapped to the training institutions
2. guarantee regular feeding to encourage them to stay

3. hopefully ensure continued attendance and qualification.

Benchmark indicators are the present level of enrollment in the institutions and in the future the increasing numbers enrolling in these institutions and the increasing percent of successful handicapped trained by these institutions.

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

All CRS Title II feeding program are country-wide, with emphasis given to the needs of rural areas. As discussed elsewhere, special consideration, in the form of mothers' rations is given to those MCH centers in areas or communities 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, an individual conference with a nurse and usually a cooking demonstration. 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 OCF, and General Relief: Food is prepared on site by an assigned supervisor, usually a teacher at school programs or a catering officer/dietician at institutional programs, and consumed on the premises. All students/patients at participating institutions are eligible to receive food, so that all benefit equally. School children assist in food preparation, and contribute condiments and firewood.

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 in 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 expenditures on Title II and other food aid programs.

The Government in no way uses or controls the distribution of commodities or the selection of recipients and has never made any effort to influence the operation of CRE 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 arrangement 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 SF programs are mutually exclusive, separated by age. Preschool enrollees are not eligible to attend MCH centers because their mothers are not available to bring them to clinic. OCF recipients are institutionalized, and therefore unable to participate in any other programs. FFW and General Relief, mutually exclusive, are the only programs in which adults can be recipients. Care is taken not to open new MCH centers in close contiguity with existing centers, in order to avoid cross-registration; geographical distribution thus serves as a deterrent to duplication in this case.

C. 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 Company, and the Surveyor.
4. Delivery tally sheet: This is prepared by the GOGC, 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 short 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 GSC 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. Waybill: Each outgoing consignment is documented by a waybill, which is issued in quadruplicate. 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 copies (original and duplicate), 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 ledgers.
10. Shipping notice: 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.

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. In 1984, CRS took delivery of 35,000MT of Title II commodities under far more difficult conditions (fuel, security, transport, equipment) than prevail today, with port losses below 1%. In 1985, CRS is transferring operations from Takoradi to Tema Port, a move that will enhance our ability to handle containerized or palletized cargo, and save significantly on inland transport costs.

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.

Given the experience of operating twelve warehouses in 4 cities during the Emergency Program in 1984, CRS is thoroughly familiar with available warehousing and has developed unparalleled expertise in the storage and distribution of food aid.

While CRS port operations are being transferred to Tema in 1985, the agency will maintain control over its 200,000 bag warehouse in Takoradi for as long as necessary to absorb arriving commodities. In Tema, CRS has rented warehouses with a capacity of 3,500MT for anticipated arrivals in any quarter.

Depending on the outcome of an Outreach Grant submitted in 1984, CRS may build its own warehouse in Tema in 1987 or later. CRS takes direct delivery to its own warehouses of all arriving food; port sheds are not used. Interim warehouses opened by CRS in Kumasi and Tamale during the Emergency Program will be phased out in 1985, and all consignments will be delivered to centers from Tema by 1986.

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 inspect storage facilities to ensure that they are well maintained.

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

Inland transport has improved dramatically over the past two years. Due to the transport incentive provided by OFDA as part of the 1984 Emergency Program, CRS has enjoyed a surfeit of available vehicles whenever a ship is in port. Shortages occur when large numbers of flatbeds are needed to offload containers of pallets, and poor roads plus poor fuel distribution continue to discourage transporters from taking consignments to isolated centers.

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 or 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 with financing or in kind 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 use 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 expenditures 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 used 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 substitute for prohibitively expensive cooking oil on the market makes it very attractive.

- b) Wheat Soy Milk, used in MCH, PS, OCF, and GR programs, is an ideal weaning and rehabilitation food. It is very much favoured by mothers, who are familiar with its local cornmeal counterpart, which lacks the protein and vitamin enrichment of WSC. 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 most 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 are 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 .

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 foods.

II. Contribution to Program

<u>Source</u>	<u>Value of Contribution in 1985 (Est.)</u>	<u>Role Played</u>
A. <u>Financial</u>		
Household Contributions	\$252,926.85	Supports salaries and travel expenses of CRS field staff, and related program activities.
CRS/New York:		
Administrative Support	\$ 58,348.00	Supports varied office functions.
Government of Ghana (provisional est.)	\$2,000,000	Cost of clearing and inland transport of commodities
Empty Containers	\$569,021.19	Supports salaries and travel expenses of CRS field staff, and related program activities.
B. <u>Human Resources</u>		
CRS acknowledges the contribution of hundreds of health professionals involved in administering the programs. Their number and value of their contributions are incalculable, but their role is invaluable to the success of each program.		
C. <u>Commodity</u>		
EEC: Supplemental Foods, Milkpowder - 750MT	\$660,376.98	Compliments the foods provided under Title II with emphasis on attention to special needs recipients.
Used Clothing: Thanksgiving Clothing Collection, USA	\$450,000.00	Provides assistance to the needy and to victims of disaster who may not receive Title II or other CRS aid.

II. Contribution to Program

<u>Source</u>	<u>Value of Contribution in 1985 est.</u>	<u>Role Played</u>
Medicines and Medical Equipment	\$500,000	Enables clinics to provide more comprehensive health services.
Project Support Various Sources	\$200,000	Supports a wide range of development in agriculture, water, and health.

D. In-Kind

As described in the body of this report, the Government of Ghana's contribution is provided both in cash and in kind.

Adventist Development and Relief Agency - Ghana

Operational Plan - 1986

I. Elements of Operation

A. Identification

1. Name of Co-operating Sponsor: Adventist Development and Relief Agency

Country: Ghana

Date Submitted: April 12, 1985

Name and address of counterpart: N/A

2. Name and Address of American Representative:

Rich Moseanko
Program Director
ADRA/Ghana
P.O. Box 1435
Accra, Ghana

a. Program Director devotes full time to Title II activities.

b. Supervisory Staff

Assistant Director: Seth A. Laryea
Treasurer: Isaac Boadi-Mensah
National Co-ordinator: Ernest Kwarteng
End-Use Checkers: Eddie Lartey (Eastern/Greater Regions)
James Antwi (Western/Central Region)
M.A. Akpoley (Ashanti Region)
Jonathan Ameyaw (Upper East/Upper West Region)
Noah Nkansah (Northern Region)
5 additional end-use checkers to be appointed

B. Area - Scope - Conditions of Operations:

Food-For-Work

It is the purpose of ADRA/Ghana, through the Food-for-Work program, to encourage participation in projects that will lead to:

1. improvements in nutritional and health status through agricultural activities especially in training of agricultural skills and food production;

2. increase self-reliance through planning and provision of such basic facilities as schools, public meeting places, post agencies, public places of convenience and health centers;

3. increase income earning capacity through vocational training in such areas as basketry, cane crafts, and soap-making;

4. improve levels of communication through the construction of access roads and bridges.

A study of the yearly supply and demand pattern of Ghana's food crop production shows an alarming deficit during the past five years. Staples such as maize, rice, guinea corn, millet, cassava, cocoyam and plantain have always been in short supply thus resulting in the escalation in prices. Table I below clearly shows the deficit in production of some of these food crops.

	1979/80 MT	1980/81 MT	1981/82 MT	1982/83 MT	1983/84 MT
Maize	240,362	181,200	241,820	283,200	420,016
Rice	78,727	53,265	47,200	98,790	99,440
Corn	53,534	40,794	47,050	73,489	93,447
Millet	67,302	64,370	45,420	83,506	122,421
Cassava	823,552	1,467,380	447,669	102,700	557,437
Cocoyam	933,980	821,900	901,600	721,350	843,812
Yam	310,320	324,300	422,840	311,780	131,494
Plantain	450,860	1,507,700	1,505,400	155,084	1,019,265

Table 1: Yearly Deficit in the Production of some staple Food Crops in Ghana.

Data for the current crop year, 1984/85, are not available but one can safely say there is still some shortfall in the production of most of these staples. Current market prices of these food items, far beyond the means of the average Ghanaian worker and his immediate family, are one major indication of this. While there is a tremendous improvement in the production of corn, its market price is still relatively high. Several factors contribute to this shortfall in the production of these staples. One major factor is the size and age of population engaged in agricultural activities. In 1960 out of a total population of 3,730,309 (15 years and above), 1,581,273 were involved in all forms of agricultural activities. The number of unemployed people within this age range was 163,643. By 1970, this pattern had changed. Out of a total population of 4,543,348 (15 years and over), 1,790,806 were involved in agriculture, with 198,571 unemployed. This state of affairs worsened in the 1980's. The exodus of over 1 million Ghanaian youth to Nigeria alone and their consequent repatriation in 1983 is indisputable evidence of the problem.

The migration of youth to neighbouring West African States, was the climax of a gradual but significant flow of the able-bodied rural Ghanaians urban areas where they become mostly consumers rather than producers of agricultural produce. This migration pattern has not changed. The result is that Ghana is heavily dependent on the efforts of an ageing farming population using traditional tools to produce agricultural commodities not only for local consumption but also for export to earn foreign exchange. ADRA Ghana proposes to use the Food-for-Work program to stimulate the interest of youth into the field of agriculture. The provision of some food aid to partially meet the daily caloric needs of these Food-For-Work participants will be an

incentive that will gradually change the present unhealthy trend in food production. Special attention will be given to the "returnees" from Nigeria and other unemployed youth.

The decline in the Ghanaian economy has had far reaching effects on community development. Government grants for development projects have been extremely small. This has led to communities planning and undertaking self-help projects to meet some of the physical needs of their communities. One major draw back has been the number of hours workers are able to put in when they go to their project sites. It is common to see workers participating in such self-help projects go to their homes at lunch time and not return. This is the case even in areas where the whole community has devoted the whole day to their projects and other activities are strictly forbidden. As a partial solution to this problem, ADRA/Ghana's plans to give some of the self help project workers food to help them to put in a few more hours. Project participants will be encouraged to prepare the food at the project sites to feed themselves.

It is estimated that by 1980, 46.7% of Ghana's population was between 15 to 64 years. Many lacked gainful employment. Few were able to take advantage of formal vocational training programs such as those provided by institutions like the O.I.C., technical schools and vocational and agricultural training centers. ADRA/Ghana proposes, therefore, to encourage some of these unemployed to attend informal training programs in areas as food crop production, basketry, soapmaking, weaving and other income-earning activities. All the projects under the FFW program will be initiated by the people themselves as solutions to their felt needs. The participants will be required by ADRA/Ghana to appoint their own project committees.

M.C.H

Ghana has survived a period of famine which spared no section of the population. The per capita calorie supply, which in 1977 was 85% of requirements, dropped dangerously below minimum requirements in the early 1980's. The three main vulnerable groups within the population, i.e. pregnant women, children 5 years and under, and lactating mothers, were most severely affected. ADRA/Ghana participated in the National Emergency Feeding Program in FY 1984 and most of the 100,000 beneficiaries fed by ADRA/Ghana were in these groups. Eventhough ADRA/Ghana did not have the means and personnel to effectively monitor the growth pattern of these people during the EFP in FY 1984, an effort was made to help, to some extent, through brief discussions on health education and child care. It was evident that beneficiaries very much appreciated these informal discussions.

ADRA/Ghana is aware of the existing well developed CRS/Ghana MCH program which has benefited its participants. ADRA/Ghana proposes, however, that it should be given the opportunity to continue its small scale MCH activities which it is currently operating, at the level of 6100 recipients. There is little chance of duplication since ADRA Ghana does not operate in the same areas as CRS/Ghana. Besides ADRA/Ghana is developing a strategy which is quite distinct from the CRS/Ghana approach. The strategy aims at reaching people in the three vulnerable

groups not served by a clinic. When a community's interest is aroused, the community constructs a simple MCH Center and selects a village Health Worker (VHW) who works on part-time basis. The VHW is then given some basic training under the Government of Ghana's Primary Health Care Program. In addition ADRA/Ghana's MCH co-ordinator conducts periodic training of these VHWs. Growth charts are kept and the VHW visits participants and works with them to identify and improve their health status. Each participating woman is encouraged to start a backyard garden. A Demonstration backyard garden is planted beside the MCH Center and each MCH center has a small kitchen for nutrition classes. This project was begun at Zangum in the Northern Region of Ghana. It is currently been repeated at Oyarifa in the Ga Rural District.

ADRA/Ghana MCH will emphasize the following components:

1. Family Planning
2. Promotive Health
3. Nutritional Rehabilitation through food production supplementation and education.
4. Pre- and post-partum mother education.
5. Growth and nutritional status monitoring.

The program level suggested is 6100 recipients. USAID approved ration levels will be used.

2. FFW

- (a) Overall objective and purpose: The ADRA/Ghana FFW Program aims at promoting productivity and supporting community development efforts.
- (b) Bench mark indicators of achievement of objectives:
 - i. Increase in people participating in agricultural activities with a subsequent increase in production levels.
 - ii. Increase in the number of community self-help projects, and the community's ability to organize itself to undertake more self-help-projects after the initial FFW projects.
 - iii. Number of people undertaking vocational training and using the skills acquired to improve their economic status.
- (c) Assumptions:
 - i. FFW participants perform better if they are given an incentive when involved in community projects; food is one of the best incentives that can be used in the Ghanaian situation in view of the high cost of some staple foods.
 - ii. Ghana needs an increase in its agricultural

production to meet local needs and also for exportation to other drought-stricken areas within the West African sub-region.

MCH

(a) Overall objectives and purpose:

i. Improve nutritional and health status of participants.

(b) Benchmark indicators of achievement of objectives:

i. Improvement in the growth of children in the program as indicated on growth charts and physical observations; and,

ii. Number of participants acquiring some knowledge and skill in child care, family planning, nutritional rehabilitation and putting these skills into practice.

(c) Assumptions:

i. Participants are unable to give proper nutrition to their children (under 5) through lack of nutritional education and inability to afford nutritious food in the face of high food prices; and,

ii. Children aged 5 and under with serious nutritional problems need some food aid in view of assumption (i) above.

3. Location of Projects:

Projects will be located in all the ten regions of Ghana with the Upper East, Upper West and Northern regions receiving priority in view of the extremely poor conditions existing in those regions. In the area of agriculture under the FFW program priority will be given to food production.

4. Normal Distribution Method at Project Level:

(a) FFW: Project Committee will receive food on monthly basis and will be required to feed participants at project site.

(b) MCH: Children with serious malnutrition will be fed at MCH centers after each session's demonstration class. Mothers will be given dry rations to take home for their children.

5. Co-operating Governments Participation:

(a) Taxes: The Government of Ghana (GOG) currently exempts all ADRA/Ghana imports relevant to its Title II program from all duties upon application to the Ministry of Finance and Economic Planning.

- (b) Storage: ADRA/Ghana is currently renting warehouses at Tema, Accra, Kumasi and Tamale. Free warehouses are made available to ADRA/Ghana by governmental agencies at Takoradi, Wa, Cape Coast on short-term basis.
- (c) Transportation and Distribution: ADRA/Ghana is currently negotiating with the GOG for a new agreement under which storage, transportation, and distribution expenses will be borne by the GOG. Currently the GOG does not in any way interfere in the distribution of ADRA/Ghana Title II commodities to target groups.
- (d) Use: Commodities are to be used at self-help projects sites, government/private sponsored clinics, and ADRA/Ghana MCH centers.
- (e) Losses: Transporters will reimburse ADRA/Ghana for losses that occur during inland trucking. Ocean losses are recovered by ADRA/International.

6. ADRA/Ghana coordinates with CRS/Ghana and other organizations to avoid duplication of programs.

C. Control and Receipting

ADRA/Ghana keeps the following records:

- (a) Delivery Tally Sheets: These are records that indicate the quantity of food loaded by each truck either directly from the vessel or from the GCHC warehouse at the port. This is an official record issued by the Ghana Cargo Handling Company as proof of delivery. It also notes any short deliveries and damaged or torn packages.
- (b) Ghana Inspections Ltd. Survey Reports: These are independent reports by a Cargo Survey Company. Together with the GCHC DTS described above, these two records establish proof of commodity quantities delivered to ADRA/Ghana.
- (c) Warehouse Records: ADRA/Ghana keeps Tally Cards, Stock Control Books and way bills that account for movement of food in and out of the various warehouses.
- (d) Requisition Form: Each consignment of food taken from a warehouse is issued on the receipt of a requisition from an End-Use-Checker or Food Controller as the case may be. This is a note that authorizes the warehouse keeper to issue food to various projects or to other warehouses in the districts.
- (e) Waybills: These are issued to cover food items issued to projects. Accredited Project Committee Representatives sign these waybills upon receipt of the commodities. Truckers are given three copies of waybills covering the food they transport. Recipients or warehouse keepers endorse these

waybills indicating whether the quantity received was sound, damaged, and/or short. Truck drivers endorse all the three waybills with the remarks. The warehouse keeper retains a copy, the trucking firm retains a copy, and the third copy is returned to the ADRA/Ghana head office for vetting.

D. Port Facilities:

1. ADRA/Ghana uses the Tema port which has adequate facilities for handling the food items.
2. ADRA/Ghana employs the services of Ghana Inspections Ltd (former Caleb Brett) Lloyd's agents based in Accra to conduct cargo surveys.
3. ADRA/Ghana is exempted from custom duties but other port charges such as clearing are to be born from outreach funds.

E. In country Storage and Transportation:

ADRA/Ghana rents a warehouse at Tema which has a capacity for 2000 MT. In addition, ADRA/Ghana rents a warehouse at James Town Accra that has a capacity of 1,500 MT. ADRA/Ghana always sends food direct from the port of Tema to its warehouses in the regions so there is no possibility of the Accra and Tema warehouses being choked with food.

ADRA/Ghana has a trucking agreement with a reliable transporting group to provide adequate and secure services. ADRA/Ghana has full control of the food items during transportation and storage.

F. Processing-Reprocessing-Repacking: Not applicable

G. Financing:

1. The cost of administration, storage, transportation, issuance of informative materials will be partly borne.

Outreach Grant for FY86 and ADRA/Ghana. There is an on-going negotiation with the GOG for some funding in local currency. ADRA/Ghana has the following vehicles which are to be used - two 16 ton trucks, three 3-ton pick-ups, and two Nissan patrols.

2. ADRA/Ghana intends to use the proceeds from empty-container sales to meet some of its administrative and other expenses. Empty containers will be sold at project sites at prices fixed by ADRA/Ghana.

H. Acceptability of Available Foods:

All the food items ordered by ADRA/Ghana are highly acceptable nationwide. WSM which is to be used in the MCH is already known to the Ghanaian population through CRS/Ghana and other PVO programs in

the country.

I. Program Publicity:

ADRA/Ghana has developed guidelines for each of its programs to educate applicants before their acceptance into the program. In addition, End-Use-Checkers educate project participants on the program requirements, preparation of food, and the source of the supplies. ADRA/Ghana intends to print posters to advertise the donors and the co-operating agency. Periodic newspaper, TV, and radio coverage is planned for both the FFW and MCH programs.

Country: GHANA

PIPELINE/MORTGAGE ESTIMATES
FY 1984 - 1991
 (\$000s)

Project No. & Title	Current Auth. LOP	Proposed ^a Amended LOP	FY 84 Pipeline	FY 85 Pipeline	FY 86 Pipeline	FY 87 Pipeline	Mortgage-Remaining LOP Obligas. FY 88-beyond	PACD b/
<u>Development Assistance Projects</u>								
1. ARDN								
6410084 Dev. & Application of Intermediate Tech.	(G) 4760	1527	477	355	259	-	-	12/31/85
6410102 Managed Input & Delivery of Agric. Services II	(G) 5640 (L) 4000	-	2679 2255	2072 1837	1842 1419	-	-	9/30/86 9/30/86
Ag/Transport Sector Commodity Import Program	(G) 2200 (L) 3000	-	-	2200 3000	500 1000	-	-	9/30/87 9/30/87
<u>2. POPULATION</u>								
6410109 Contraceptive Supplies	(G) 7500	-	-	7000	3000	2000	2000	3/30/89
<u>3. EHR</u>								
6410108 OICI/Ghana	(G) 1372	1368	581	283	-	-	-	9/30/85

a/ Indicate by footnote fiscal year in which amendment will be proposed.
 b/ Indicate current PACD and any planned extension.

Overall Budget Analysis - Mortgage by FY as Percent of OYB

	OYB Level	a/)	Mortgage as Percent of OYB b/)
<u>FY 85</u>	28767		
(DA)	(28767)	7200	400%
(ESF)	(-)		
<u>FY 86</u>	12020		
(DA)	(12020)	4000	300%
(ESF)	(-)		
<u>FY 87</u>	4000		
(DA)	(4000)	5000	80%
(ESF)	(-)		

a/ By DA and ESF.

b/ Mortgage as percent of OYB: total LOP costs remaining at end of each FY (i.e. FY 85, FY 86, FY 87) divided by the planning levels for each of those fiscal years.