

UNCLASSIFIED

# Annual Budget Submission

FY 1989

**GHANA**

BEST AVAILABLE

June 1987



Agency for International Development  
Washington, D.C. 20523

UNCLASSIFIED

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June 1987

MINI COUNTRY DEVELOPMENT STRATEGY FOR USAID/Ghana

A. DEVELOPMENT GOALS

The principal purpose of USAID/Ghana's assistance program is to support Ghana's Economic Recovery Program (ERP), which is now in its second phase. The ERP is intended to develop a productive growing economy while ensuring that the benefits of this economic growth accrue to all Ghanaians. USAID's development goals for Ghana, five in number, reflect the major themes of ERP II and are designed to further the basic aims of A.I.D. The first three goals focus on developing a more productive, growing economy while the last two are designed to distribute the benefits of economic growth as widely as possible. We want to assist Ghana Government efforts to:

1. Restructure the government sector; ✓
2. Create a liberalized and self reliant agriculture sector; ✓
3. Improve the health status of the Ghanaian population; ✓
4. Generate employment opportunities through growth of private enterprise; and ✓
5. Counterbalance the negative effects of structural adjustment. ✓

B. STRATEGY

USAID/Ghana's development strategy involves policy reform, commodity assistance, development projects, and training, all of which focus on these five development goals. An important consideration in the development of this strategy is the limited dollar and staff resources available to USAID/Ghana for the foreseeable future and our growing reliance on PL 480 counterpart funds as a development resource. At the policy level, USAID has identified a set of reform measures specific to each goal which we believe will contribute to their achievement.

C. POLICY AGENDA

Policies to Develop a Productive, Growing Economy

1. Government Sector Restructuring ✓

We support the Government's attempts to improve efficiency and effectiveness by streamlining government sector employment and by restructuring state owned enterprises and existing systems for providing social services. Government sector employment can be streamlined by improving worker incentives while ensuring that the increased costs that would arise from higher salaries and larger allowance packages are offset through the redeployment of redundant government sector workers.

Restructuring state owned enterprises should include divestiture or liquidation of certain of the SOEs and the restructuring and strengthening of those with strategic importance to the Government. The restructuring of existing delivery systems for social services will broaden the human resource base and result in a more skilled as well as a healthier population. In this regard, USAID supports the Government's introduction and expanded use of fees-for-services in the health and education sectors, in order to raise operating revenue under tight budgetary restraint now and in the future. USAID also supports Government educational reforms which redirect the limited resources from the secondary and university levels toward basic education at the primary level and skills training at the junior secondary level as well as its health reforms designed to make primary health care available to all Ghanaians.

## 2. Agricultural Liberalization and Self Reliance

To create a self reliant agricultural sector based on comparative advantage that responds to rational price incentives, we support liberalization of trade in foodstuffs and other agricultural products, more efficient agricultural marketing systems to further improve production incentives, increased availability of agricultural inputs, improved agricultural infrastructure and institutional support systems and long-term preservation of the agricultural and timber resource bases.

Trade liberalization in this context (as compared to the broader discussion under goal #4 below) is aimed at creating rational price incentives for agricultural producers, exporters and importers. To be successful, the resulting export response must generate a surplus of foreign exchange over and above that necessary to offset the cost of importing those agricultural products not grown in Ghana and those needed in times of drought.

But price incentives alone are insufficient to elicit a rapid export response from agriculture, let alone a rapid increase in overall agricultural production. With better producer price policies now being followed, the principal avenue for further improvement in production incentives is through improved marketing channels. Given the more realistic exchange rate, we support programs to identify the best export markets and to determine the quality requirements and most appropriate delivery times for those markets. Improved marketing of domestically consumed agricultural products is also important. We support Government efforts to develop a viable agroprocessing industry, reduce food distribution costs, and increase the scope for the private sector marketing of food. In particular, we support such marketing of imported food from USAID, as well as other food donors, as we feel it will lead to further improvements in the domestic marketing of agricultural products.

To increase the availability of agricultural inputs we believe an increased private sector role in supplying such inputs to farmers will prove more efficient, particularly when complemented by the construction of farm service centers. Private sector participation in supplying these agricultural inputs does, however, require the elimination of the pan-territorial pricing policy (pan-territorial pricing is where the same price is charged for a given item throughout the country). Elimination of pan-territorial pricing will allow the development of regional price differentials, thus creating incentives to distribute inputs to the more remote regions of the country.

We support "non-price" policies, i.e. those involving agricultural infrastructure and institutional support systems, that improve the effectiveness of sound price policies. The technological base for increased agricultural productivity has eroded over the years and must be redeveloped by strengthening and integrating the extension and research services, including rehabilitation of facilities. One of the most important infrastructural issues currently before the Government concerns a choice among alternative modalities for storing grain. We support a storage policy that places top priority on community-based storage in warehouses and ensures that existing silo storage systems operate as efficiently as possible. Linked to the storage problem is implementation of methods to reduce post harvest losses. Besides storage capacity, irrigation and feeder roads are the two most important areas of infrastructural investment for farmers. We support Government policy to direct investment in irrigation toward small scale systems and to rehabilitate rundown and construct new feeder roads.

In our judgement, the most important environmental problems in Ghana have to do with desertification in the north and deforestation of tropical forests, particularly hardwood forests, in the central and southern portions of the country. To protect agricultural yield levels over the long term, both problems must be addressed. We support Government efforts to develop an agro-forestry strategy for Ghana and to introduce agricultural production and forestry management practices that conserve soil productivity, prevent desertification and conserve a valuable export resource.

### 3. Improved Health Status

To improve the health status of the Ghanaian population we support the provision of primary health care to all Ghanaians and the implementation of the Government's population policy. Primary health care services, particularly preventive health care, can be made available to all Ghanaians by expanding the private sector's role in providing health products and services as well as expanding and improving the primary health care services provided through the Ministry of Health. The private sector's role can be expanded by stimulating the social marketing of more health products, such as oral rehydration salts, the local

production and commercial distribution of a wider array of health products, and the inclusion of private medical practitioners such as physicians and midwives in the delivery of primary health care services. The quality and coverage of publicly provided primary health care can be improved by developing a more effective logistics/supply management system for distributing health supplies to public health care centers, by improving the technical and managerial skills of Ministry of Health staff, especially service providers, and by extending effective health care services to the rural population. We also recognize that Government efforts to provide clean drinking water to rural dwellers by means of self help community development projects is an important complement to their rural primary health care initiative.

We support the implementation of the Government's population policy which includes the broadest possible dissemination of family planning information to the Ghanaian population, and the ready availability of family planning services and commodities to all couples who want them. Dissemination of family planning information should include mass media advertising campaigns as well as more interpersonal counselling by both public and private medical practitioners and health care providers. Greater availability of family planning services and commodities can be accomplished through increased private sector participation in the delivery of such services and commodities, by better and more extensive training of service providers in family planning and by an improved contraceptive logistics and reporting system within the Ministry of Health.

#### Policies to Ensure Growth Equity

##### 4. Employment Generation through Growth of Private Enterprise

As part of the Government's efforts to generate employment opportunities through growth of private enterprise we support further liberalization of trade (as also noted under agriculture above), further improvement in the investment climate and creation of a sustainable credit supply system for small and medium size enterprises. In particular, we support the Government's efforts to narrow the gap between the auction and the parallel exchange rates and to ensure a rapid export response to improved price incentives. In order to narrow the gap between auction and parallel rates we support the Government's efforts to "compete" with the parallel rate by broadening access to automatic "A" import licenses, expanding the list of goods eligible for the auction and licensing private citizens to open Bureau de Change. In order to ensure a rapid export response to improved price incentives, we support their efforts to streamline the regulatory and tax environment for exporters and strengthen export promotion institutions.

As a general rule, we support Government policies to promote the private sector, including foreign investors, through such reforms as further refinements to the Investment Code and a more aggressive attitude toward finding and "capturing" foreign direct investment. Small and medium size enterprises (SMEs), however, are of particular concern to USAID. The creation of a sustainable credit supply for SMEs is necessary and should involve an increased role for private or cooperatively owned intermediate financial institutions. The Government policy of maintaining positive real interest rates and eliminating subsidies in the interest rate structure will allow these financial institutions to compete more freely for depositors and borrowers. Further, we believe that technical and management advisory services need to be provided through strengthened institutions, such as the intermediate technology transfer units, and by means of training courses for SME entrepreneurs.

#### 5. Counterbalance Negative Effects of Structural Adjustment

We support Government efforts to counterbalance the negative effects of structural adjustment. Specifically, we support plans to provide redundancy payments to redeployed government workers and to create temporary "public works" jobs for unemployed Ghanaians. Providing redundancy payments to redeployed government workers will cushion the negative effects of structural adjustment that fall heavily on this group. We further support Government plans to provide redundancy payment packages which include cash as well as other kinds of incentives which may induce recipients to reinvest a portion of the payment in order to provide them with an income flow over the longer term. Retraining and business advisory services should also be provided to redeployed workers, where appropriate. We feel direct job creation by the Government to cushion the medium term effects of structural adjustment should focus on rehabilitation of social services and other community development projects. With regard to the latter, we support local government efforts to exploit potential revenue bases as well as the Ghana Government's plans to direct a portion of the development budget to the district level for community development and conservation projects.

#### D. PROGRAMS, PROJECTS AND TRAINING

##### 1. Program (Commodity) Assistance

USAID/Ghana's program assistance currently consists of agricultural commodity imports and programing of counterpart funds under PL 480 Title I. Additional Title I agricultural commodities have been requested by the Government for FY 1987 and we are proposing an Agriculture-Related Commodity Import Program for FY 1988 that would involve imports of raw materials, spare parts and equipment for agriculture-related activities (agriculture, fisheries, forestry, agroprocessing and manufacture of agricultural inputs). We also may consider requesting PL 480 Title II Section 206 commodities and submitting a proposal for African Economic Policy Reform Program funds at a later date.

## 2. Project Assistance and Training

USAID/Ghana's project portfolio consists of a PL 480 Title II Project, an on-going Contraceptive Supplies Project (with a proposed follow-on beginning in FY 1990) and the MIDAS II Project that is scheduled to be amended in the first quarter of FY 1988. USAID also shares in the regionally funded African Manpower Development Project (AMDP II). World Vision has proposed a Section 416 food assistance program for Ghana for this year or next.

The PL 480 Title II Project distributes food directly through maternal-child and food-for-work programs, using PVOs as the executing organizations. The Contraceptive Supplies Project imports family planning commodities and aims to improve the distribution system for those commodities and the provision of necessary family planning/health services to accompany those commodities. The amended MIDAS II Project will be designed to restructure management of the Ghana Seed Company, including minority Government ownership, and open up the seed industry to greater competition. The AMDP II Project provides short-term training in technical and management fields for public and private individuals. The Section 416 proposal would provide food commodities to support the institutional feeding programs of the Ministries of Education and Health as well as other public institutions.

## 3. Link to AID's Four Pillars

These USAID programs and projects are designed to promote the four pillars of AID's development strategy: policy dialogue, institutional development, technology transfer and greater utilization of the private sector. Policy dialogue is pursued to a greater or lesser extent through all programs and projects except Title II. All the projects and programs emphasize private sector development while the Title I program, MIDAS II, Contraceptive Supplies and AMDP II projects support institution building. Transfer of technology is supported through Title I, MIDAS II and AMDP II.

## 4. Program Components

In outline form, the major components of USAID programs are as follows.

### a) PL 480 Title I

#### Commodity mix

- cotton, rice (and perhaps wheat)

#### Self help measures

- ✓ - restructuring of state owned enterprises;
- MOA emphasis on improving agricultural infrastructure and institutional support systems;
- ✓ - creation of a sustainable credit system for small and medium size agricultural and industrial enterprises;

- review and assessment of food aid, including alternative marketing modalities; and
- establishment of procedures within the Ministry of Finance and Economic Planning to monitor the release of local currency for development projects through the budgetary process.

Local currency uses

- support self help measures;
- ✓ - fund agricultural development projects listed in the Government's recently compiled Public Investment Program (PIP) consistent with
- ✓ - fund other development projects in the PIP that flow from USAID's policy agenda and development strategy.

b) Possible Additional Title I

Commodity mix

- wheat

Self help measures

- ✓ - design redundancy payments to be a mix of cash and other forms of payment and
- ✓ - rehabilitation of social infrastructure.

Local currency uses

- ✓ - redundancy payments for redeployed civil servants and
- ✓ - rehabilitation of social infrastructure.

c) Proposed Agriculture-related CIP

Commodity mix

- raw materials, spare parts and equipment for primarily private sector agriculture-related activities.

Policy conditionality

- financial sector reforms relating to interest rate policy
- ✓ - incentives for Rural Banks and other privately owned financial institutions to lend to small and medium size enterprises (SMEs).

Local currency uses to support SMEs

- ✓ - credit fund;
- ✓ - technical assistance for SME operators/owners and loan officers of the participating financial institutions;
- ✓ - training for both groups; and
- ✓ - policy and management studies.

5. Project Components

In outline form, the major components of USAID projects are as follows.

a) PL 480 Title II

Commodity mix

- soy fortified sorghum grits (SFSG), sheat-soy-milk (WSM), vegetable oil, soy fortified bulgar wheat (SFB) and rice.

Direct feeding activities

- ✓ - maternal-child health (MCH);
- ✓ - pre-school feeding (PSF);
- ✓ - school feeding (SF);
- ✓ - other child feeding (OCF);
- ✓ - food-for-work (FFW);
- ✓ - general relief (GR); and
- ✓ - PVO support.

Local currency use

- ✓ - monetization for in country transport of commodities.

b) Contraceptive Supplies Project

Commodity mix

- assortment of contraceptives.

Technical assistance

- ✓ - information, education, and communication (IEC), training, logistics and
- ✓ - contraceptive social marketing.

Training

- in-country
  - o family planning service delivery
  - o IEC
  - o Logistics
- US/Third country
  - o family planning
  - o IEC

c) MIDAS II (as Amended)

Commodity and dollar support

- ✓ - replacement equipment, vehicles and spare parts for seed industry participants — Ghana Seed Company and private seed businesses and
- ✓ - start-up equipment and vehicles for the Ghana Seed Inspection Unit.

Technical assistance

- ✓ - Ghana Seed Industry Advisory Committee (GSIOT);
- ✓ - management restructuring studies for the Ghana Seed Company; and
- ✓ - Ghana Seed Inspection Unit.

Training

- Ghana Seed Company personnel;
- Ghana Seed Inspection Unit; and
- private seed growers/processors.

d) AMDP II

Duration of training

- ✓ short-term (less than three months).

Location of training

- U.S. or third country (on exceptional basis).

Fields of training

- agriculture;
- health/family planning
- restructuring/divestiture of SOEs;
- export promotion;
- economics and management science; and
- financial analysis.

Source of participants

- public and private sector.

Types of participants

- middle-level responsibilities,
- including non-head office staff.

e) Possible Section 416 Food Aid through World Vision

Commodity mix

- rice, soya beans and wheat

Food Distribution Activities

- institutional feeding programs of the Ministries of Education and Health and perhaps other Government institutions.

E. LINKAGE BETWEEN DEVELOPMENT GOALS AND PROGRAMS

The linkage between the five development goals and USAID Programs, Projects and Training occurs at the policy level, in the way dollar resources are spent, in the way local currency resources are programmed and is enhanced with greater coordination among donors working in the same areas as USAID. We will illustrate the linkage between goals and programs/projects for each of the four dimensions in matrix format where the five goals are arrayed vertically on the left and the seven programs and projects are arrayed horizontally across the top. Each particular cell of that matrix contains the policies, dollar expenditures, local currency uses or donor coordination employed by one of the programs or projects in pursuit of one of the five goals. These matrices are not presented here, Annex 1 contains the matrix portraying policy objectives by program/project and development goal and Annex 2 contains the matrix portraying local currency uses by program/project and development goal.

**BUDGET DATA**

PPCTI

FY 1989 Annual Budget Submission -- BHANA  
 Table I - Long Range Plan by Appropriation Account  
 (\$US thousands)

	FY 86	FY 87	- FY 1988 -		FY 89	Planning		Period	
	Act	Est	CP	Est	AAPL	FY 90	FY 91	FY 92	FY 93
Development Assistance									
<b>AGRICULTURE, RURAL DEVELOPMENT, &amp; NUTRITION</b>									
Grants	---	---	2000	2000	2000	---	---	2000	2000
Loans	---	---	---	---	---	---	---	---	---
<b>POPULATION</b>									
Grants	2180	1820	---	---	---	2000	2000	---	---
Loans	---	---	---	---	---	---	---	---	---
(Cent Proc Commod)	---	---	---	---	---	---	---	---	---
<b>HEALTH</b>									
Grants	---	---	---	---	---	---	---	---	---
Loans	---	---	---	---	---	---	---	---	---
<b>EDUCATION &amp; HUMAN RESOURCES</b>									
Grants	---	---	---	---	---	---	---	---	---
Loans	---	---	---	---	---	---	---	---	---
<b>SPECIAL DEVELOPMENT ACTIVITIES</b>									
Grants	---	---	---	---	---	---	---	---	---
Loans	---	---	---	---	---	---	---	---	---
<b>SUBTOTAL FUNCTIONAL ACCOUNTS</b>									
Grants	2180	1820	2000	2000	2000	2000	2000	2000	2000
Loans	---	---	---	---	---	---	---	---	---
<b>INTERNATIONAL DISASTER ASSISTANCE</b>									
Grants	---	---	---	---	---	---	---	---	---
Loans	---	---	---	---	---	---	---	---	---
<b>Total DA Account</b>									
Grants	2180	1820	2000	2000	2000	2000	2000	2000	2000
Loans	---	---	---	---	---	---	---	---	---
<b>PL-480 (Non-Add)</b>									
Title I/III	6000	8000	8000	6000	6000	6000	6000	6000	6000
(Title III)	---	---	---	---	---	---	---	---	---
Title II	4300	4500	5900	5900	6010	6010	6000	6000	6000

PFCTIII

FY 1989 Annual Budget Submission -- GHANA  
 Table III - Project Obligations by Appropriation Account  
 (\$US thousands)

PROJ NO	PROJECT TITLE	L/B	FY 87 Est	FY 88 Est	FY 89 AAPE
<u>Agriculture, Rural Development and Nutrition</u>					
6410117	Agriculture-Related Commodity Import Program	6	---	2000	2000
	Appropriation Totals				
	Grants		---	2000	2000
	Loans		---	---	---
<u>Education &amp; Human Resources</u>					
6980463	African Manpower Development Project	6	150	300	350
	Appropriation Totals				
	Grants		150	300	350
	Loans		---	---	---
<u>Population Planning</u>					
6410109	Contraceptive Supplies	6	1820	---	---
	Appropriation Totals				
	Grants		1820	---	---
	Loans		---	---	---
	DA Account Totals				
	Grants		1970	2300	2350
	Loans		---	---	---

PPCTIV

FY 1989 Annual Budget Submission -- GHANA  
 Table IV - Project Budget Data  
 (\$US thousands)

Project Number and Title		Oblig	-Total Cost-		Oblig	FY 86	FY 1987	FY 1988	FY 1989	Special Codes	
G	Date	Auth	Plan	thru	FY 86	Pipe- Obligations	Expen- ditures	Mort- gage	Obliga- tions	Expen- ditures	Pro- posed
L	Init Fin			FY 86	line						

AGRICULTURE, RURAL DEVELOPMENT AND NUTRITION

6410102		Managed Input Delivery of Agricultural Services II					Subcat: FNEX		ZPVD: 0%		
G	80 89	5640	5450	5450	1681	---	30	---	---	1000	---
L	80 89	7000	4000	4000	1984	---	10	---	---	1000	---

6410117		Agriculture-Related Commodity Import Program					Subcat: FNEX		ZPVD: 0%		
G	88 92	---	4000	---	---	---	---	---	2000	1000	2000 PRZ

APPROPRIATION TOTAL

Total	12640	13450	9450	3665	0	40	0	2000	3000	2000
Grant	5640	9450	5450	1681	0	30	0	2000	2000	2000
Loan	7000	4000	4000	1984	0	10	0	0	1000	0

POPULATION PLANNING

6410109		Contraceptive Supplies					Subcat: PNPC		ZPVD: 2%		
G	85 89	7000	7000	5180	5067	1820	2000	---	---	2000	---

APPROPRIATION TOTAL

Total	7000	7000	5180	5067	1820	2000	0	0	2000	0
Grant	7000	7000	5180	5067	1820	2000	0	0	2000	0
Loan	---	---	---	---	---	---	---	---	---	---

FUNCTIONAL ACCOUNT TOTAL

Total	19640	20450	14630	8732	1820	2040	0	2000	5000	2000
Grant	12640	16450	10630	6748	1820	2030	0	2000	4000	2000
Loan	7000	4000	4000	1984	0	10	0	0	1000	0

REGIONAL TRAINING PROGRAM

6900463		African Manpower Development					Subcat: EHMA		ZPVD: 0%		
G	87 89	1071	1071	813	812	150	300	---	300	540	350

PDS

FY 1989 Annual Budget Submission - Ghana  
PDS/PMR Request - 1989

Appropriation	Mission Ranking	Obligation Location	Category of Use	Project	PDS/MRS Request (\$ 000)	Planned Month of Obligation
ARDN	1	F		MIDAS II	20*	October
ARDN	2	F		Agric-related CIF	50	December
	3	F		Agric. Natural Resource Management	75	November
	4	F		COSS - Nat. Res Mgt/ Biolog Div. Component	50	February

Note: \* The \$20,000 in PDS funds to amend the MIDAS II project was obligated in FY 1987.

FY 1989 Annual Budget Submission - Ghana  
PDS/PMR Request - 1989

Appropriation	Mission Ranking	Obligation Location	Category of Use	Project	PDS/MRS Request (\$ 000)	Planned Month of Obligation
POP	1	F		Contraceptive Supplies Proj II	50	January

**PROJECT PLANNING**

AFRT1

## FY 1989 Annual Budget Sub mission - Ghana

AFR Table 1

## Functional Attribution

Project #	Project	Shadow Functional Account	FY 1988 Budget Allocation (\$US thousand)	FY 1989 Budget Allocation (\$US thousand)
6410102	MIDAS II	ARDN (S) ARDN (L)	---	---
6410109	Contraceptive Supplies	POP	---	---
	Agriculture-related CIP	ARDN	2000	2000
6980463	AMDP II	EHR	300	350

AFRT2

FY 1989 Annual Budget Submission -- GHANA  
 AFR Table 2  
 Pipeline Analysis and Modifications to LOP and PACD

Proj #	Project Name	G/L	Total Cost		Oblig		FY 1987 Oblig	Expend	FY 1988		FY 1989		Curr PACD	Prop PACD
			Auth	Plan	thru FY 86	FY 86 Pipeline			Oblig	Expend	Oblig	Expend		
6410102	Managed Input Delivery of Agric. Services II	S	5640	5450	5450	1681	---	30	---	1000	---	651	SEP-89	Same
6410102	Managed Input Delivery of Agric. Services II	L	7000	4000	4000	1984	---	10	---	1000	---	974	SEP-89	Same
6980433	African Manpower Development Prog II	S	1071	1071	813	812	150	300	300	390	350	310	SEP-90	Same
6410109	Contraceptives Supply	S	7000	7000	5180	5067	1820	2000	---	2000	---	1000	SEP-89	Same

AFRT3

 FY 1989 Annual Budget Submission -- GHANA  
 AFR Table 3 - PVO Activities

Project Name	PVO Name* (US/Non US)	Shadow Functional		LOP Funding (\$000)	% PVO LOP of Total Proj. LOP	Obligations		
		Account	LOP			FY 87	FY 88	FY 89
Outreach Grant	Adventist Dev. Relief Agency (ADRA)	FVA	12 months	200	100	200	---	---
Enhancement Grant	ADRA	FVA	24 months	130	100	80	50	---
Matching Grant	YMCA	FVA	36 months	90	15	30	30	30
Matching Grant	Salvation Army World Service	FVA	36 months	42	15	14	14	14
Matching Grant	Technoserve	FVA	36 months	50	15	25	25	---
Matching Grant	World Vision	FVA	36 months	45	15	15	15	15

AFRT4

FY 1989 Annual Budget Submission -- GHANA  
 AFR Table 4 - Private Sector Activities  
 (\$US thousands)

PROJECT NAME =====	IMPLEMENT AGENCY =====	AID ACCT =====	FUNDING		LOP FUNDING	% FVT	OBLIGATIONS	FY 1987	FY 1988	FY 1989
			SOURCE*	LOP						
=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
Contraceptive Supply (CSP)	MOH & DANAFCO	POP	C	4	7000	50%	1820	---	---	---
P.L. 480: Title I			C							
FY 1987	GTMC	---		1		100%	8000	---	---	---
FY 1988	"	---		1		100%	---	6000	---	---
FY 1989	"	---		1		100%	---	---	6000	---
P.L. 480: Title II			C							
FY 1987	CRS & ADRA	---		1		100%	4850	---	---	---
FY 1988	"	---		1		100%	---	5900	---	---
FY 1989	"	---		1		100%	---	---	5900	---
Agriculture-related CIP	MFEP	ARDN	C	2		80%	---	2000	2000	---

\*Note: B denotes bilateral, R regional, C central funding

AFRT5

 FY 1989 Annual Budget Submission -- Ghana  
 AFR Table 5 - Regional & Centrally Funded Activities

Project Name	Implem Organ	Function Account	LDP	LDP	Obligations		FY 1989 (\$000)
				Funding (\$000)	FY 1987 (\$000)	FY 1988 (\$000)	
SDMARC	DANAFCD	POP	3 years	1000	100	350	350
AVSC	Korle Bu Med Sch Kofu Anokye Hosp	POP	3 years	70	10	40	20
JHPIEGO	Korle Bu Medical School	POP	2 years	72	--	36	36
FHI	UST	POP	2 years	11	6	5	--
JHU/PCS	MOH	POP	3 years	535	--	150	250
Columbia U	Ops Research - TBA	POP	2 years	58	--	40	18
Columbia U	Ops Res.- Midwives	POP	2 years	35	--	15	20
IMPACT	Univ. of Ghana	POP	2 years	60	20	20	20
RAPID II	Univ. of Ghana	POP	Non-project.	To be determined		To be determined	
FHI II/ACNM	GRMA	POP	3 years	525	--	200	150
DHS	Stat. Serv. Board	POP	2 years	185	--	20	165
FPIA	(1) APPLE	POP	1.5 years	13.5	8	5.5	--
	(2) Mayday Clinic	POP	1.5 years	21	--	11	10
	(3) GRMA	POP	1 year	3.5	3.5	--	--
CDC	MOH	POP	Undetrd	Undetrd	--	Undetermined	
FP Mgt. Train	MOH	POP	Undetrd	Undetrd	--	Undetermined	
Enterprise Project	GRMA	POP	3 years	45	15	15	15
PATH	DANAFCD	HEALTH	5 years	155	155	--	--
PRITECH	MOH	HEALTH	Undetrd	Undetrd	Undetrd	Undetermined	
Emplye & Ent. Pol. Analysis	HIID, MSU, DAI	--	2 years	Undetrd	Undetrd	Undetermined	

## Country Training Plan

Training through the African Manpower Development Program is geared towards upgrading the professional, managerial and technical skills of Ghanaians in public and private institutions involved with development activities related primarily to AID and Government priorities.

Upgrading the professional, managerial and technical skills of participants is accomplished by providing specialized, short-term training in the United States and third countries for professional staff of Ghanaian public institutions. The USAID participant training program is targetted at middle-level personnel rather than the heads of organizations or upper-level staff. The training program focuses on the agriculture and health sectors, restructuring of state-owned enterprises, export promotion, economics and management science and financial analysis, areas which support our development strategy, policy agenda, and program and project portfolio as well as the Government's Economic Recovery Program. At least one-third of the candidates selected are women.

Regarding the health training component of AMDP II, in 1986 \$530,000 of deobligated health funds were added for AMDP II earmarked in health for public and private sector health providers. The intent of this program in the health sector is to upgrade the skills of MOH personnel in the area of primary health care, to provide health management training for all levels of the MOH, to provide clinical skills to both public and private sector nurses and midwives and to provide training which complements the health/population training provided under the Contraceptive Supplies Project.

USAID's training program will help increase Ghanaian capacity to implement a broad range of development projects and programs in agriculture, industry, enterprise development, health, population, and other economic and social sectors of the national economy. It is anticipated that all the professionals who successfully receive training will encumber key positions of increasing responsibility in their respective institutions.

The training budget for AMDP II will be \$150,000 in FY 1987 and we request double that amount in FYs 1988 and 1989. Training funds on the order of \$300-350,000 would be similar to the budget allocation in FY 1986. Annual expenditures during the three-year period FY 1987-89 will exceed budget allocations because of the the \$500,000 carry over from the health training funds obligated in FY 1986 from deobligated funds.

ANDPT

FY 1989 Annual Budget Submission -- GHANA  
 AMDP Table - Country Training Plan

FY 1988				FY 1989			
Type of Training	Country	Length	Est Cost	Type of Training	Country	Length	Est Cost
<b>ARDN</b>				<b>ARDN</b>			
-----				-----			
Agriculture				Agriculture			
Forestry				Forestry			
Irrigation				Irrigation			
Transport				Transport			
Infrastructure				Infrastructure			
Rural Development				Rural Development			
<b>Total ARDN</b>	<b>USA</b>	<b>120 weeks</b>	<b>\$140,000</b>	<b>Total ARDN</b>	<b>USA</b>	<b>100 weeks</b>	<b>\$180,000</b>
<b>PDP</b>				<b>PDP</b>			
-----				-----			
Family Planning				Family Planning			
<b>Total PDP</b>	<b>USA</b>	<b>50 weeks</b>	<b>\$100,000</b>	<b>Total PDP</b>	<b>USA</b>	<b>30 weeks</b>	<b>\$60,000</b>
<b>EHR</b>				<b>EHR</b>			
-----				-----			
Management/Administ				Management/Administ			
Economic Analysis				Economic Analysis			
Financial Management				Financial Management			
Revenue Collection				Revenue Collection			
Private Sector Mgmt				Private Sector Mgmt			
<b>Total EHR</b>	<b>USA</b>	<b>90 weeks</b>	<b>\$150,000</b>	<b>Total EHR</b>	<b>USA</b>	<b>70 weeks</b>	<b>\$140,000</b>
<b>Health</b>				<b>Health</b>			
-----				-----			
<b>Total Health</b>	<b>USA</b>	<b>75 weeks</b>	<b>\$150,000</b>	<b>Total Health</b>	<b>USA</b>	<b>35 weeks</b>	<b>\$70,000</b>
<b>TOTAL AMDP REQUEST</b>			<b>\$540,000</b>	<b>TOTAL AMDP REQUEST</b>			<b>\$450,000</b>

NEW PROJECT NARRATIVE

GENERAL INFORMATION

Project Name: Agriculture-Related Commodity Import Program  
Project Number:  
Funding Source: Africa Fund  
LOP: 4 years  
LOP Funding Level: \$4 million (Grant)  
Obligation Schedule: FY88 - \$2 million  
FY89 - \$2 million

PROJECT PURPOSE

The purpose(s) of this project are: first, to provide balance of payments support; second, to increase access to imported inputs for agriculture-related activities; and third, to focus policy recommendations, a small technical assistance and training component and a larger mass of local currency generations to contribute to the achievement of one or more of our development goals. (See the section of this narrative on the "Projectized" Component where five potential options are identified and one is presented in some detail). This CIP could also provide a framework for a future AEPRP, as proposed in the FY 1988 ABS, because of the ongoing policy dialogue and existing set of CIP procedures.

PROJECT FUNDING

Dollar Funded Project Components

Commodity Import Program	\$3.0-3.6 million
Technical Assistance/Training	\$0.4-1.0 million

Local Currency Generations

1988 - \$1 million @ 180 cedis/\$	= 180 million cedis
1989 - \$2.3 million @ 200 cedis/\$	= 460 million cedis

Local Currency Funded Project Components

Technical Assistance	cedis 100 million
Training	cedis 40 million
Other Uses (e.g. credit fund)	cedis 500 million

COMMODITY IMPORT COMPONENT

Eligible commodities would include: equipment, spare parts and raw materials for agriculture-related uses (agriculture, agro-processing, agricultural implement manufacture, agro-marketing)

Beneficiaries: private sector distributors and end users. Many of the distributors will be licensed dealers of specific brand names of equipment. Therefore, they will not need multiple pro forma invoices for competitive bidding purposes.

Mode of access: any successful bidder at the foreign exchange auction can access the CIP if he wishes to import any of the eligible commodities with U.S. source-origin.

## "PROJECTIZED" COMPONENT

At the level of programming local currency, focusing policy dialogue and directing scarce dollar funded technical assistance and training, we have used our Development Strategy as a guide to identify several areas where we might focus such a local currency-based "projectized" component of the CIP. They include:

- a credit scheme for small and medium scale farmers and manufacturers;
- improving management of agricultural resources (crops, fishing, timber and livestock);
- improving marketing systems for imported agricultural products and inputs;
- rehabilitation of social sector infrastructure;
- redundancy payments for redeployed government workers.

For the first option, a credit scheme for SMEs, we have outlined how technical assistance and training might be directed and how the local currency generations might be programed to help attain our policy objectives.

### CREDIT SCHEME OPTION

A majority of the local currency generations will be devoted to the credit fund and will be complemented by local currencies programed from the PL 480 Title I counterpart fund. Technical assistance and training will be provided using both dollar funds and local currency generations.

### Dollar funding

- For local financial institutions: train loan officers in techniques of small scale business lending.
- For SMEs: business advisory services, perhaps through the financial institutions or through a PVO.

### Local currency funding

- training for loan officers, SME operators, and training for trainers
- use local training institutions like MDPI, ITTUs, GRATIS
- studies of the financial system as it serves SMEs
- surveys of SMEs in major SME centers - Kumasi, Accra, Tema and Tamale among others

### Policy Objectives

The goal of policy dialogue will be to induce financial institutions to seek out borrowers from the ranks of small and medium size enterprises and small scale farmers. To achieve this, any participating financial institutions will have to be able to cover the necessarily higher costs of lending small amounts to small scale businesses. The financial institution that retails the credit must perceive a margin between cost of funds and return on loans that is big enough to cover the higher transaction costs and higher risks of dealing with small scale businesses. One way to achieve this higher margin

between the interest rate paid to depositors and the interest rate received from borrowers is to allow banks to charge higher interest rates on loan to SMEs.

We hope to channel most of the credit fund through private and cooperatively owned financial institutions such as the Rural Banks, Bank for Credit and Commerce, the Cooperative Bank, and perhaps FVOs, for onlending to SMEs. Nevertheless, the Government-owned Agricultural Development Bank and National Investment Banks will have to play a role because the former group of institutions simply do not yet have adequate nationwide coverage.

#### PROJECT DESIGN SCHEDULE

A PAAD was prepared last year for an agriculture-related CIP. It only needs to be updated and a "projectized" component designed. PAIP design in September would be ready for REDSO review in September. PAAD design would be scheduled for first quarter of FY 1988.

#### PROJECT MANAGEMENT

The CIP component of the project should minimize the staff resources that will be required for project management. However, the local currency component and the dollar funded TA and training component will be management intensive. Management of the CIP component would require a PSC specialist in commodity import programs for 3-6 months to set up the monitoring system. Thereafter, it could be handled by Mission project and program staff.

Management of the credit scheme for SMEs, linked to TA and training components and using mixed dollar and local currency funding, could impose extensive project management responsibilities on the Mission unless a third party(ies) is hired to handle management responsibility. A financial institution should manage the credit fund such as a private commercial bank or the Bank of Ghana. Management responsibility for the technical assistance and training components should be handled by a FVO or consulting firm experienced in working with SMEs.

#### CONSONANCE WITH MISSION STRATEGY

The proposed CIP is in compliance with previously enunciated Africa Bureau and Mission strategies which emphasized: (1) increased Mission focus on participation in economic policy reform discussions with the GOG through program assistance modalities; (2) the agricultural sector as the sector where U.S assistance can have the quickest and most profound impact not only on the country's economy as a whole but also on individual Ghanaians; (3) liberalization of the economy to enhance the role played by the private sector; and (4) recognition of the steady progress Ghana has made in implementing economic reforms during the past four years (and an indication that Ghana will continue to do so).

## NEW PROJECT NARRATIVE

### GENERAL INFORMATION

Name: Agricultural Resource Management Project  
Project number:  
Appropriation: ARDN  
Funding Source: Africa Fund  
LOP: three years  
LOP Funding: \$3 Million (Grant)  
GOG Contribution: \$1 Million in local currency  
FY 1988 Funding: \$1 Million

### PURPOSE

The purpose of this project is to strengthen public and private sector institutions to carry out agricultural production activities which protect and restore Ghana's renewable natural resource base.

### PROBLEM

Deforestation, desertification, watershed degradation, bush fires and soil erosion are major environmental problems in various ecological zones of Ghana. Continued inability to attend to these problems effectively will undermine soil fertility and water availability, thus destroying the productive base of agriculture; increase Ghana's vulnerability to drought; and risk permanent loss of the hardwood forest resource, and with it a valuable source of foreign exchange.

### PUBLIC INSTITUTIONS

There are many public institutions involved in agricultural resource management in Ghana, including the following:

- Institute of Renewable Natural Resources
- Agroforestry Unit and Soil and Water Conservation Unit at the Ministry of Agriculture
- Environmental Protection Council (EPC)
- Nyankpala Agricultural Research Station (NAES)
- National Anti-Bushfire Committee
- Forestry Commission
- Department of Forestry of the Ministry of Lands and Natural Resources.

Many of the above institutions will have to be strengthened and rehabilitated if they are to carry out their mandates.

## PROPOSED MEANS OF DEALING WITH THE PROBLEM

The project proposes to fund a variety of activities aimed at promoting better management of Ghana's agricultural resource base and in the process, utilize the proven talents of indigenous and international PVOs, Peace Corps and other volunteers and PL 480 resources. The project will strengthen the institutions responsible for designing policies and implementing "grass roots" intervention programs for utilizing and protecting the natural resource and infrastructure base of agriculture. The main project components include:

### Training

Support GOG institutions involved in natural resource management policy analysis, and project design, analysis, implementation and evaluation through short-term courses, workshops, seminars, etc.

### Technical Assistance

Design and implement programs in natural resource management, preservation of tropical hardwood forests, soil conservation, reforestation, agro-forestry, anti-desertification etc. Such TA could be provided by a variety of sources, including local and US PVOs, local and Title XII Universities, Peace Corps, S&T projects, etc.

### Food for work programs

Support community and other works in improving the natural resource and infrastructure base of agriculture.

## PROPOSED SUB-PROJECT ACTIVITIES

- pilot alley cropping and agro-forestry technology development and extension programs through the Crop Research Institute and the Ministry of Agriculture
- reforestation projects including nursery establishment by the Forestry Commission and private sector forestry industry in timber producing areas
- anti-desertification programs of local communities supported by PVOs, the National Mobilization Programme, etc.
- bush and forest fire control and protection
- agriculture infrastructure development support to cooperatives and communities of private sector agriculturalists to construct farm service centres and community storage warehouses to improve agricultural marketing.

## PROPOSED PROJECT DESIGN SCHEDULE

A Workshop on Natural Resource Management in Ghana in September/October 1987 will generate ideas to shape the exact role and nature of GOG and USAID participation and collaboration with Peace Corps, PVOs and other donors in the project. In-house USAID discussions and consultations with GOG officials will also help develop the overall project framework.

PID design in October/November of 1987 will be ready for review in REDSO at IRS in December, 1987

PP design: 2nd quarter FY 88

## PROJECT MANAGEMENT

### Project Implementation

At the planning level, the GOG will set up a coordinating secretariat to set project policy and criteria for selecting and funding sub-projects with USAID participation. The Peace Corps will assist in designing the TA and training components of the project while sub-projects will be managed and implemented by PVOs, specific GOG institutions and community groups.

### Funding Criteria and Sources

The Mission, with the project secretariat and other cooperating agencies, will establish a set of criteria to be used in reviewing and approving of sub-project activities. These criteria will ensure that selected sub-projects fit into the Mission's overall development strategy, implement Agency mandate on USAID/Peace Corp/PVO collaboration and support the agricultural resource development programs of the GOG. Possible sources of dollar funding include Africa Fund, S&T projects, NRM Support project, Peace Corps, and other donor resource (coordinated). Local currency financing will be sought from counterpart funds or the agricultural CIP.

## New Project Narratives

### GENERAL INFORMATION

Project Name: Contraceptive Supplies Project II  
Project No.:  
Appropriation Account: Population  
Funding Source: Africa Fund  
LOP Funding: \$4,000,000 Grant  
LOP: 4 years, beginning FY 1990  
Obligation Schedule: FY 1990 -- \$2 million  
FY 1991 -- \$2 million

### PROJECT DESCRIPTION

The Contraceptive Supplies Project PACD is 19 September 1989. At that time, it is expected that the MOH contraceptive supply and reporting system will be functioning adequately and the supply system will be stocked with 6-12 months supply of contraceptives. The contraceptive social marketing program is also expected to be fully functional and retailing contraceptives through approximately 4000 retail outlets nationwide. The effects of the regionally funded Family Health Initiatives Project-Ghana will have begun to be felt and there should be an increasing utilization of contraceptives in the country. The FHI II funded IEC activities are expected to continue through June 1990, or approximately 9 months beyond the PACD of the Contraceptive Supplies Project.

This new project will be a follow-on to the Contraceptive Supplies Project. As such, it will primarily provide contraceptive commodities to both the public and private sector programs, but with modest inputs for both training and IEC activities after 1990. The target group for the project is the same as for the present project. It is therefore requested that PID approval authority be delegated to the field.

One major research activity will be conducted in conjunction with this new project - a Contraceptive Prevalence Survey. It is anticipated that this survey would form part of the project evaluation and, as such, would be conducted during the last year of the project.

The project would include a modest participant training component. Over the four years of the project, 20 family planning service providers would receive training in various aspects of family planning. The total cost of this component would be no more than \$100,000.

The following is a tentative breakdown of the budget for this proposed project.

<u>Item</u>	<u>\$(000)</u>
< Contraceptives - Public Sector	1,300
< Contraceptives - CSM Program	2,000
Research - CPS	200
Short-term Training	100
< IEC Activities	<u>400</u>
Total	<u>4,000</u>

**PROGRAM PLANNING**

PPCTV

FY 1989 Annual Budget Submission -- GHANA  
 Table V - FY 1989 Proposed Program Ranking

Ranking	Proj #	Project Name	New/ Loan/ Cont Grant			Program Funding (\$000)	
			Approp	Incr	Cum		
1		PL 480 Title I	C	L	P1	6000	6000
2	6410109	Contraceptive Supplies	C	G	POP	---	7000
3	6980463	African Manpower	C	G	EHR	450	---
4	6410110	MIDAS II	C	G	ARDN L	---	---
5	6410113	Agric. Related Commodity Import Program	C	G	ARDN	2000	4000
6		PL 480 Title II	C	G	P2	6010	6101

## LOCAL CURRENCY USE PLAN

### I. POLICY COMPONENT OF COMMODITY PROGRAMS

#### A. OVERVIEW OF POLICY AGENDA FOR PROGRAMS AND PROJECTS

The policies pursued in the context of Mission programs or projects follow from the policy agenda outlined in the previous section. Local Currency Plan Matrix 1 highlights the main policies pursued by the Mission's existing PL 480 Title I Program as well as additional policies that would be pursued with additional PL 480 resources and through the proposed Agriculture-Related commodity import program. Matrix 1 is constructed so that the Mission's five development goals are listed at the left along the vertical axis and Mission Programs or Projects are arrayed horizontally along the top. Thus, at a glance one can see in general outline how each Mission program or project is programming the use of local currency generations. See Annex 1 for Matrix 1.

#### B. PL 480 TITLE I SELF HELP MEASURES (SHMs)

SHMs are designed to support the overall policy agenda both directly and indirectly, in the areas of (agricultural) state owned enterprise reform, small farmer credit, agricultural infrastructure, and quickening the export response of non-traditional exports to improved incentives. The self help measures (SHMs) associated with the FY 1986 and FY 1987 Title I Agreements have been designed to implement the Mission's agricultural sector policy agenda. The FY 1987 SHMs are:

1. Develop and initiate implementation of a strategy to divest, liquidate, or seek joint ventures for selected state owned enterprises (SOEs) in the agricultural sector;
2. Develop and implement agricultural "non-price" policies to improve agricultural infrastructure and strengthen institutional support services, including a multi-faceted grain storage and marketing program;
3. Develop a strategy and implement a pilot scheme to make more credit available to small-scale farmers and processors on a sustainable basis; and
4. Reassess the marketing mechanisms for food commodities imported under concessional assistance packages, especially the question of whether private or state owned trading companies should import and distribute donor food commodities.

#### 1. Restructuring State Owned Enterprises

The Government strategy to improve efficiency in the public sector and generate growth and employment in the private sector involves restructuring the civil service, reorganizing SOEs and using private enterprise growth to increase production and generate employment. The SHM on restructuring agricultural sector SOEs directly implements our

policy of assisting the government sector to become more effective and efficient, both by making its own operations more efficient and allowing the private sector to take on certain of Government's current functions which drain fiscal resources and sap government management resources. Divestiture, liquidation or creation of joint ventures is recommended for non-strategic SOEs while the strategic ones should be restructured and strengthened. Reorganization of SOEs, whether for eventual divestiture/liquidation or for more efficient operation as an SOE, will require dramatic reform of financial management and marketing practices. If SOEs are to operate on a commercial basis, they must eliminate unprofitable operations and services, redeploy redundant labor and dispose of excess equipment.

## 2. Develop and Implement "Non-price" Policies

The Mission rationale for attempting to refocus Ministry of Agriculture attention on "non-price" factors in agricultural development follows from the Government's large successful implementation of incentive prices for farmers. Improved and integrated research and extension services are crucial to effective dissemination of new technological packages to small farmers.

As one of the Government's major areas of agricultural infrastructure investment, our desire that a multi-faceted grain storage policy be pursued by the Government derives from the linkage between food pricing, marketing and security issues. Short-term storage at the farm and village level is necessary to ensure producer and/or marketing agent control over the produce, intra-year or seasonal price stabilization, higher post-harvest producer prices, and lower producer prices during the lean season. This policy also reflects our belief that private farmers and marketing agents should have access to the public silo storage facilities. The issue of the most appropriate mode of grain storage for achieving domestic price stabilization as well as food security is now being studied using counterpart funds to complement the foreign exchange resources of a World Bank Study on overall food security issues.

SHM #2 also supports other USAID macroeconomic and agricultural concerns by obviating the need for minimum price guarantees or price controls and reducing the need for pan-territorial pricing (uniform geographic pricing). Both reforms would facilitate greater private sector participation in supplying agricultural inputs.

## 3. Sustainable Credit for Small and Medium Enterprises (SMEs)

A sustainable credit system for SMEs will require that financial institutions or other public/private organizations or associations, aggressively seek potential borrowers among SME operators, or at least that lending to SMEs is profitable to them. Loosening of interest restrictions on loans to SMEs is one possible approach; another is lower "bank" rates on funds the Bank of Ghana loans to financial institutions

for on-lending to SMEs; involving PVOs as the aggressive agent in the search for prospective SME borrowers is a third. By ensuring increased access to credit for small-scale farmers, processors and input manufacturers, we will enable these producers to gain greater access to needed inputs. In fact, increased availability of cedi financing through financial institutions will allow these producers easier access to imported inputs through the foreign exchange auction system. (See New Project Narrative for more details on a proposed project to complement these policy reform efforts through the Title I Program and thereby facilitate implementation of this self help measure.

#### 4. Rethink Government Policy on Marketing of Imported Food

USAID supports the Government's wish to assess the relative effectiveness of the various types of food aid programs in Ghana and how they are managed. USAID is particularly interested in having the Government consider allowing a portion of donor food commodities imported for sale to consumers to be handled through private sector as well as state owned trading companies. This is part of the multi-donor effort to get the Government out of monopolizing the importation and distribution of important agricultural inputs and the over-regulation of exports.

#### C. POLICY CONDITIONS OF THE CIP

For the most effective use of both U.S. and Ghanaian resources, the provision of commodities will be combined with policy reforms geared to strengthen the role of market forces and increase the production efficiency of small and medium size farmers and manufacturers, particularly those linked to the agriculture sector. Increased supply of agricultural inputs under the program will support the reform measure of improved agricultural production.

We propose to channel the commodity imports through the smoothly operating foreign exchange auction. Importation of these commodities for the agriculture-related sectors under the existing foreign exchange auction system and liberalized import license regime will lend support to policies that ensure importers and exporters face more realistic prices for their imported inputs and their exports.

On the local currency side, the counterpart fund created from the sale of equipment, spare parts, and raw materials will be devoted to three uses linked to small and medium size enterprises: a credit fund for onlending through selected intermediate financial institutions (IFIs); technical assistance for SME owners/operators and IFI loan officers responsible for SME loans, to be handled by a PVO experienced in assisting SMEs; and a training component to be channeled through government and private training organizations.

Therefore, USAID will carry out a policy dialogue with the Government, in conjunction with the World Bank's Financial Sector Study and the IMF, to develop some innovative financial schemes. Such a scheme will have to combine credit with technical assistance and training to both owners/operators of SMEs and loan officers in the financial institutions that will be lending to SMEs. USAID also believes that the cost of lending to SMEs be reflected in the "price" financial institutions charge. Our policy focus will be on motivating the financial institutions to seek out SME borrowers, not on subsidizing SMEs. We will attempt to have an impact on Government interest rate policy to allow participating financial institutions to charge higher interest rates to SME borrowers than they charge other borrowers, or, as a second best, ensure that the Bank of Ghana "bank" rate on loans to participating financial institutions be low enough to allow these financial institutions a larger interest rate margin for their on-lending to SMEs.

## II. APPROPRIATENESS OF THE COMMODITIES TO BE IMPORTED

### A. PL 480 TITLE I COMMODITY SELECTION

In previous Title I programs, rice and/or cotton have been imported. The FY 1987 Program is requesting wheat in addition to cotton and rice. Ghana requires more cotton over the medium term than currently comes in under Title I and other donor programs. Despite GOG efforts to increase domestic cotton production, local production over the next few years will remain small compared to the demand for raw cotton from the textile mills. While the local textile industry has the capacity to use at least 80,000 bales of raw cotton annually, the mills have been able to utilize only an average of 35,000 bales in the recent past. Since the mills receiving U.S. cotton during the past two years are pleased with the quality, the Government has requested a continuation of cotton imports. The PL 480 program for Ghana is budgeted for \$6 million in FY 1987 and FY 1988. This amounts to approximately 28,000 bales at 1987 prices. With regular commercial imports and local production, production levels of the mills will approach 50 percent of capacity. The Mission gives the assurance that a positive Bellmon determination will be made for the import of \$6 million of cotton.

No domestic wheat production now exists in Ghana, nor is any expected over the foreseeable future. Consequently, the potential for a disincentive effect on domestic wheat producers is not a factor and a positive Bellmon determination is easy to make.

Domestic rice production continues to increase because of improved weather and better production incentives, yet the Government continues to receive large quantities of rice under grant programs from various donors and private importers continue to bring in shipments with special import licenses using their own foreign exchange, although the Government did halt official rice imports in order to induce increased domestic

production. Of the three commodities of major interest to the Government of Ghana, rice imports under PL 480 are of lowest priority and a positive Bellmon determination for rice becomes more difficult.

#### B. THE AGRICULTURE-RELATED COMMODITY IMPORT PROGRAM

The new project proposal (see New Project Narrative) would involve a \$4 million grant, obligated in equal amounts during FY 1988 and FY 1989, in the form of a commodity import program (CIP) for the agricultural-related sectors of the economy. Eligible commodities include equipment, spare parts and raw materials necessary for agricultural production, fishing, cold storage equipment, agro-processing, agricultural implement manufacture, and food inspection and laboratory uses. Private sector activities will be the principal beneficiaries, with not more than 20% of the funds going to public or state owned entities.

Assistance to the agriculture sector will provide some of the needed production inputs to increase domestic food production by improving storage, marketing, and distribution facilities. The assistance will have a direct impact on the economy by providing income and employment opportunities to farmers, fishermen, private traders, and returnees. Assistance to the industrial sector will focus on raw materials, spare parts and equipment for industries that process domestic agricultural raw materials and will include instruments, spare parts, and raw materials to required by government institutes involved in developing and testing techniques for food processing, an important element of the Government's strategy to improve domestic marketing of agricultural products.

### III. LOCAL CURRENCY USES

#### A. OVERVIEW

Local currencies generated from any of the Mission commodity import programs, be they PL 480 agricultural commodities, agriculture-related capital goods or contraceptives, will be programed in accordance with USAID's Development Strategy, but will be strongly guided by the Government's newly compiled Public Investment Program (PIP). The PIP is a rolling three year plan for public investment expenditures. Most projects contained in the PIP have received some form of economic analysis to justify their position on the list: the "Super Core" projects identified for current year funding that will be insulated from budgetary shortfalls; the "Core" projects for which adequate fiscal revenues are forecast; and other projects for which public development funds will be sought from donors or additional revenues. The PIP will be revised and updated each year and should become an increasingly valuable investment planning tool.

Local Currency Plan Matrices 2 and 3 are contained in Annex 2 and highlight in matrix format how local currency generated by our existing PL 480 Title I Program will be programed as well as how any local currency generated from additional PL 480 or other commodity import-type programs would be used. Matrix 2 focuses on the local currency uses of existing and proposed PL 480 programs while Matrix 3 illustrates how each of our two projects use local currency generated from existing or proposed commodity import-type programs as well as how the Agriculture-related CIP would use its own local currency generations. The Matrices are constructed so that our five development goals are listed at the left along the vertical axis and USAID programs or projects are arrayed horizontally along the top. Thus, at a glance one can see in general outline how each program or project is programing the use of local currency generations.

#### B. PL 480 LOCAL CURRENCY USES

Local currency generated from Title I commodity sales will be programed to support the negotiated self help measures (SHMs) as well as projects and other fundable activities in the PIP. Well over half of the local currency uses will be used to fund projects and activities in the PIP, some of which will also contribute toward implementation of one or more of the self help measures or other USAID policy agenda points.

At this juncture in the implementation of self help measures, the most important local currency programing issue relates to the establishment of a sufficiently flexible and responsive funding mechanism (at present in the Ministry of Agriculture but eventually one might also be set up in the Ministry of Industry, Science and Technology) to allow the Ministry to conduct economic policy studies and state enterprise management studies of mutual interest to both the Ministry and USAID. Many of the studies to be funded from the two Special Disbursement Accounts (SDA) will be designed to identify appropriate ways for the Government to implement each of the self help measures.

Over the next 3-5 years Government efforts to restructure state owned enterprises (of particular interest to USAID is the divestiture or liquidation of non-strategic ones) will require significant local currency funding to complement the foreign exchange to be provided by the World Bank. USAID has so far limited its role in SOE restructuring to agriculture-related SOEs and intends to use the SDA set up to fund SOE management restructuring studies, initially to help design an amendment to the existing MIDAS II Project to reorient it toward partially divesting government ownership in the Ghana Seed Company and opening up the seed industry to private sector competition. Similar studies for other agriculture-related SOEs would follow. Later, counterpart funds will be used for other costs associated with implementation of the necessary restructuring decisions, such as redundancy payments for redeployed government workers, recapitalization of potentially profitable SOEs and technical assistance for reorganizing and managing restructured SOEs.

The counterpart fund will be used to support the Government's on-farm storage and silo construction programs, beginning with an evaluation of Phase I of the Government's silo storage program. The study will be carried out in conjunction with a World Bank study of Food Security issues, phase one of which will focus on the silos. Other areas of infrastructural investment will include feeder roads and small-scale irrigation. Investment in the Government's agricultural research and extension services is equally vital and local currencies will be used to support foreign exchange costs covered by the World Bank's Agricultural Services Rehabilitation Project (ASRP).

The SHM on small farmer credit will be implemented by using the SDA to fund a study to determine how best to use private and cooperatively owned financial institutions, in conjunction with government owned financial institutions, for the creation of a sustainable credit system for small and medium size enterprises as well as area-specific studies to identify viable projects for investment in the catchment areas of the Rural Banks and pilot projects to increase the capital base of a few selected Rural Banks.

The self help measure to assess the various types of food aid programs in Ghana, with particular emphasis on alternative marketing modalities, will require a number of separate studies before any decisions can be made on how to revise specific programs. The first order of business will be to obtain funding for a study of alternative marketing mechanisms of imported food commodities like rice, wheat, soya beans and vegetable oil.

In addition to these SHM-related uses, local currencies will also be utilized to support activities in health, population and nutrition, agricultural sector training, the costs of inland transport of Title II commodities and PVO programs.

#### C. CIP LOCAL CURRENCY USES

Local currency generated from commodities imported under this program will fund a credit scheme for SMEs. The major portion of local currency generations will go to the credit fund itself and will be complemented by even larger amounts from the Title I Program. Local currency will also be used to fund technical assistance and training programs through Ghanaian public and private institutions. This local currency-funded TA and training will complement the dollar-funding for these same services to both SME owners/operators and loan officers of participating financial institutions. During the first year of the CIP, all local currency generations will be used for TA and training to set up the fund, with Title I counterpart funds providing for the credit fund.

#### D. CONTRACEPTIVE SUPPLIES PROJECT (CSP)

Contraceptives brought in under the CSP and sold through the social marketing component of the project will, thus generate local currency to defray the marketing costs of the contraceptives, research advertising and program management.

PPCTVI

FY 1989 Annual Budget Submission -- GHANA  
 Table VI - Host Country Local Currency Expenditures  
 (millions of cedis)

Source/Purpose	FY 1986 Actual	FY 1987 Estimated	FY 1988 Planned	FY 1989 Proposed
I. Economic Support Fund (ESF)	N/A	N/A	N/A	N/A
II. Development Assistance (through CIP)*	---	---	25	345
A. Public Development Activities	---	---	---	---
B. Public Sector Recurrent Budget	---	---	---	---
C. Private Sector Programs (Small-scale Enterprise Dev)	---	---	25	345
1. Credit Fund	---	---	---	270
2. Technical Assistance	---	---	15	45
3. Training	---	---	10	30
III. PL 480 Title I	174	1135	1450	1200
A. Public Development Activities	40	800	1000	750
B. Public Sector Recurrent Budget	47	35	50	50
C. Private Sector Programs	40	300	400	400
D. Currency Use Payment (CUP)	47	--	--	--
TOTAL LOCAL CURRENCY EXPENDITURES	174	1135	1475	1545

PPCTV12

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 Detail of Local Uses Programed So Far During FY 1987  
 (millions of cedis)

Source/Purpose	FY 1987 (So far)
III. PL 480 Title I	866
A. Public Development Activities	611
1. Ghana Seed Company Privatization	47
2. Forestry Sector Development	28
3. Agric Sector Development	174
4. Contraceptive Supplies	15
5. Other HPN Activities	30
6. National Mobilization Program	---
7. Feeder Roads	317
B. Public Sector Recurrent Budget	35
1. Agricultural Info & Statistics	15
2. Home Extension	10
3. Meteorology	10
C. Private Sector Programs	220
1. Credit for Small Farmer/Processor	100
2. Economic Policy Studies	12
3. Small/Medium Ent. Development	80
4. FVOs	10
5. Appropriate Technology Dev.	5
6. Living Standards Survey	13

PPCTVIA

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 Table VI(A) - Generation of Local Currency  
 (millions of cedis)

Source	FY 86 Actual	FY 87 Estimated	FY 88 Proposed	FY 89 Proposed
ECONOMIC SUPPORT FUND	---	---	---	---
AFRICA FUND				
Agriculture Sector Related CIP (\$US million)	---	---	1	2.5
Available from Prior FY	---	---	0	130
New Generations	---	---	180	500
of which available in FY	---	---	50	250
Africa Fund CIP local currency available	---	---	50	380
Africa Fund CIP local currency disbursed	---	---	25	345
PL 480 PROGRAM				
PL 480 Title I (\$US million)	6	8	6	6
Available from Prior FY	450	1456	1601	1231
New Generations	1180	1280	1080	1200
of which available in FY	0	0	0	0
Title I local currency available	450	1456	1601	1231
Title I local currency disbursed	174	1135	1450	1200
Total Available for Programming in FY	450	1456	1651	1611
Total Disbursed in FY	174	1135	1475	1545
Assumed exchange rate (cedis/\$US)	140	160	180	200

As seen in the table above, the Mission expects local currency generation from the FY 1987 Title I program to amount to approximately 1280 million cedis. These funds will, however, not be available until the following year. The counterpart fund has 1205 million cedis available from prior year generations, including some carryover from FY 1985 generations.

In FY 1988, the Mission expects local currency generations from the Title I program to be approximately 1080 million cedis, but will not be available until FY 1989. It is estimated that local currency available in FY 1988 will include the 1280 generated from the prior year program plus the carryover of undisbursed prior year funds, amounting to about 1600 million cedis. It is assumed that a small portion of the 180 million cedis generated in FY 1988 by the CIP will be available that same year (25 million cedis).

In FY 1989, the Mission expects local currency generations from the Title I and CIP programs to be approximately 1,700 million cedis, with almost that same amount available from prior year generations and carryovers.

Table VI details by year and by source, the amount of local currency to be expended by the GOG or disbursed for use by the private sector.

Project Name Project # Func Acct	Last Eval	Proposed Eval				Purpose/ Issues	Funding Source	Funding (\$000)	USAID person days	Collateral Assistance
		Qtr Start FY88	Qtr Start FY89	Qtr Comp FY88	Qtr Comp FY89					
Contraceptive Supplies	None	1	2	1	2	PACD: 9/89 Mid-term & end of proj	Project	20		IQC financial acc
6410109 PDP						To determine extent project goals have been attained. Will examine progress on the CSM program, effectiveness of the IEC effort, training completed, improvements in the MOH logistics system, and a financial evaluation of CSP	Central funds	10	--	14 days firm - 28 days REDSO - 14 days
Agriculture- Related CIP ARDN	None	3	-	4	-	PACD: 12/89 Mid-term To assess the timeliness of arrival of imported inputs, the portion going to final users in the pvt sector, the speed with which local currency generations have been deposited by the GOG, progress on economic policy reforms, and operation of SME credit scheme.	--		15	REDSO - 15 days
MIDAS II 6410102 ARDN	SEP-86	4	-	4	-	PACD: 9/89 Mid-term To assess the performance of the management TA provided vis-a-vis the impact on company management procedures, particularly financial management and marketing, and the degree to which the company has moved towards privatization.	Project	20	15	Consultants - 28 days REDSO - 15 days GOG/NOA - 10 days
PL 480 Title II CRS & ADRA	None	4	-	4	-	PACD: -- Mid-term Possible IG Audit of PL 480 activities in Ghana	Central funds	Undtrd	Undtrd	Undtrd
PL 480 Title I	None	4	-	4	-	PACD: -- Mid-term	Central	Undtrd	Undtrd	Undtrd

## USAID/GHANA PRIVATIZATION PLAN

### I. USAID/GHANA PRIVATE SECTOR STRATEGY

#### A. Relationship to our Country Development Strategy.

Our private sector strategy builds on the goals and policy recommendations of our Development Strategy (see the Mini Country Development Strategy at the beginning of this ABS) and supports Ghana's Economic Recovery Program (ERP). Like the Strategy, it consists of the same four elements: policy dialogue, commodity assistance (with its concomitant local currency generations), project assistance and training. Each of the Mission's five development goals, save for the last one designed to cushion the negative effects of structural adjustment, have a significant private sector focus.

#### B. Private Sector Strategy.

Our private sector strategy will focus on three areas: support for Government efforts to restructure state-owned enterprises (SOEs); support for small and medium size enterprises (SMEs); and promotion of the private delivery of family planning services and commodities. Our strategy will emphasize the use of counterpart funds and local consultancy expertise.

In addition, we plan to conduct a Private Sector Profile to collect information on small and medium size enterprises (SMEs), private and cooperatively owned intermediate financial institutions (IFIs), and priority targets for divestiture and liquidation among the agriculture-related SOEs. This information will guide future development of our policy agenda, commodity and project aid portfolio and training programs so that they foster a more conducive environment for divesting and/or liquidating SOEs and for generating employment through growth of private enterprise.

Our private sector strategy encourages the GOG to promote market-based economic growth through the development of policies which effectively allocate resources and spur growth of private financial markets, small and medium size agricultural and industrial enterprises (SMEs) and private distributors of family planning, health and food commodities. USAID uses policy dialogue to negotiate self-help measures associated with the PL 480 Title I Agreement and plans to negotiate policy conditions attached to the proposed Agriculture CIP which actively support private sector programs. We program some local currencies from the PL 480 Title I counterpart fund into private sector activities (so far only on an ad hoc basis) and plan to direct all the local currencies generated from the proposed Agriculture CIP to SMEs. This latter could be achieved by creating and funding a local currency credit fund

channeled through primarily private and cooperatively-owned financial institutions, complemented with a combination of dollar and local currency funded technical assistance and training.

USAID's two projects also make a significant contribution to the private sector in Ghana, or will make once amended. The Contraceptive Supplies Project devotes half of its funding level to the social marketing of contraceptives and promotes the delivery of family planning and other health services through private maternity homes. USAID is also supporting an innovative initiative to locally produce oral rehydration salts and distribute them through commercial retailers. An amended MIDAS II Project would assist the Government to restructure the Ghana Seed Company (GSC) and open up the seed industry to private competition. The Government would retain only minority ownership in the GSC and management, particularly financial management, and marketing would be reorganized.

## II. USAID/GHANA PRIVATIZATION STRATEGY

### A. Overview

Privatization can be defined as the transfer of a function, activity, or organization from the public to the private sector. Virtually all of Ghana's major exports are produced or marketed by state owned enterprises (SOEs) and SOEs operate much vital infrastructure. While the enterprises were originally established to fulfill a number of economic and social objectives, their performance has generally been characterized by large deficits and low productivity, with the result that they have become a heavy financial and managerial burden on the Government. The GOG has begun to restructure the SOE sector so that SOEs become: more efficient and productive; better managed; commercially-oriented; financially autonomous; and contribute to economic growth.

To alleviate the extensive financial and managerial burden of the SOE sector on Government, the GOG intends to take steps to rationalize the SOE sector through management contracts, mergers, divestitures, joint ventures, liquidations and simple reorganization. A Government Task Force has developed policy framework to address these problems. It includes greater management autonomy, a more rational legal framework, progressive reduction of budget transfers, use of investment criteria, reduction of debt arrears, greater resource transfers to the Government in the form of dividends and timely tax payments, and exposure of SOEs to more competition and market discipline.

In addition, the Task Force has identified about 30 enterprises it intends to divest, liquidate or convert into joint ventures. The initial list mostly includes enterprises which are not considered to be of strategic importance, loss makers, or net losers of foreign exchange, but

also includes a few profitable ventures which could benefit from wider access to capital, management, and technical expertise and could earn the Government a handsome selling price.

## B. Privatization Strategy

We intend to encourage and support Government efforts to restructure SOEs through negotiation of self-help measures and programming of counterpart funds and project assistance which support restructuring efforts, primarily those that will lead to divestiture or liquidation. At this time, we do not anticipate utilizing additional dollar funds to support the Government's SOE restructuring efforts, but will use the funds remaining in MIDAS II to help restructure the Ghana Seed Company. Most of the financial support for the restructuring of SOEs will come from the World Bank as part of its support for structural adjustment activities. To the extent possible, we plan to support these restructuring efforts in a form of cofinancing mode through the programming of counterpart funds.

## C. Current Privatization Activities

### 1. Restructuring of the Ghana Seed Company

The first order of business is to assist the Government to complete the restructuring of the Ghana Seed Company. Management restructuring studies by local consultants should commence shortly and we expect to be in a position to draft an amendment to the MIDAS II project by the end of FY 87 or early FY 88. Financial support for this restructuring effort will come from the programming of counterpart funds and existing dollar funds in the MIDAS II project. Such a restructuring will include reorganized management, reduction in the scale of operations, decentralization, greater emphasis on quality control and marketing and improved financial management.

### 2. Private Sector Delivery of Health Services

We are encouraging the GOG to expand its use of the private sector to provide a greater range of health care services. Through our Contraceptive Supplies Project, we are promoting and expanding the private sector delivery of contraceptives. Over the long term, this project should strengthen the private sector's ability to market pharmaceutical products. Our Population Office is also working with a number of centrally-funded projects to supply additional health related services through the private sector, including the local production and distribution of oral rehydration salts by retailers and the delivery of family planning and other primary health care services through private maternity homes and company employee health schemes.

#### D. Future Privatization Activities

Any near-term future support for the Government's SOE restructuring efforts will be based on local currency uses. Through the negotiation of self-help measures in the FY 1987 PL 480 Title I Agreement, we expect that the Ministry of Agriculture, in consultation with the State Enterprise Commission, will develop and initiate an action plan to restructure, divest or liquidate two to three agricultural-related SOEs. Additional studies will probably be required in order for the MOA to develop a suitable action plan. Local currencies from the counterpart fund will support such studies and assist the MOA in implementing such actions.

Most SOEs cannot be effectively restructured or privatized without eliminating redundant staff. The GOG is currently working on a redeployment program whereby approximately 40,000 workers will be made redundant. Such a redeployment plan may include some form of retraining as the Government hopes that the private sector will provide employment opportunities for these workers. We intend to support the redeployment program with counterpart funds.

The World Bank intends to provide assistance to Ghana to support its SOE restructuring program by means of a State Enterprise Project. This project will strengthen the State Enterprise Commission, the Government organ charged with monitoring SOE performance, and a number of the strategic SOEs, but also has approximately \$2 million devoted to management reorganization studies of SOEs slated for divestiture or liquidation. We will provide local currencies from counterpart funds to support these efforts. We also may work with the Ministry of Agriculture on other SOEs not included in the World Bank project, as we have on the Ghana Seed Company.

### III. PRIVATE ENTERPRISE PROMOTION

#### A. Development of a Private Sector Profile

The Mission plans to develop a private sector profile for Ghana which would focus on small and medium enterprises (SMEs). The profile would develop an inventory of such enterprises in the major urban centers and regional capitals, identify constraints which inhibit the development of SMEs, survey existing financial institutions, identify the role of the National Board for Small Scale Industries (NBSSI), and investigate other organizations and associations of small scale businessmen. The objective of the private sector profile is to provide information on the composition, capabilities and limitations of the small and medium size private sector (focusing on SMEs), and the constraints to and opportunities for its development.

We will propose that AFR/PRE recruit and fund a consultant to assist the Mission in the development of a private sector profile and another to determine whether a private enterprise project would be feasible. Scopes of work and terms of reference are to be developed and a request will be sent to AFR/PRE in the last quarter of FY 1987.

#### B. Promoting the Growth of Small and Medium Size Enterprises

The NBSSI was set up to assist the Ministry of Industries, Science and Technology (MIST) in the formulation, development and implementation of a national program to encourage the growth of SMEs so that they could contribute effectively to the growth and diversification of the national economy. A major constraint in the growth of SMEs has been the lack of adequate credit facilities and business management services. Our focus will be on agricultural and industrial SMEs and private or cooperatively owned financial institutions.

Initially, we intend to support the growth of SMEs through the negotiation of self-help measures in the FY 1987 Title I Agreement and through programming of local currencies. Counterpart funds will also be utilized to support activities of the NBSSI.

For the future, we plan to use the private sector profile to identify areas where local currency funding could act as a catalyst in the development of SMEs and expand the availability of credit facilities. After review of the private sector profile, we will determine the feasibility of a private enterprise project that would assist the Government to select (or create) an appropriate private financial institution to provide credit along with business management advisory services to SMEs. We will also consider involving a PVO with experience in assisting SMEs, as the manager of the technical assistance and training components of the project. Such a project might initially focus on small and medium size enterprises which are already successful rather than new ventures, because the former would be a better credit risk.

**OPERATIONAL EXPENSES**

## OPERATING EXPENSE NARRATIVE

### MANAGEMENT IMPROVEMENTS

The reduction in USDH workyears by one (1) requested by AID/W for early FY 1987 was postponed to July 1987. This postponement provided additional time for the Mission to hone the skills of the Ghanaian employee that will assume many of the duties formerly performed by the USDH staff. This extended handing over period has aided the Mission in providing a continuity of service at a high level, and is a definite improvement over the abrupt withdrawal of personnel.

The cost savings due to replacement of a USDH is substantial and the Mission intends to improve management by providing additional training to selected Ghanians to further improve their skills, participation, output, and Mission productivity.

The Mission has severed its contractual relationship with the AECWA which operated a manpower contract under which USAID obtained a number of services. In its place USAID has issued personal services contracts including one for a Contract Manager who monitors these employees for the Mission. Switching over to personal services contracts has resulted in higher morale among Ghanaian employees as well as a cost savings compared to charges previously submitted by the Commissary Association. The Mission has also reduced its maintenance staff by 7 and resorted to the use of the students of a former USAID project (OIC) to provide services on an ad hoc basis. This has reduced overhead and salaries.

USAID has continued its frequent trips to the Regional Accounting Center to maintain accurate accounting records and according to that center continues to be highly successful in doing so.

USAID believes in providing additional training to all staff to improve performance, with the expectation that this will lead to greater efficiency. Over the past year, the Mission has provided training to both FSN and USDH staff in a variety of training fields including management skills, communication and records, word processing, FSN personnel management, private enterprise development, health initiatives, and contracting. These we believe have helped improve managers and management. In order to further improve management, however, additional training will be provided to selected Ghanaian staff to further improve their skills, participation, output, and Mission productivity.

## SECTION B: TRUST FUNDS

USAID/Ghana does not have a project at the moment that generates trust funds to support the Mission O.E. budget. (Use of funds generated by projects is discussed in the section on Local Currency.)

## SECTION C: JUSTIFICATION FOR FUNDING CHANGES

1. Changes between FY 1987 and FY 1988 amount to a 6.5% increase. Aside from inflation, the main reason for this increase is because some purchases planned for FY 1987 were postponed until FY 1988. Other reasons include a reduction in U100 due to a change in staff which should reduce the use of code U105 by 50% and of code U117 by 70%. There is an anticipated increase in U200 of 14.2%, based on the projected increases in salaries of approximately 32%. An increase of 49% in code U400 is primarily for deferred purchase of residential furniture -- code U405. In FY 1987, only minor appliances were purchased, whereas in FY 1988 furniture is scheduled for replacement. Although function code U500 receives reductions in several areas, they are offset by the planned replacement of vehicles. U501 has been reduced by 59%, security guard services is down by 50% and U512 has declined by 100%, while U505 has increased by 100% and U507 by 1000%. The net result is an increase of 14.6% in U500.

2. Changes between FY 1988 and FY 1989 amount to a 6.8% increase. The change in U100 will be caused primarily by anticipated increases in educational allowances (up 11%), home leave/return to post (U113 is up 48%) and U117 (up 66%), rather than being due to any changes in post assignment travel. The 18% increase in U200 is anticipated as a result of another likely salary increase. The reduction of 61.5% in U300 is based on the completion-of-tour of the sole USPSC during FY 1988. The reduction in code U400 is based on elimination of additional residential furniture during FY 1989. There is no projected increase in U500 during FY 1989.

## INFORMATION TECHNOLOGY NARRATIVE

The Mission's highest priority information processing needs are data collection and storage, word processing and programming simple spreadsheet applications. The Mission has a very high demand on its four PCs for all sorts of uses. The recent addition of two PCs has alleviated the wait to use computers, but the number of PCs is still insufficient as additional personnel have been trained and are making use of the computers. Usage for word processing remains high, but other uses have also increased. As a result of the new PCs, there is now more time to program and analyze the Mission's already collected data and adapt other programs to Mission needs.

The Executive Officer's Administrative Assistant had been assigned basic responsibility for management of the Mission's automated equipment and systems. This responsibility will pass to the AID representative's secretary in the coming year. Approximately 70% of Mission personnel (FSNs and US) have experience and training with the PC equipment and are using it on a daily basis. The PCs are located on both floors in the main USAID building, with another in the warehouse a mile away. Mission efforts to link up the growing numbers of computers and printers in the main office have been hampered by the configuration of the USAID Office.

Local and third country training programs have been provided for both FSN and US personnel. Additional local training will be scheduled for personnel not yet using ADP equipment to improve employees' skills in using various programs. One FSN and USDH have also received ADP training in the US. The Mission Economists (Program and Agricultural) continue to input considerable economic and social data; the EXO has placed all leases, contracts, inventory, and various forms and reports on the ADP; the Accountant's Office is beginning to place accounting records in the system; and most recently, the Participant Training Officer has begun to utilize PCs for database management and trainee files.

The Mission acquisition plan is as indicated in Table VIII(C). Based on the present size of the Mission and planned levels for the coming years, no acquisitions are planned beyond FY 1988. This is because the Mission's four current PCs will be supplemented by additional units in FY 1987 and FY 1988; thus providing a full complement of units that can be effectively utilized by this Mission. In FY 1987 the Mission had intended to purchase four additional PCs, five printers and additional software matching that purchased in previous years. With the curtailment of expenditure for NXP, however, the Mission deferred purchase of additional PCs to a later date. Upgraded software (d-Base III Plus and Lotus 2.0) will be purchased. These additions to equipment and software will reduce the ratio of users to equipment from the present 8:1 to 3:1. It should be noted that this ratio encompasses the use of the PCs for word processing and includes the PC located in a distant warehouse/GSO which cannot be shared with the main office. In FY 1988, the office intends to purchase one additional PC and a printer. This will lower the ratio to 2:1 and allow for replacement/redundancy. The Mission does not plan any ADP acquisitions in FY 1989.

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 Table VIII - FY 1987 Operating Expense Summary

Expense Category	Func Code	Object Class	(\$000)	Trust Funds	Total	Units	Unit Cost
U.S. DIRECT HIRE	U100		498.3		498.3	---	---
U.S. Citizens Basic Pay	U101	110	244.5		244.5	4.3	56.9
Pt/Temp U.S. Basic Pay	U102	112	28.5		28.5	1.0	28.5
Differential Pay	U103	116	61.2		61.2	---	---
Other AID/W Funded Code 11	U104	119	---		---	---	---
Other Mission Funded Code 11	U105	119	14.4		14.4	---	---
Education Allowances	U106	126	37.5		37.5	5.0	7.5
Retirement U.S. Direct Hire	U107	120	18.3		18.3	---	---
Living Allowances	U108	128	7.4		7.4	---	---
Other AID/W Funded Code 12	U109	129	2.9		2.9	---	---
Other Mission Funded Code 12	U110	129	0.7		0.7	---	---
Post Assignment - Travel	U111	212	10.4		10.4	2.0	5.2
Post Assignment - Freight	U112	22	37.0		37.0	2.0	18.5
Home Leave - Travel	U113	212	9.2		9.2	2.0	4.6
Home Leave - Freight	U114	22	5.0		5.0	2.0	2.5
Education Travel	U115	215	---		---	---	---
R and R Travel	U116	215	11.3		11.3	4.0	2.8
Other Code 215 Travel	U117	215	10.0		10.0	4.0	2.5
FOREIGN NATIONAL DIRECT HIRE	U200	---	29.6		29.6	---	---
Basic Pay	U201	114	12.8		12.8	10.0	1.3
Overtime, Holiday Pay	U202	115	0.5		0.5	0.5	1.0
All Other Code 11 - FN	U203	119	10.3		10.3	---	---
All Other Code 12 - FN	U204	129	4.0		4.0	---	---
Benefits Former FN Personnel	U205	13	2.0		2.0	---	---
CONTRACT PERSONNEL	U300	---	128.5		128.5	---	---
Pasa Technicians	U301	258	---		---	---	---
U.S. PSC - Salary/Benefits	U302	113	81.4		81.4	1.0	81.4
All Other U.S. PSC Costs	U303	255	---		---	---	---
F.N. PSC - Salary/Benefits	U304	113	47.1		47.1	27.0	1.7
All Other F.N. PSC Costs	U305	255	---		---	---	---
Manpower Contracts	U306	259	---		---	---	---
JCC Costs Paid by AID/W	U307	113	---		---	---	---
HOUSING	U400	---	127.9		127.9	---	---
Residential Rent	U401	235	18.0		18.0	6.0	3.0
Residential Utilities	U402	235	18.0		18.0	---	---
Maintenance and Renovation	U403	259	10.0		10.0	---	---
Quarters Allowances	U404	127	---		---	---	---
Residential Furniture/Equip.	U405	311	16.8		16.8	---	---
Trans./Freight - Code 311	U406	22	2.2		2.2	---	---
Security Guard Services	U407	254	62.4		62.4	21.0	3.0
Official Residence Allowances	U408	254	---		---	---	---
Representation Allowances	U409	252	0.5		0.5	---	---

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Table VIII - FY 1987 Operating Expense Summary (continued)

Expense Category	Func Code	Object Class	(\$000)	Trust Funds	Total	Units	Unit Cost
OFFICE OPERATIONS	U500	---	241.1		241.1	---	---
Office Rent	U501	234	20.8		20.8	---	---
Office Utilities	U502	234	15.0		15.0	---	---
Building Maint./Renovation	U503	259	2.0		2.0	---	---
Office Furniture/Equipment	U504	310	4.9		4.9	---	---
Vehicles	U505	312	---		---	---	---
Other Equipment	U506	319	16.2		16.2	---	---
Transportation/Freight	U507	22	2.9		2.9	---	---
Furn/Equip/Vehicle Repair/Maint.	U508	259	5.0		5.0	---	---
Communications	U509	230	15.0		15.0	---	---
Security Guard Services	U510	254	17.0		17.0	---	---
Printing	U511	24	1.0		1.0	---	---
Site Visits - RIG Personnel	U512	210	---		---	---	---
Site Visits - Mission Personnel	U513	210	10.0		10.0	50.0	0.2
Site Visits - AID/W Personnel	U514	210	7.5		7.5	3.0	2.5
Information Meetings	U515	210	3.8		3.8	7.0	0.5
Training Attendance	U516	210	23.0		23.0	6.0	3.8
Conference Attendance	U517	210	7.0		7.0	4.0	1.8
Other Operational Travel	U518	210	10.0		10.0	10.0	1.0
Supplies and Materials	U519	26	40.0		40.0	---	---
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	30.0		30.0	---	---
TOTAL O.E. BUDGET			1025.4		1025.4	---	---
Reconciliation			365.4		365.4	---	---
Operating Budget Requirements			660.0		660.0	---	---
636C Requirements	U600	32	---		---	---	---
Total Allowance Requirements	U000	---	660.0		660.0	---	---
LOCAL COST SUPPORT COST DATA							
F.N. PSC - Salary/Benefits	U304	113	16.7		16.7	---	---
All Other F.N. PSC Costs	U305	255	---		---	---	---
Manpower Contracts	U306	259	62.1		62.1	---	---
Site Visits - RIG Personnel	U512	210	---		---	---	---
Site Visits - Mission Personnel	U512	210	---		---	---	---
Dollars Required for Local Currency Expenses			283.4		283.4	---	---
Exchange Rate Used (April 28, 1987) Cedis/\$US			120		120	---	---

FY 1989 Annual Budget Submission -- GHANA  
 Table VIII - FY 1988 Operating Expense Summary

Expense Category	Func Code	Object Class	(\$000)	Trust Funds	Total	Units	Unit Cost
U.S. DIRECT HIRE	U100		489.0		489.0	---	---
U.S. Citizens Basic Pay	U101	110	241.6		241.6	4.3	56.2
Pt/Temp U.S. Basic Pay	U102	112	29.4		29.4	1.0	29.4
Differential Pay	U103	116	60.4		60.4	---	---
Other AID/W Funded Code 11	U104	119	5.0		5.0	---	---
Other Mission Funded Code 11	U105	119	7.2		7.2	---	---
Education Allowances	U106	126	36.1		36.1	5.0	7.2
Retirement U.S. Direct Hire	U107	120	18.1		18.1	---	---
Living Allowances	U108	128	7.2		7.2	---	---
Other AID/W Funded Code 12	U109	129	4.0		4.0	---	---
Other Mission Funded Code 12	U110	129	0.7		0.7	---	---
Post Assignment - Travel	U111	212	12.7		12.7	1.0	12.7
Post Assignment - Freight	U112	22	35.0		25.0	1.0	25.0
Home Leave - Travel	U113	212	9.2		9.2	2.0	4.6
Home Leave - Freight	U114	22	5.0		5.0	2.0	2.5
Education Travel	U115	215	---		---	---	---
R and R Travel	U116	215	14.4		14.4	3.0	4.8
Other Code 215 Travel	U117	215	3.0		3.0	4.0	0.8
FOREIGN NATIONAL DIRECT HIRE	U200	---	33.8		33.8	---	---
Basic Pay	U201	114	17.0		17.0	10.0	1.7
Overtime, Holiday Pay	U202	115	0.5		0.5	0.5	1.0
All Other Code 11 - FN	U203	119	10.3		10.3	---	---
All Other Code 12 - FN	U204	129	4.0		4.0	---	---
Benefits Former FN Personnel	U205	13	2.0		2.0	---	---
CONTRACT PERSONNEL	U300	---	122.0		122.0	---	---
Pasa Technicians	U301	258	---		---	---	---
U.S. PSC - Salary/Benefits	U302	113	72.0		72.0	1.0	72.0
All Other U.S. PSC Costs	U303	255	---		---	---	---
F.N. PSC - Salary/Benefits	U304	113	50.0		50.0	24.0	---
All Other F.N. PSC Costs	U305	255	---		---	---	---
Manpower Contracts	U306	259	---		---	---	---
JCC Costs Paid by AID/W	U307	113	---		---	---	---
HOUSING	U400	---	146.6		146.6	---	---
Residential Rent	U401	235	17.6		17.6	6.0	2.9
Residential Utilities	U402	235	15.0		15.0	---	---
Maintenance and Renovation	U403	259	15.0		15.0	---	---
Quarters Allowances	U404	127	---		---	---	---
Residential Furniture/Equip.	U405	311	25.0		25.0	---	---
Trans./Freight - Code 311	U406	22	8.0		8.0	---	---
Security Guard Services	U407	254	65.5		65.5	18.0	3.6
Official Residence Allowances	U408	254	---		---	---	---
Representation Allowances	U409	252	0.5		0.5	---	---

FY 1989 Annual Budget Submission -- GHANA  
Table VIII - FY 1988 Operating Expense Summary (continued)

Expense Category	Func Code	Object Class	(\$000)	Trust Funds	Total	Units	Unit Cost
OFFICE OPERATIONS	U500	---	280.6		280.6	---	---
Office Rent	U501	234	8.5		8.5	---	---
Office Utilities	U502	234	15.8		15.8	---	---
Building Maint./Renovation	U503	259	5.0		5.0	---	---
Office Furniture/Equipment	U504	310	10.0		10.0	---	---
Vehicles	U505	312	50.0		50.0	---	---
Other Equipment	U506	319	12.0		12.0	---	---
Transportation/Freight	U507	22	32.0		32.0	---	---
Furn/Equip/Vehicle Repair/Maint.	U508	259	10.0		10.0	---	---
Communications	U509	230	11.3		11.3	---	---
Security Guard Services	U510	254	9.0		9.0	---	---
Printing	U511	24	1.0		1.0	---	---
Site Visits - RIG Personnel	U512	210	---		---	---	---
Site Visits - Mission Personnel	U513	210	6.0		6.0	30.0	0.2
Site Visits - AID/W Personnel	U514	210	0.0		0.0	4.0	0.0
Information Meetings	U515	210	4.0		4.0	8.0	0.5
Training Attendance	U516	210	12.5		12.5	5.0	2.5
Conference Attendance	U517	210	8.0		8.0	5.0	1.6
Other Operational Travel	U518	210	6.0		6.0	7.0	0.9
Supplies and Materials	U519	26	40.0		40.0	---	---
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	29.5		29.5	---	---
TOTAL O.E. BUDGET (% increase over FY87)			1072.0	4.5%	1072.0	---	---
Reconciliation			368.5		368.5	---	---
Operating Budget Requirements			703.5		703.5	---	---
636C Requirements	U600	32	---		---	---	---
Total Allowance Requirements	U000	---	703.5		703.5	---	---
LOCAL COST SUPPORT COST DATA							
F.N. PSC - Salary/Benefits	U304	113					
All Other F.N. PSC Costs	U305	255					
Manpower Contracts	U306	259					
Site Visits - RIG Personnel	U512	210					
Site Visits - Mission Personnel	U512	210					
Dollars Required for Local Currency Expenses			295.2		295.2		---
Exchange Rate Used (April 28, 1987) Cedi/\$US			120		120		---

FY 1989 Annual Budget Submission -- GHANA  
 Table VIII - FY 1989 Operating Expense Summary

EXPENSE CATEGORY	Func Code	Object Class	(\$000)	Trust Funds	Total	Units	Unit Cost
-----	----	-----	-----	-----	-----	-----	-----
U.S. DIRECT HIRE	U100		498.5		498.5	---	---
U.S. Citizens Basic Pay	U101	110	237.6		237.6	4.0	59.4
Pt/Temp U.S. Basic Pay	U102	112	29.2		29.2	1.0	29.2
Differential Pay	U103	116	59.5		59.5	---	---
Other AID/W Funded Code 11	U104	119	5.0		5.0	---	---
Other Mission Funded Code 11	U105	119	7.2		7.2	---	---
Education Allowances	U106	126	40.0		40.0	6.0	6.7
Retirement U.S. Direct Hire	U107	120	17.3		17.3	---	---
Living Allowances	U108	128	7.6		7.6	---	---
Other AID/W Funded Code 12	U109	129	4.4		4.4	---	---
Other Mission Funded Code 12	U110	129	---		0.0	---	---
Post Assignment - Travel	U111	212	12.7		12.7	3.0	4.2
Post Assignment - Freight	U112	22	35.0		35.0	3.0	11.7
Home Leave - Travel	U113	212	13.6		---	---	---
Home Leave - Freight	U114	22	7.0		---	---	---
Education Travel	U115	215	---		---	---	---
R and R Travel	U116	215	17.4		17.4	1.0	17.4
Other Code 215 Travel	U117	215	5.0		5.0	5.0	1.0
FOREIGN NATIONAL DIRECT HIRE	U200	---	39.0		39.0	---	---
Basic Pay	U201	114	20.0		20.0	10.0	2.0
Overtime, Holiday Pay	U202	115	---		---	---	---
All Other Code 11 - FN	U203	119	13.0		13.0	---	---
All Other Code 12 - FN	U204	129	4.0		4.0	---	---
Benefits Former FN Personnel	U205	13	2.0		2.0	---	---
CONTRACT PERSONNEL	U300	---	53.0		53.0	---	---
Pasa Technicians	U301	258	---		---	---	---
U.S. PSC - Salary/Benefits	U302	113	---		0.0	0.5	76.0
All Other U.S. PSC Costs	U303	255	---		---	---	---
F.N. PSC - Salary/Benefits	U304	113	53.0		53.0	27.0	---
All Other F.N. PSC Costs	U305	255	---		---	---	---
Manpower Contracts	U306	259	---		---	---	---
JCC Costs Paid by AID/W	U307	113	---		---	---	---
HOUSING	U400	---	130.2		130.2	---	---
Residential Rent	U401	235	20.7		20.7	6.0	3.5
Residential Utilities	U402	235	20.0		20.0	---	---
Maintenance and Renovation	U403	259	15.0		15.0	---	---
Quarters Allowances	U404	127	---		---	---	---
Residential Furniture/Equip.	U405	311	0.0		0.0	---	---
Trans./Freight - Code 311	U406	22	4.0		4.0	---	---
Security Guard Services	U407	254	70.0		70.0	16.5	4.2
Official Residence Allowances	U408	254	---		---	---	---
Representation Allowances	U409	252	0.5		0.5	---	---

FY 1989 Annual Budget Submission -- GHANA  
Table VIII - FY 1989 Operating Expense Summary (continued)

EXPENSE CATEGORY	Func Code	Object Class	(\$000)	Trust Funds	Total	Units	Unit Cost
OFFICE OPERATIONS	U500	---	285.5		285.5	---	---
Office Rent	U501	234	10.0		10.0	---	---
Office Utilities	U502	234	15.0		15.0	---	---
Building Maint./Renovation	U503	259	5.0		5.0	---	---
Office Furniture/Equipment	U504	310	---		0.0	---	---
Vehicles	U505	312	37.0		37.0	---	---
Other Equipment	U506	319	10.0		10.0	---	---
Transportation/Freight	U507	22	11.0		11.0	---	---
Furn/Equip/Vehicle Repair/Maint.	U508	259	12.0		12.0	---	---
Communications	U509	230	15.0		15.0	---	---
Security Guard Services	U510	254	20.0		20.0	---	---
Printing	U511	24	1.5		1.5	---	---
Site Visits - RIG Personnel	U512	210	---		---	---	---
Site Visits - Mission Personnel	U513	210	8.0		8.0	40.0	0.2
Site Visits - AID/W Personnel	U514	210	10.0		10.0	4.0	2.5
Information Meetings	U515	210	5.0		5.0	10.0	0.5
Training Attendance	U516	210	15.0		15.0	6.0	2.5
Conference Attendance	U517	210	9.0		9.0	6.0	1.5
Other Operational Travel	U518	210	12.0		12.0	8.0	1.5
Supplies and Materials	U519	26	40.0		40.0	---	---
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	40.0		40.0	---	---
TOTAL O.E. BUDGET (% increase over FY88)			1006.2	-6.1%	1006.1	---	---
Reconciliation			363.0		363.0	---	---
Operating Budget Requirements			643.2		643.2	---	---
636C Requirements	U600	32	---		---	---	---
Total Allowance Requirements	U000	---	643.2		643.2	---	---
LOCAL COST SUPPORT COST DATA							
F.N. PSC - Salary/Benefits	U304	113			---		
All Other F.N. PSC Costs	U305	255			---		
Manpower Contracts	U306	259			---		
Site Visits - RIG Personnel	U512	210			---		
Site Visits - Mission Personnel	U512	210			---		
Dollars Required for Local Currency Expenses			321.7		305.5		---
Exchange Rate Used (April 14, 1987) Cedis/\$US			120		120		---

The two Adjusted Tables that follow are submitted on the premise that the USDM ceiling will be maintained at five (5) instead of the requested four (4).

TVIII BCC      FY 1989 Annual Budget Submission -- GHANA  
 Table VIII(B) - U.S. PEC Costs  
 (\$US thousands)

<u>Job Title/Description</u>	<u>FY 1987</u>	<u>FY 1988</u>	<u>FY 1989</u>
Adviser-Food For Peace/ Private Enterprise (man-years)	81.4(1.0)	72.0(1.0)	38.0(0.5)

TVIII C      FY 1988 Annual Budget Submission -- GHANA  
 Table VIII(C) - All Other Code 25 Detail  
 (\$US thousands)

<u>Description</u>	<u>FY 1987</u>	<u>FY 1988</u>	<u>FY 1989</u>
N O N E			

TVIII D      FY 1988 Annual Budget Submission -- GHANA  
 Table VIII(D)  
 Manpower Contract Detail

<u>Description</u>	<u>FY 1987</u>	<u>FY 1988</u>	<u>FY 1989</u>
N O N E			

TVIIIIE1

FY 1989 Annual Budget Submission -- GHANA  
 Table VIII(E)  
 Obligations for Acquisition, Operation  
 and Use of Information Technology Services  
 (US thousands)

Item and Explanation	FY 1987	FY 1988	FY 1989
-----	-----	-----	-----
<b>1. Capital Investment</b>			
<b>A. Purchase of Hardware</b>			
WANGPC Model PC-PK-5	10.0(3)	7.2(3)	---
WANGPRINTER PC-PM018	1.0(1)	4.4(4)	---
IBM EMULATION	---	1.2(6)	1.0(1)
UPS	12.0(4)	46.8(6)	---
WANG APC	---	4.0(1)	---
<b>B. Purchase of Software</b>			---
DBASE III Plus	0.5(1)	0.8(2)	---
Lotus 123	1.0(2)	0.7(2)	---
<b>C. Site Facility</b>			
N/A			
<b>SUBTOTAL Section 1</b>	----- 24.5 -----	----- 68.0 -----	----- ----- -----
<b>2. Personnel:</b>			
<b>A. Compensation, Benefits and Travel</b>			
<b>B. Workyears</b>			
<b>3. Equipment Rental, Space and Other Operating Costs</b>			
<b>A. Lease and Equipment</b>			
N/A			
<b>B. Space</b>			
N/A			
<b>C. Supplies and Other Material</b>			
N/A			
<b>D. Non-Commercial Training</b>	3.0	2.5	3.0
<b>SUBTOTAL Section 3</b>	----- 3.0 -----	----- 2.5 -----	----- 3.0 -----

TVIIIE2

FY 1989 Annual Budget Submission -- GHANA  
 TABLE VIII(E) (Continued)  
 Obligations for Acquisition, Operation  
 and Use of Information Technology Services  
 (US thousands)

Item and Explanation -----	FY 1987 -----	FY 1988 -----	FY 1989 -----
4. Commercial Services:			
A. Computer Time			
B. Leased Telecommunications Services			
C. Operations and Maintenance			
(1) Operations			
(2) Maintenance:			
Other than WANG equipment	1.0	1.5	1.5
WANG equipment (Local mainten	9.0	12.0	12.0
WANG equipment (A.I.D./W main	3.7	4.5	4.5
D. Systems Analysis and Programming:			
E. System Design and Engineering			
F. Studies and Other			
SUBTOTAL Section 4	----- 13.7 -----	----- 18.0 -----	----- 18.0 -----

## TABLE VIII(F)

Report on Motor Vehicle Operation  
(US thousands)

ITEM AND EXPLANATION	FY 1987	FY 1988	FY 1989
	-----	-----	-----
<b>A. Numbers of Vehicles:</b>			
1. Purchased Vehicles:			
(a) Number of vehicles on-hand at start of year	14.0	12.0	11.0
(b) Plus Number of vehicles to be purchased during the year	1.0	4.0	1.0
(c) Less Number of vehicles to be disposed of during the year	3.0	5.0	2.0
(d) Number of vehicles on hand end o	----- 12.0 ----- =====	----- 11.0 ----- =====	----- 10.0 ----- =====
2. Leased Vehicles:			
Average number of leased vehicles in use during year	---	---	---
<b>B. Estimated Obligations:</b>	9.3	50.0	15.0
1. Vehicle Purchases			
2. Special modifications (such as armor plating)			
3. Transportation of purchased vehicle	3.4	20.0	4.0
4. Vehicle Leases			
5. Vehicle Maintenance/Repairs	5.0	6.0	6.5
6. Salaries/Benefits of Drivers/ Dispatchers	6.8	8.3	9.1
7. Supplies/Materials/Gas/Oil			
8. Rental of Warehouse/Garage space			
9. Other Miscellaneous Costs	0.6	0.7	0.7
10. Total Obligations	----- ----- =====	----- ----- =====	----- ----- =====
<b>C. Estimated Disbursements:</b>			
1. Vehicle Purchase			15.0
2. Special modifications (such as armor plating)			
3. Transportation of purchased vehicles			4.0
4. Vehicle Leases			
5. Vehicle Maintenance Repairs			
6. Salaries/Benefits of Drivers/Dispat	6.8	8.3	9.1
7. Supplies/Materials/Gas/Oil			
8. Rental of Warehouse/Garage space			
9. Other Miscellaneous Costs	0.6	0.7	0.7
10. Total Obligations	----- ----- =====	----- ----- =====	----- ----- =====
<b>D. Vehicles included in (A) above owned by A.I.D. but operated/maintained by     JAO/Embassy motor pool:</b>			
(1) On-hand at start of year			
(2) To be purchased during the year		None	
(3) To be disposed of during the year			

FY 1989 Annual Budget Submission -- GHANA  
 TABLE VIII (F) (Continued)  
 Report on Motor Vehicle Operation  
 (Trust Funds)

ITEM AND EXPLANATION	FY 1987	FY 1988	FY 1989
-----	-----	-----	-----
<b>A. Numbers of Vehicles:</b>			
<b>1. Purchased Vehicles:</b>			
(a) Number of vehicles on-hand at start of year			
(b) Plus Number of vehicles to be purchased during the year			
(c) Less Number of vehicles to be disposed of during the year			
(d) Number of vehicles on hand end of year	-----	-----	-----
	-----	-----	-----
<b>2. Leased Vehicles:</b>			
Average number of leased vehicles in use during year			
<b>B. Estimated Obligations:</b>			
1. Vehicle Purchases			
2. Special modifications (such as armor plating)			
3. Transportation of purchased vehicles			
4. Vehicle Leases			
5. Vehicle Maintenance/Repairs			
6. Salaries/Benefits of Drivers/ Dispatchers			
7. Supplies/Materials/Gas/Oil			
8. Rental of Warehouse/Garage space			
9. Other Miscellaneous Costs			
10. Total Obligations	-----	-----	-----
	-----	-----	-----
<b>C. Vehicles included in (A) above owned by A.I.D. but operated/maintained by     JAC/Embassy motor pool:</b>			
(1) On-hand at start of year			
(2) To be purchased during the year			
(3) To be disposed of during the year			

TVIIIIGH

FY 1989 Annual Budget Submission -- GHANA  
 Table VIII(G) - U.S. Direct Hire Staffing  
 (US thousands)

POSNO	SACode	Position Title	Program Management Responsibility	FY 1987	FY 1988	FY 1989
1006	A	Representative	Overall	0.5	1.0	1.0
1005	CFGI	General Development Officer	AMDP (698-0433) MIDAS (641-0102)	1.0	1.0	1.0
1020	B	Executive Officer	Contracts Procurement	1.0	1.0	1.0
1060	DE	Program Economist	Program Office PL 480 Title I	0.9	0.0*	0.0*
1040	H	Population Officer	Contraceptive supplies (641-0109)	1.0	1.0	1.0
Total Position				5.0	4.0*	4.0*
Total Workyears				4.3	4.0*	4.0*

SACode = special activity code

- |                                    |                                  |
|------------------------------------|----------------------------------|
| (a) Disaster Relief Officer        | (f) PVO Officer                  |
| (b) EEO Officer                    | (g) Private Enterprise Officer   |
| (c) Emergency Preparedness Officer | (h) Security Officer             |
| (d) Energy Officer                 | (i) Women-in-Development Officer |
| (e) Environmental Officer          | (j) Other [Specify]:             |

NOTE: \* SEE ADJUSTED TABLES VIII FOR FY 1988 AND FY 1989 FOR MISSION RECOMMENDATIONS.

FY 1989 Annual Budget Submission -- GHANA  
 Table VIII(H) - IDI Staffing

NOT APPLICABLE

TVIII(I)

FY 1989 Annual Budget Submission -- GHANA  
 Table VIII(I) - FSN & Third Country National  
 Direct Hire Staffing

US/FSN/TCN	USAID Job Title	Function	Funding	FY 1987	FY 1988	FY 1989
FSNDH	Program Specialist	A/HPN	GE	1.0	1.0	1.0
FSNDH	Program Specialist	Agric Econ	GE	1.0	1.0	1.0
FSNDH	Program Specialist	Training	GE	1.0	1.0	1.0
FSNDH	Program Specialist	A/FFP	GE	1.0	1.0	1.0
FSNDH	Program Specialist	A/GDC	GE	1.0	1.0	1.0
FSNDH	Administrative Assistant	A/EXO	GE	1.0	1.0	1.0
FSNDH	Procurement Agent		GE	1.0	1.0	1.0
FSNDH	Chief Accountant		GE	1.0	1.0	1.0
FSNDH	Accounting Technician		GE	0.5	1.0	1.1
FSNDH	Vacant			---	---	---
	Total Positions		GE	10.0	10.0	10.0
	Total Workyears		GE	8.5	10.0	10.0
	Total Positions FY 87 Only		LSC	9.0	0.0	0.0
	Total Workyears FY 87 Only		LSC	3.5	0.0	0.0

FY 1989 Annual Budget Submission -- GHANA  
 Table VIII(J) - Part-Time Staffing (PT)

US/ FSN/TCN	Descriptive Job Title	Funding	FY 1987	FY 1988	FY 1989
1050	Secretary-AID Representative	GE	0.3	1.0	1.0
	Total Positions	GE	1.0	1.0	1.0
	Total Workyears	GE	0.3	1.0	1.0
	Total Positions	PRG	---	---	---
	Total Workyears	PRG	---	---	---

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TVIIIK

FY 1989 Annual Budget Submission -- GHANA  
Table VIII(K) - FSN & Third Country National  
Contract Staffing

US/PSC	Descriptive Job Title	Funding	FY 1987	FY 1988	FY 1989
FNPSC	Procurement Agent	OE	0.5	--	--
FNPSC	Mail Room Clerk	OE	1.2	2.6	2.6
FNPSC	Driver	OE	1.7	2.3	2.5
FNPSC	Real Prop. Clerk	OE	1.2	1.5	1.5
FNPSC	Air Cond. Mechanic	OE	1.3	1.6	1.6
FNPSC	Electrician/Foreman	OE	2.8	3.0	3.5
FNPSC	Secretary, PE	OE	1.7	2.2	2.4
FNPSC	Secretary, HPN	OE	1.8	2.2	2.5
FNPSC	Custodian	OE	1.1	1.4	1.6
FNPSC	Driver	OE	1.7	2.2	2.6
FNPSC	Procurement Agent	OE	--	--	--
FNPSC	Painter	OE	1.2	1.5	1.8
FNPSC	Dispatcher	OE	1.8	2.2	2.6
FNPSC	Secretary, EDD	OE	1.9	2.2	2.5
FNPSC	Program Assistant	OE	1.8	1.9	2.0
FNPSC	Driver	OE	1.2	1.6	1.6
FNPSC	Stores Clerk	OE	1.1	0.8	0.8
FNPSC	Laborer	OE	2.1	--	--
FNPSC	Driver	OE	2.1	1.8	1.9
FNPSC	Driver	OE	1.7	1.9	1.8
FNPSC	Plumber	OE	1.4	1.6	1.6
FNPSC	Stores Supervisor	FRG	1.9	2.1	2.0
FNPSC	Clerk Typist	PRG	1.2	1.4	1.4
FNPSC	Driver	OE	1.8	1.8	1.8
FNPSC	Driver	OE	1.4	1.4	1.5
FNPSC	Auto Mechanic/Foreman	OE	1.7	1.7	1.8
FNPSC	Contract Manager	OE	5.8	4.5	4.5
FNPSC	Secretary, Warehouse	OE	0.8	1.0	1.0
FNPSC	Labourer, Warehouse	OE	0.8	0.8	0.8
FNPSC	Labourer, Warehouse	OE	0.8	0.8	0.8

PPCTXI

FY 1989 Annual Budget Submission -- GHANA  
 Table XI - PL 480 Title I/III Requirements  
 (dollars in millions, quantity in thousand MT except cotton in thousand bales)

COMMODITIES -----	Actual FY 1987		Estimated FY 1988		Projected FY 1989	
	\$	QT	\$	QT	\$	QT
Title I						
Cotton (bales)	6	28	6	28	6	28
Rice	2	12	2	12	6	12
Wheat	--	--	--	--	--	--
Vegoil	--	--	--	--	--	--
Total	8	40	8	40	12	40
Title III						
Cotton	--	--	--	--	--	--
Rice	--	--	--	--	--	--
Wheat	--	--	--	--	--	--
Vegoil	--	--	--	--	--	--
Total	--	--	--	--	--	--

PPCTXIA

FY 1989 Annual Budget Submission -- GHANA  
 Table XI(A) - Section 415 Proposal by World Vision  
 (dollars in millions, quantity in thousand MT)

COMMODITIES -----	Actual FY 1987		Estimated FY 1988		Projected FY 1989	
	\$	QT	\$	QT	\$	QT
Rice	0.85	4.7	--	--	--	--
Soya beans	0.48	2.5	--	--	--	--
Wheat	0.63	5.5	--	--	--	--
Total	2.0	12.7				

FY 1989 ANNUAL BUDGET SUBMISSION  
TABLE XIII  
PL 480 TITLE II

II. Sponsor's Name CRS/GHANA (FY 1989)

A. Maternal and Child Health ..... Total Recipients 130,210

<u>No. of Recipients</u>	<u>Name of Commodity</u>	<u>KGS</u>	<u>DOLLARS</u>
	SFSG	3,137	611.7
	WSM	3,137	897.2
	OIL	<u>1,570</u>	<u>1,066.0</u>
Total MCH		7,844	2,574.9

B. School Feeding.....Total Recipients 32,205

<u>No. of Recipients</u>	<u>Name of Commodity</u>	<u>KGS</u>	<u>DOLLARS</u>
	SFSG	792.0	154.4
	OIL	79.2	53.8
Total SF		<u>871.2</u>	<u>218.2</u>

C. Pre-School Feeding .....Total Recipients 7,525

<u>No. of Recipients</u>	<u>Name of Commodity</u>	<u>KGS</u>	<u>DOLLARS</u>
	SFSG	169.3	33.0
	WSM	169.3	48.4
	OIL	17	11.5
Total Pre-School Feeding		<u>355.6</u>	<u>92.9</u>

D. Other-Child Feeding .....Total Recipients 215

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	<u>KGS</u>	<u>DOLLARS</u>
	SFSG	7.7	1.5
	WSM	7.7	2.2
	OIL	1.0	0.7
Total OCF		<u>16.4</u>	<u>4.4</u>

E. General Relief .....Total Recipients 330

<u>No. of Recipients</u>	<u>Name of Commodity</u>	<u>KGS</u>	<u>DOLLARS</u>
	SFSG	11.7	2.3
	WSM	11.9	3.4
	OIL	1.6	1.1
Total General Relief		<u>25.2</u>	<u>6.8</u>

<u>CRS Totals Recipients</u>	<u>Name of Commodity</u>	<u>MT</u>	<u>DOLLARS (000)</u>
173,655	SFSG	4,118	803
	WSM	3,326	952
	OIL	<u>1,669</u>	<u>1,133</u>
		9,113	2,888

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Title II Totals (all programs)      Commodities (MT)      14,859 MT

Value (\$)      \$ 4,236,000

FY 1989 ANNUAL BUDGET SUBMISSION  
TABLE XIII  
PL 480 TITLE II

I. Sponsor's Name ADRA/GHANA (FY 1989)

A. Maternal and Child Health ..... Total Recipients 6,000

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	<u>KGS</u>	<u>DOLLARS</u>
	SFB	101	20
	WSM	202	58
	OIL	29	20
Total MCH		<u>332</u>	<u>98</u>

B. School Feeding.....Total Recipients -0-

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	<u>KGS</u>	<u>DOLLARS</u>
-0-	SFSG	-	-
-0-	OIL	-	-
Total SF		-	-

C. Other-Child Feeding .....Total Recipients -0-

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	<u>KGS</u>	<u>DOLLARS</u>
	SFSG	-	-
	OIL	-	-
	WSM	-	-
Total OCF		-	-

D. Food for Work .....Total Recipients 50,000

<u>No. of Recipients by commodity</u>	<u>Name of Commodity</u>	<u>KGS</u>	<u>DOLLARS</u>
50,000	SFB	3,000	597
50,000	OIL	416	283
50,000	RICE	1,998	370
Total FFW		<u>5,414</u>	<u>1250</u>

<u>ADRA Totals</u>	<u>Name of Commodity</u>	<u>MT</u>	<u>DOLLARS (000)</u>
	SFB	3,101	617
	WSM	202	58
	RICE	1,998	370
	OIL	445	303
		<u>5,746</u>	<u>1,348</u>

GOALS	A PL 480 TITLE I	B ADDITIONS TO PL 480 PROGRAMS	C AGRICULTURE-RELATED CIP
1 Restructure government sector	<ul style="list-style-type: none"> <li>-Streamline govt sector employment               <ul style="list-style-type: none"> <li>*improve worker incentive system</li> <li>*redeploy redundant workers</li> </ul> </li> <li>-Restructure SOEs               <ul style="list-style-type: none"> <li>*divest and liquidate non-strategic SOEs</li> <li>*restructure strategic SOEs</li> <li>*redeploy redundant workers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Support Title I policies to streamline govt sector employment</li> <li>-Design redundancy package to minimize budgetary strain and maximize investment by recipient</li> </ul>	<ul style="list-style-type: none"> <li>-Channel commodity imports thru foreign exchange auction</li> </ul>
2 Develop liberalized self reliant agricultural sector	<ul style="list-style-type: none"> <li>-Develop non-price agric policies               <ul style="list-style-type: none"> <li>*community-level grain storage</li> <li>*small scale irrigation</li> <li>*integrate research/extension</li> </ul> </li> <li>-Market (imported) food and inputs thru private channels</li> <li>-Evaluate developmental impact of food aid. Review               <ul style="list-style-type: none"> <li>*PL 480 Title I/II programs</li> <li>*CRS &amp; ADRA operational plans</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>-Distribute imported agric inputs thru pvt marketing channels</li> </ul>
3 Improve the health status of Ghanaians	<ul style="list-style-type: none"> <li>-Implement a health care policy that reaches all Ghanaians               <ul style="list-style-type: none"> <li>*expand private sector role in providing health services</li> <li>*expand coverage and improve quality of public PHC programs</li> <li>*improve technical and managerial skills of MOH staff</li> <li>*improve logistics system for distributing health supplies</li> </ul> </li> <li>-implement the 606 population policy.</li> </ul>	<ul style="list-style-type: none"> <li>-Support implementation of 606 health policy               <ul style="list-style-type: none"> <li>*rehabilitate health infrastructure</li> <li>*support community development projects that improve rural sanitation</li> <li>primary health care services</li> </ul> </li> </ul>	
4 Generate increased employment through the private sector	<ul style="list-style-type: none"> <li>-Expand private sector role in food marketing.</li> <li>-Support development of sustainable credit supply for small and medium size agric and industrial enterprises (SMEs)</li> </ul>	<ul style="list-style-type: none"> <li>-Market PL 480 (later other donor) food thru pvt marketing channels</li> </ul>	<ul style="list-style-type: none"> <li>-CIP thru foreign exchange auction</li> <li>-Support creation of a sustainable credit supply for SMEs               <ul style="list-style-type: none"> <li>*maintain positive real interest rates</li> <li>*eliminate subsidies in the structure of interest rates</li> <li>*channel credit fund thru pvt and cooperatively owned IFIs</li> <li>*allow IFIs a larger interest rate margin on loans to SMEs</li> </ul> </li> </ul>
5 Counterbalance the negative effects of structural adjustment	<ul style="list-style-type: none"> <li>-Support redundancy payment program</li> <li>-Increase food supply thru development of self-reliant agriculture sector</li> </ul>	<ul style="list-style-type: none"> <li>-Provide payments to redundant government workers               <ul style="list-style-type: none"> <li>*cash</li> <li>*retraining &amp; business advice</li> <li>*induce beneficiary to invest</li> </ul> </li> <li>-Generate employment thru public works jobs               <ul style="list-style-type: none"> <li>*rehabilitate social infrastructure</li> <li>*community-level decision-making on development projects</li> </ul> </li> <li>-Distribute imported food directly to schools and hospitals (Section 416)</li> </ul>	

GOALS	D PL 480 TITLE II	E MIDAS II (as Amended)	F CONTRACEPTIVE SUPPLIES PROJECT
1 Restructure government sector		<ul style="list-style-type: none"> <li>-Restructure Ghana Seed Company to improve its efficiency in the seed market</li> <li>-Progressively reduce government ownership of the Ghana Seed Co.</li> <li>-Strengthen Ghana Seed Inspection Unit</li> </ul>	<ul style="list-style-type: none"> <li>-Improve the efficiency of the MOH to deliver family planning services               <ul style="list-style-type: none"> <li>*train MOH personnel to improve technical and managerial skills in delivering FP services</li> <li>*strengthen MOH logistics system</li> <li>*improve quality and coverage of MOH services</li> </ul> </li> <li>-Expand use of fees-for-services in MOH</li> </ul>
2 Develop liberalized self reliant agricultural sector		<ul style="list-style-type: none"> <li>-Increase agricultural production by improving supply and quality of improved seed</li> </ul>	
3 Improve the health status of Ghanaians	<ul style="list-style-type: none"> <li>-Improve mother child feeding at public health clinics and in other programs</li> <li>-Rehabilitate health infrastructure thru food for work programs</li> </ul>		<ul style="list-style-type: none"> <li>-Improve maternal-child health thru effective family planning</li> <li>-Make FP services available to all Ghanaians who want them               <ul style="list-style-type: none"> <li>*expand private sector role in providing FP services</li> <li>*disseminate FP information to broad spectrum of population</li> <li>*permit mass media FP advertizing</li> </ul> </li> <li>-Improve technical and managerial skills of MOH staff in delivering FP services</li> </ul>
4 Generate increased employment through the private sector		<ul style="list-style-type: none"> <li>-Increase pvt. sector production and marketing of improved seeds               <ul style="list-style-type: none"> <li>*improve incentives to private seed growers and distributors</li> <li>*allow private seed growers access to breeder seed</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Increase private sector role in marketing contraceptives and other health products</li> </ul>
5 Counterbalance the negative effects of structural adjustment	<ul style="list-style-type: none"> <li>-Use food to supplement cash payments in integrated redundancy programs</li> <li>-Generate jobs through food for work programs               <ul style="list-style-type: none"> <li>*rehab of social infrastructure</li> <li>*community development projects</li> </ul> </li> </ul>		

MATRIX 2A

LOCAL CURRENCY USES by GOAL AND PROGRAM

GOALS	SHM	PL 480 TITLE I		ADDITIONS TO PL 480 PROGRAMS
		-----	Non-SHM	
1 Restructure government sector	<ul style="list-style-type: none"> <li>-Complete restructuring GSC                             <ul style="list-style-type: none"> <li>*GSIAC fees and secretarial.</li> <li>*GSC management studies.</li> <li>*National seed security reserve</li> <li>*redundancy payments</li> </ul> </li> <li>-Begin restructuring other agric SOEs to divest or liquidate                             <ul style="list-style-type: none"> <li>*management studies</li> <li>*redundancy payments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Non-agric SOE restructuring studies and consultancies</li> </ul>	<ul style="list-style-type: none"> <li>-Support GOG efforts to streamline government sector employment                             <ul style="list-style-type: none"> <li>*training programs</li> </ul> </li> <li>-Support GOG redeployment exercise with budgetary support for                             <ul style="list-style-type: none"> <li>*redundancy payments</li> <li>*retraining/business advice</li> </ul> </li> </ul>	
2 Develop liberalized self-reliant agricultural sector	<ul style="list-style-type: none"> <li>-Develop and implement non-price agricultural policy and programs</li> <li>-Institutional support services                             <ul style="list-style-type: none"> <li>*rehabilitate priority research stations</li> <li>*extension                                     <ul style="list-style-type: none"> <li>revitalize agric information unit of MOA</li> <li>train extension workers</li> <li>promote GSC products</li> </ul> </li> </ul> </li> <li>-Agricultural infrastructure                             <ul style="list-style-type: none"> <li>*evaluate silo storage program</li> <li>*grain storage and preservation construct warehouses</li> <li>strengthen MOA post-harvest loss unit</li> <li>*small scale irrigation projects</li> <li>*feeder road rehab and construct</li> </ul> </li> <li>-Study of non-traditional export promotion</li> </ul>	<ul style="list-style-type: none"> <li>-Restructure agricultural cooperative movement</li> <li>-Oil palm sector studies</li> <li>-Training for MOA staff                             <ul style="list-style-type: none"> <li>*economists</li> <li>*extension workers</li> <li>*post-harvest losses</li> </ul> </li> <li>-Agro-forestry projects</li> </ul>		
3 Improve health status of Ghanaians		<ul style="list-style-type: none"> <li>-Implement broad based FP program                             <ul style="list-style-type: none"> <li>*private sector                                     <ul style="list-style-type: none"> <li>advertize contraceptives in the mass media</li> </ul> </li> <li>*public sector                                     <ul style="list-style-type: none"> <li>improve contraceptive logistics system</li> <li>improve FP service reporting reporting system</li> <li>train MOH family planning staff</li> </ul> </li> </ul> </li> <li>-Provide primary health care (PHC) to all Ghanaians                             <ul style="list-style-type: none"> <li>*ORT production</li> <li>*train PHC practitioners</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Support implementation of GOG health policy.                             <ul style="list-style-type: none"> <li>*financial support for rehab of health infrastructure (add Title I)</li> <li>*distribute food to hospitals and health centers (Sec 416)</li> <li>*support community develop projects to improve sanitation and health delivery systems cash (additional Title I)</li> <li>food distribution (Title II)</li> </ul> </li> </ul>	

MATRIX 2B

LOCAL CURRENCY USES by GOAL AND PROGRAM

GOALS	PL 480 TITLE I		ADDITIONS TO PL 480 PROGRAMS
	SHM	Non-SHM	
4 Generate employment through the private sector	<ul style="list-style-type: none"> <li>-Support creation of sustainable credit scheme for SMES using private/cooperative sector IFIS.                             <ul style="list-style-type: none"> <li>*profile of SME sector, and IFIs that might serve them</li> <li>*study to design a credit scheme for SMEs: agricultural and industrial</li> <li>*cedis 100-200 million as annual loan fund.</li> </ul> </li> <li>-Market PL 480 rice through the private sector.                             <ul style="list-style-type: none"> <li>*marketing study for imported foods (rice) in urban areas</li> </ul> </li> <li>-Study to estimate cotton import requirements</li> </ul>	<ul style="list-style-type: none"> <li>-Promote developmental role for women</li> </ul>	
5 Counterbalance negative effects of structural adjustment	<ul style="list-style-type: none"> <li>-Evaluate developmental impact of food aid program in Ghana</li> </ul>	<ul style="list-style-type: none"> <li>-Ghana Living Standards Survey</li> </ul>	<ul style="list-style-type: none"> <li>-Support redundancy payments                             <ul style="list-style-type: none"> <li>*provide cash (add Title I)</li> <li>*provide food package (Title II)</li> <li>*retraining &amp; business advice</li> </ul> </li> <li>-Support creation of public works jobs                             <ul style="list-style-type: none"> <li>*rehab social infrastructure</li> <li>*support community develop projects</li> <li>provide cash (add Title I)</li> <li>provide food (Title II)</li> </ul> </li> <li>-Broaden delivery of social services                             <ul style="list-style-type: none"> <li>*direct food distribution to schools and hospitals to reduce costs (Section 416)</li> </ul> </li> </ul>

MATRIX 3A

LOCAL CURRENCY USES by GOAL AND PROGRAM/PROJECT

GOALS	AGRICULTURE-RELATED CIP	MIDAS II (as Amended)	CONTRACEPTIVE SUPPLY PROJECT
1 Restructure government sector		<ul style="list-style-type: none"> <li>-Restructure the Ghana Seed Co.</li> <li>*Financing for GSC management studies</li> <li>*Financing for GSIAC fees and secretariat</li> <li>*Redundancy payment</li> <li>*Construct company facilities</li> <li>-Make Inspection Unit functional</li> <li>*equipment procurement</li> </ul>	<ul style="list-style-type: none"> <li>-Improve the efficiency of the MOH to deliver MCH/FP services</li> <li>*In-service training for mgt. and delivery of FH services</li> <li>*Reproductive health training for nurses-midwives</li> <li>*Reproductive health training for physicians</li> <li>-Increase supply of contraceptive to MOH MCH/FP system</li> <li>*Financing cost of improving MOH contraceptive logistics system</li> </ul>
2 Develop liberalized self-reliant agricultural sector		<ul style="list-style-type: none"> <li>-Increase the supply and quality of improved planting materials</li> <li>*Financing for national security seed reserve</li> <li>*Training for GSC staff and others in the seed industry</li> <li>*Procurement of equipment for Seed Inspection Service</li> </ul>	
3 Improve health status of Ghanaians			<ul style="list-style-type: none"> <li>-Improve the coverage and quality of providing health services by MCH/FP system and private sector</li> <li>*Training in technical and managerial skills in supplying health care services</li> <li>*Increase contraceptive supply nationwide</li> <li>*IEC programs</li> <li>*Financing ORT program</li> </ul>

MATRIX 3B

LOCAL CURRENCY USES by GOAL AND PROGRAM/PROJECT

GOALS	AGRICULTURE-RELATED CIP -----	MIDAS II (as Amended) -----	CONTRACEPTIVE SUPPLY PROJECT -----
4 Generate employment through the private sector	-Develop sustainable credit scheme for small and medium size farmers & industrialists (SMEs) *create credit fund(s) for SMEs cedis 550 million over 4 years use private/cooperatively owned IFIs BOG or other bank must manage *training fund (cedis 60 million) IFI loan officers for SMEs SME owners/operators. *business advisory services to SME operators (cedis 50 million) *studies to improve credit scheme	-Increase private sector production and marketing of improved planting materials *Training for private sector seed growers	-Increase private sector marketing of contraceptives *CSM training for pharmacists, etc.
5 Counterbalance negative effects of structural adjustment			

**Title II Operational Plans**

ADRA/GHANA  
OPERATIONAL PLAN  
FY 1988 - FY 1989

I. IDENTIFICATION

Cooperating sponsor: Adventist Development and Relief Agency

Country: Ghana

Date submitted: April 15, 1987

Counterparts: None

U.S. citizen responsible for Title II program:

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

The Director devotes approximately 90% of his time to Title II activities with the remaining time being spent on matching grant and other development activities.

Supervisory staff:

Deputy Director	- Israel Agboka
FFW Coordinator	- Eddie Lartey
MCH Coordinator	- Irene Kotey
Treasurer	- Isaac Boadi-Mensah
Field Inspector	- Jonathan Ameyaw
Agric Coordinator	- Godfrey Ntim

Regional Coordinators:

Greater Accra and Central Regions	- James Antwi
Volta Region	- John Tamakloe
Western Region	- Michael Young
Ashanti Region	- Ernest Kwarteng
Eastern Region	- J.J. Baisie
Northern Region	- Noah Nkansah
Upper West Region	- Jones Baryeh
Upper East Region	- Baisie Wisdom
Brong Ahafo Region	- Daniel Kodua

All supervisory staff are nationals.

## II. PROBLEM STATEMENT

### A. Food-for-Work

Ghana experienced considerable food deficits during the past seven years. Drought in the early 1980's along with widespread bush fires greatly reduced the production of essential foodstuffs. The repatriation of approximately one million Ghanaians from Nigeria further tasked the food system during 1983 and 1984.

While accurate and reliable agricultural production statistics are unavailable, it is evident from market observations that a shortage of certain main food crops still persists. Prices are high and many Ghanaians are unable to afford adequate food intake due to these high prices.

With the repatriation of approximately one million Ghanaian "returnees" from Nigeria, most of whom are young and unemployed, the unemployment level has greatly increased. Many of these individuals returned to their home villages where employment opportunities were unavailable. According to the Ministry of Labour, unemployment is rising and is becoming a serious national problem.

To address these problems, ADRA seeks to provide nutritional supplements through selected food-for-work activities for participants and their dependents.

### B. Maternal Child Health

While good rains have resulted in increased production of certain foodstuffs, widespread malnutrition in children, particularly those in the age group of five years and under, is still a serious problem. This is more evident in certain regions of the country such as the Northern, Upper East, and Upper West Regions. According to recent statistics from UNICEF, the infant mortality rate is currently eight percent.

This high rate is attributed partly to the inadequate protein and caloric intake by the children. Inadequate weaning foods along with inadequate education regarding weaning foods also contribute to this high rate. Infectious diseases also take their toll.

Through a maternal child health program, ADRA intends to provide needed nutritional intervention for malnourished children of five years and under and also provided health and nutrition education for the mothers of children in this target group.

### III. OBJECTIVES

#### A. Food-for-Work

The objectives of the FFW program are to promote agricultural productivity including reforestation programs and to promote selected community development activities including environmental sanitation, water projects, construction of health posts and places of convenience, construction/rehabilitation of school buildings, and road construction, utilizing the unemployed/underemployed.

#### B. Maternal Child Health

The objective of the MCH program is to improve the nutritional status of selected children five years and under who are suffering from malnutrition and to provide nutrition and health education for the mothers of these children.

### CRITERIA FOR MEASURING PROGRESS

#### A. Food-for-Work

- a) There will be a total of 50,000 food-for-work participants and their dependants involved in the program.
- b) The acreage of land under cultivation will be increased by 20% in those villages involved in FFW agricultural projects.
- c) The unemployment level in each FFW community will be reduced by an average of 5%.
- d) Dependence on monocrop farming will be reduced by the addition of at least one new crop/vegetable in each community involved in FFW agricultural activities.
- e) 50 kilometers of new road will be constructed.
- f) The average income level of participants will be increased by 10%.
- g) A total of 100 school buildings will be constructed or rehabilitated throughout the country.
- h) There will be a minimum of ten agricultural training sessions geared to promoting dry-season vegetable farming.

#### B. Maternal Child Health

- a) There will be 6,000 children involved monthly in approximately 40 MCH project locations.

- b) Seventy-five percent of participating children will show a positive weight-for-age growth trend within four months of program participation.
- c) One hundred percent of mothers will be enrolled in the educational program. Attendance data will indicate the number of mothers participating in learning activities involving child health care, family nutrition, home gardening, etc.
- d) The infant mortality rate will be reduced in all villages participating in the MCH program. Initial statistics will serve as benchmark figures. Periodic surveys will be conducted to monitor progress.
- e) Sixty percent of the children who complete the program will continue to show positive weight-for-age progress. Post surveys will be conducted and ex-participants will be interviewed.

#### IV. DESCRIPTION OF TARGET POPULATION

##### A. Description

Under the Food-for-Work program, ADRA will target the unemployed/underemployed individuals primarily in rural settings. The recipient level in this category is 50,000 for FY88. This figure includes the dependents of FFW participants. Under the Maternal Child Health program, malnourished children of five years and under are the target population. The recipient level is 6,000 for this category in FY88 and is expected to remain at this level for FY89.

##### B. Rationale for the Selection of Target Groups

###### 1. Food-for-Work

The majority of the population in rural areas are involved in agricultural activities. Main food crops such as maize, yams, cassava, and millet are raised. However, there is a growing number of unemployed and underemployed in these areas. This is because while crops are being raised, adequate roads to transport goods to markets are not always available thus reducing the incentive to produce more. Because of this, many individuals who could be employed in agriculture are not, since their services are not needed. The Food-for-Work program would address this issue by employing workers to build or rebuild these feeder roads.

The unemployed/underemployed will also be involved in re-forestation and other agricultural projects.

It is ADRA's desire that by targeting this group, the widening gap between the victims of poverty and the gainfully employed will be narrowed. It is hoped that this will promote development in the rural areas and stop the influx of unemployed youths to the urban areas.

2. Maternal Child Health

While Ghana's infant mortality rate is not as high as it is in some neighbouring countries, it is still a serious problem. Nutritional intake is estimated to be at 60 to 70% of requirements in many areas during the dry season according to UNICEF sources. ADRA has selected the group of children of five years and under who are malnourished as recipients of commodities. The mothers of these children are in need of proper education in child care, health, nutrition, and sanitation, and will therefore be provided this education at the MCH centers.

3. Location of Program Operations

ADRA proposes to engage in FFW and MCH activities in all ten regions of Ghana. Because nutritional needs are greater in the Northern Region, a concentration of activities will occur in the Northern, Upper East, and Upper West Regions.

V. DESCRIPTION OF INTERVENTION

A. Ration Composition

ADRA will use four commodities: Soy-fortified Bulgur, Wheat Soy Milk, Rice and Vegetable Oil.

The ration levels for each category are as follows:

Ration Levels (kg/month)

Food-for-Work		Maternal Child Health	
		Intern	Extern
SFB	5.00	2.1	1.05
WSM	0.00	4.2	2.10
Rice	3.33	0.0	0.00
Oil	0.69	0.4	0.40
Total	9.02	6.7	3.55

B. Rationale for Size and Composition of Ration

SFB

The choice of ration must consider local tastes in addition to local production. As ADRA selected the four commodities, careful consideration was given to each.

Adequate protein intake is a serious problem countrywide. Therefore, soy-fortified bulgur was chosen as one ration.

Since wheat is not produced in Ghana, ADRA does not believe the importation of bulgur will have any adverse effect on local production. Besides, bulgur is widely accepted in Ghana primarily as a breakfast porridge. ADRA requests soy-fortified bulgur as an additional protein source to the diet. Also, bulgur stores well in the humid climate of Ghana.

### Rice

Currently, Ghana does not produce enough rice for consumption. Rice is popular among Ghanaians and therefore is an ideal commodity. ADRA does not believe that rice importation will in any way have an adverse effect on the production of local rice or other foodstuffs. Again, as with bulgur, rice stores well in Ghana.

### WSM

As stated earlier, protein deficiency is a serious problem among children five years and under. By including wheat soy milk as a ration for the MCH recipient, a substantial part of their protein requirements will be met.

### Vegetable Oil

While local edible oils such as refined palm, coconut, and sheanut are produced, their supply is not adequate to meet the overall demand. The high caloric value of vegetable oils makes it an appropriate commodity.

The FFW ration size which envisages feeding for 30 days is based on nutritional requirements.

For the MCH category, ADRA is proposing dual rates which will provide higher rations to children of second and third degree malnutrition (intern) and lower rates for ordinary malnutrition cases (extern). This is because ADRA has discovered that extreme cases of malnutrition are very often linked with extreme poverty.

## VI. INTERVENTION STRATEGY

### Food-for-Work

The Food-for-Work program of ADRA is the largest of the various programs operated by ADRA/Ghana. ADRA recognizes the tremendous impact the FFW program can have on the community as a whole through facilitation positive community action.

The program's basic concept uses food as a dual support. Commodities provide the community with a subsidy or incentive to carry out self-initiated and planned projects

for their own development and benefit. Projects such as re-forestation, road building, community farming, water system and the construction of health posts are undertaken. The commodities also augment family food sources and can be of decided nutritional as well as economic assistance. In FY88, 10,000 FFW workers plus 40,000 dependents will participate in the FFW program.

ADRA Ghana participated in the Food-for-Work Workshop held in Annapolis, Maryland in December 1985. ADRA supports AID's efforts to strengthen the FFW program through innovation and better utilization of resources. It is to this end that ADRA has made plans to coordinate its efforts with those of the Peace Corps and the Ghana Department of Forestry in its re-forestation FFW projects.

In this regard, ADRA is now coordinating its activities under the Matching Grant, the Enhancement Grant and the FFW program for maximum development impact. Exchange in areas of training will also be increased. Regular exchange of information and plans between ADRA, USAID, and relevant government agencies has also been initiated.

#### Maternal Child Health(MCH)

An MCH center as proposed by ADRA is a basic community-level health and nutrition program which serves a maximum of 150 mothers in each program at one time. The program is designed to care for 50 of the most severe cases of malnutrition in what is called an intern program with 100 more less severely malnourished children included in an extern program.

In the intern program, 50 mothers and their children meet in groups of 25 every two weeks to receive instruction, medicine, and a ration of food for the next two weeks. In the extern program, 100 mothers attend the program in monthly groups of 25 for instructions, medicine and a smaller ration of food. As mentioned earlier, the intern group would receive a higher ration than the extern group.

ADRA/Ghana and Catholic Relief Services (CRS) are both involved in the maternal child health program. While CRS works through the Ministry of Health's MCH centers and other governmental institutions, ADRA has chosen a different approach to insure that there is no duplication of distribution of Title II commodities to beneficiaries. Upon consultation with district and regional health officials, ADRA identifies areas of serious malnutrition which have no MCH facilities. Meetings are then held with local leaders to discuss the possibility of starting an MCH program.

It is continuously stressed to the village leaders that they will have to provide adequate storage facilities for the Title II commodities and that the program will be administered at the village level with their participation. The village selects two qualified individuals who are trained as nutrition agents by ADRA staff.

As the program progresses, efforts will be made to institutionalize the education/growth monitoring components of the program to insure continuity even after the commodity inputs have been withdrawn. This strategy is part of ADRA's phase-out plan.

## VII. DISTRIBUTION

### A. Food-for-Work

Once a FFW project is approved, the regional coordinator inspects the project to insure that the work is progressing as planned. He then submits a monthly report which indicates the progress on each project.

From this report, the FFW committee authorizes another month's ration to be issued. Projects receiving rations have their commodities transported to the site by transportation provided by ADRA. Alternatively, project members may pick their rations at the ADRA warehouse. The distribution is then made using the official project participant roster. Rations are given directly to the participants at the FFW project site.

The recipients involved in the FFW program are typically unemployed/underemployed individuals and their dependents. They are mainly poverty level individuals. ADRA does not believe the distribution of Title II commodities will result in any substantial disincentive to domestic food production.

### B. Maternal and Child Health

Commodities are delivered to each MCH site on either a monthly or bi-monthly basis. Each site provides a suitable storage area.

The severely malnourished children who suffer from second and third degree malnutrition meet at the center twice a month. This group is called the intern group. After the nutrition and health education sessions, the children are weighed. At this point, commodities are distributed to the mothers. Half a month's ration is given to the mothers at each of the two monthly sessions. The extern group meet and receive their ration once a month. Distribution is done at the MCH center by the nutrition agents.

ADRA does not therefore believe that distributing these commodities will result in any disincentive to domestic food production.

C. Supervision of Distribution

ADRA realizes that a vital aspect of the PL 480 program is effective monitoring. Therefore, an adequate system of monitoring has been established.

As the food arrives at the port, a qualified warehouse manager oversees the off-loading process. Waybills are checked as goods arrive at the various warehouses. Inventory cards are maintained which are inspected by an administrative officer regularly. Physical counts are taken monthly and reconciled.

Waybills accompany commodities dispatched to either regional warehouses or MCH sites. Records are kept at the dispatching end and as field inspections occur, they are compared with delivery records. Inspections at the MCH and FFW sites determine the actual number of recipients. Comparisons are made with stock on hand and deliveries and any discrepancies are noted. Each regional coordinator who is responsible for end-use-checking submits monthly reports showing stock on hand and projects in process. All reports are reviewed by the food-for-work coordinator and the director.

The following records will be maintained to facilitate this supervision:

Commodity records:

AER, call forwards, bill of lading, clearing documents, shipping documents, cargo handling receipts, damage and loss report, waybills, and field inspection reports.

Food-for-Work:

Application forms, inspection/progress reports, waybills, attendance records, and tally cards.

Maternal Child Health

Application forms, inspection reports, waybills, attendance records, and tally cards.

VIII. PUBLIC RECOGNITION, CONTAINER MARKINGS, AND USE OF FUNDS

ADRA abides by Sections 211.5 (G), (H), and (I). Containers of all Title II commodities are duly marked at their point of origin. ADRA displays posters at project sites prominently declaring that the commodities were donated by the People of the United States, and all mass media publicity for ADRA's Title II-supported activities give recognition to the role of USAID.

All recipients are educated on the preparation and use of all Title II commodities distributed to them.

ADRA does not use funds from Title II to purchase land for sectarian purposes, to acquire or construct church buildings, or to make alterations to existing church-owned buildings.

ADRA does no commercial processing or repacking. Therefore, section 211.6 (A) and (B) does not apply.

IX. LINKAGES WITH OTHER DEVELOPMENT ACTIVITIES

ADRA/Ghana is participating in the AID Enhancement Grant program along with four other countries in which ADRA operates. The purpose of this grant is to develop a system of using food as a developmental tool rather than just for relief. These projects must be replicable. ADRA sees this program as a tremendous opportunity to augment and "fine tune" its existing Title II program. Special projects have been designed such as the construction of earthen dams and food storage facilities, and the development of nutrition assessment systems. The training component of the enhancement program will be linked with the FFW and MCH programs to improve staff skills. This linkage will definitely maximize the impact of the Title II program.

A similar linkage will be established with our very successful Matching Grant program which has been operating in the north for five years now. The main purpose of this program is to promote dry-season vegetable gardening, using an earthen dam to catch rain water for irrigation. An MCH center is also being built in each village (there are three villages: Zangum, Gbimsi, and Wungu) to monitor child health. An integrated approach is being taken in this project and ADRA intends to use any information obtained to promote village development in other areas of our food-for-work activities.

Furthermore, ADRA has embarked on the initial stage of an extensive well drilling project with the overall objective of providing potable water for remote areas especially where the lack of good drinking water will result in guinea worm infestation which normally incapacitates its victim and renders him incapable of working on his farm.

Finally, ADRA has also established linkages with activities of the Ministry of Health, which provides growth charts for the MCH program free of charge, and serves on various committees set up by the Ministry to deal with MCH and other related activities.

X. COMPLEMENTARY PROGRAM INPUTS

Accordingly, vital inputs such as training materials and hand tools (for the FFW program), and weighing scales, basic medicines, and teaching aids (for the MCH program,

will be sought through the enrichment section of ADRA's Outreach Grant and from UNICEF. With these, we strongly believe that the impact of the PL 480 program will be greatly enhanced.

The cost of complementary inputs for FY88-89:

(US DOLLARS)

	FY88	FY89
1. Nutrition education material	1,100	1,200
2. Course, training material for commodity management	1,100	1,200
3. Weighing Scales	300	300
4. Agricultural Implements	14,000	14,500
5. ORT, Vitamin supplements	2,500	3,000
6. Slide projector/slides	-	-
7. Copies of books/texts	500	500
8. Diet charts	1,300	1,300
9. Consultant	6,500	7,000
10. Salary of Nutritionists	5,000	7,500
	<u>33,300</u>	<u>36,500</u>

Funding Sources (FY88-89)

Ministry of Health (GOG)	\$1,300	Growth charts
UNICEF	\$3,000	ORT, Vitamins, Scales

Funds will be sought under Outreach and/or Monetization for the remaining costs.

XI. LOGISTICS

A. Port Facilities

ADRA/Ghana uses the Port of Tema for all its Title II shipments. During the past two half years of operation, ADRA has experienced no problems with receiving shipments through this port. Port facilities are determined to be adequate to handle all commodities to be imported under this Operational Plan.

Also, the services of Ghana Inspections Limited, who are Lloyd's Agents, are satisfactory for conducting cargo surveys at the time of discharge.

ADRA is exempted from paying customs duty on all commodities as evidenced by Attachment A.

B. Storage and Transportation

The temporary storage facilities for commodities at the dock side are very satisfactory for all shipments, as ADRA effects direct delivery of commodities to its warehouses at Tema and Jamestown which have storage capacities of 4,000 MT and 1,500 MT respectively. If

necessary, commodities are also transported to ADRA's regional warehouses which have a combined capacity of 5,200 MT as follows:

Bolgatanga	2000 MT
Kumasi	1000 MT
Tamale	1000 MT
Sunyani	1000 MT
Wa	100 MT
Tsito	100 MT

ADRA retains control of all commodities during transportation and storage.

XII. HOST GOVERNMENT, COOPERATING SPONSOR, AND OTHER NON-USG SUPPORT

Government of Ghana -

Duty-Free entry - commodities	\$850,000
Duty-Free entry - equipment and supplies	5,750
Free warehouse space	2,300
Growth charts	1,495

ADRA/Washington -

Director's Salary	28,750
Transportation	172,500

UNICEF -

Vitamins, drugs, supplies	3,000
Recipient Contributions (To be used for transportation and Section 211.5 purposes)	37,000
Empty container sales (To be used for transportation and Section 211.5 purposes)	130,000

Grand Total \$1,230,795

XIII. MONITORING AND EVALUATION

It is the intention of ADRA to maintain a monitoring system which will allow systematic review of existing programs to ensure program quality and the achievement of program goals. To this end the supervisory staff will be engaged in aggressive internal monitoring of all aspects of the program on a day-to-day basis, culminating in comprehensive bi-annual reviews whose findings will be shared with USAID.

In addition, ADRA intends to request an independent evaluation of its programs during the period of this Operational Plan at a date to be jointly decided with USAID/Ghana.

ADRA will use the survey and interview methods of evaluation to determine the extent to which the objectives stated on pages 3 and 4 have been met. Points covered will include for FFW the following:

- a) the total number of people involved in the program;
- b) the area of land cultivated;
- c) the unemployment level in each community;
- d) additional crops/vegetables grown; with FFW;
- e) the income level of participants;
- f) total distance covered by new roads;
- g) number of school buildings constructed or rehabilitated;
- h) number of agricultural training sessions held.

For MCH the following points will be covered:

- a) total number of centers, mothers and babies involved;
- b) progress record after four months according to the growth monitoring charts;
- c) attendance record of mothers enrolled in the educational program;
- d) records of infant mortality rates in villages; participating in program;
- e) post-program records of children completing the program.

#### Phase-over/Phase-out

The Government of Ghana is currently involved in an aggressive economic recovery program. Stringent monetary policies make it impossible for the GOG to help with inland transportation at the present time. It is therefore not expected that funds will be available for the GOG to take over existing programs. As the economic recovery program continues to make good strides, it might be feasible to consider a phase-out instead of a phase over. However, ADRA does not envision this occurring within the time frame of this operational plan without grave consequences for the Ghanaian economy.

CRS/GHANA

TITLE II PROGRAM  
OPERATIONAL PLAN

FISCAL YEARS 1988 - 1990

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## 1. INTRODUCTION

The 1988-90 Operational Plan that CRS/Ghana has designed represents a new direction for the organization's Title II activities. Having recently evaluated the Title II program, CRS/Ghana and the CRS West Africa Regional Office concluded that the program would be most effective if it were reduced in scope and targetted geographically. The 1988-90 Plan thus eliminates Food For Work projects and focuses the remaining Title II activities on a Food and Nutrition Program in five regions that have been identified as the most resource-poor and/or nutritionally at-risk areas in Ghana.

By reducing the planned tonnage distribution from 13,851 metric tons in FY 1987 to 9,111 metric tons in FY 1988, CRS/Ghana is moving toward a distribution level that is comparable to the levels preceding the 1984-85 Emergency Program. Given that the drought has ended and that local agricultural production has increased, CRS/Ghana believes that an appropriate response is to reduce its tonnage level to one that corresponds more closely to the pre-emergency levels (8,000 metric tons). In the event of another emergency in the future, CRS/Ghana's continued collaboration with the Ministry of Health and its familiarity with the MOH clinic network will enable it to respond effectively.

The reduced tonnage level also reflects CRS/Ghana's commitment to a correct estimation of resource requirements. During FY 1987, only 49% of the AER was called forward. By streamlining its operations, CRS/Ghana will be able to match its actual distribution levels more closely to projected resource requirements, thus accurately delivering on its FY 1988 AER request.

Finally, the reduction in CRS/Ghana's Title II program is a manifestation of the organization's concern with program quality, management and accountability. As pointed out in CRS internal audits, the West Africa Regional Office evaluation, and conversations with the Government Accounting Office team that recently visited Ghana, it is imperative that CRS/Ghana's limited resources be targetted for maximum effectiveness. The 1988-90 Operational Plan thus reflects CRS/Ghana's aim to improve the quality and impact of its Title II program.

## 2. PROGRAM GOALS

### 2.1 Health and Nutrition

The overall goal of Catholic Relief Service's Title II program in Ghana is to promote health by supplementing its beneficiaries' nutritional intake and by providing health/nutrition education and related services. Two of the factors that affect a person's well-being are:

Food Availability: Food must be available to the family in sufficient quantity and quality to assure the child's receipt of adequate nutrition. Because many societies in Sub-Saharan Africa place a low priority on children's nutritional needs, this especially vulnerable population often suffers disproportionately from food shortages. Nutritious food supplements targetting young children can thus diminish their chances of malnutrition. Similarly, disabled people are often hindered in their access to nutritious meals.

Health Information and Services: Access to information on good health and nutrition practices, and the means to employ those practices, often enable people to overcome or avoid malnutrition and other illnesses.

During Fiscal Year 1988, CRS/Ghana will continue work toward the goal of improving the health and nutrition of its beneficiaries by focusing its Title II program in five of Ghana's ten regions and by conducting the following activities:

Mother Child Health (MCH): provision of a monthly food ration to approximately 60,000 children and 70,000 mothers; surveillance of children's growth and health; presentation of health care information and guidance; demonstration of appropriate weaning food preparation; and nutritional rehabilitation programs for the chronically malnourished.

Pre-School Feeding (PS): provision of a daily meal to approximately 7500 children who are enrolled in day-care centers.

School Feeding (SE): provision of a daily meal to approximately 35,000 school children. Although the children in this program are over the age of five years, the program aims to strengthen school attendance and provide an energy replacement to older children during the school day.

Other Child Feeding (OCF): provision of a daily meal to children residing in institutions for orphans and the disabled.

General Relief (GR): provision of a daily meal to disabled adults enrolled in training centers where they are learning practical skills that will enable them to lead self-sufficient lives in their own communities.

## 2.2 Institution-Building

In addition to working toward improved health and nutritional status among its targeted populations, CRS/Ghana has designed its Title II Programs in a way that encourages institution-building. All are conducted in collaboration with Government and/or Church counterparts. During 1987 and 1988, CRS/Ghana will be working with a newly-formed organization, the Ecumenical Consortium of Counterpart Agencies (ECCA) to manage the MCH program and to administer the recipient contributions generated by the program. The group will be comprised of representatives of the Ministry of Health, the Catholic Church, and the Christian Council. At the same time, CRS/Ghana will explore the possibility of transferring the other program components (PS, SF, OCF and GR) to one or more counterparts during Fiscal Year 1989.

## 2.3 Summary

The reduced scope of the CRS/Ghana program will facilitate the realization of the health/nutrition and the institution-building goals discussed above. By reducing the number of centers and increasing the number of supervisors (CRS and counterpart), CRS/Ghana expects to improve the quality of the Food and Nutrition Program and thus come closer to its goal of promoting health. With respect to institution-building, the five region focus will allow CRS/Ghana to devote the time and resources required for fostering indigenous policy-making and management capabilities.

## 3. PROGRAM CRITERIA

CRS/Ghana uses the following criteria (accompanied by questions that define the criteria) in designing and evaluating its Title II program.

### Need:

- Are there production shortfalls?
- Is there a lack of access to food?
- Is there a caloric/protein deficit?
- Is there a prevalence of malnutrition?
- Is there a perception of need?

### Program Goals/Objectives:

- Does the program have the capacity to address these needs?
- Does the program address the above needs?
- Are the objectives clear, concise, and measurable?
- Does the program target those populations that suffer most from the problems cited in the needs assessment?

Disincentive:

- Is the program a disincentive to local production or initiatives?
- Does the program affect prices?
- Do the various commodities of the program have an impact on the type of crops grown?

Counterpart Collaboration:

- What are the number of counterpart person days involved at all levels in design, implementation and evaluation?
- Are there active financial inputs at all levels from the counterparts?
- What are the obstacles to human or financial inputs by the counterparts?

Institution Building:

- What institutions have been identified by CRS for institutionalization?
- What is the potential for the program to continue beyond CRS?
- Is there a phase-over/phase-out plan?
- Is there a time limit?

Financial Viability:

- How is the program financed?
- Are a majority of funds of local origin?
- Is there a multi-year commitment?
- Are funds reliable, and do they allow for flexibility of programming?
- What is the level of external support? Level of USG funding?
- Can the program be self-supporting with recipient and host country contributions?

Logistic and Administrative Viability:

- Is the program cost-effective?
- Is the logistics system capable of delivering resources to recipients?
- Are the inputs properly managed?

In addition to using these guidelines to determine the location and structure of its program, CRS/Ghana incorporates them as parameters for the ongoing process of improving its activities and increasing its impact.

#### 4. PROGRAM DESCRIPTION

##### 4.1 Problem Statement

CRS/Ghana selected the Ashanti, Western, Northern, Upper East and Upper West Regions as the focus area for its Title II activities. The choice was based on the regions' lengthy lean seasons, vulnerability to drought, and/or high malnutrition levels. The northern regions are considered the least developed part of the country. All of the regions are characterized by malnutrition rates that exceed the national average (36.2% in 1986, according to CRS/Ghana GSS data). Perennial food shortages in the Northern and Upper regions hinder adequate nutrition, while diets in the Western and Ashanti regions are unusually poor in protein and vitamins. These conditions, in addition to limited sources of sanitary water, lower people's resistance to disease and lead to high morbidity and mortality rates.

Other nutritional analyses of the regions indicate that health- and nutrition-related problems are extensive. Researchers in the Northern Region, for example, found that "approximately 60% of those in the 0-5 year group have protein energy malnutrition syndrome and are in need of immediate intervention at any one time." (1) Over 80% of the Region's children are said to be affected by seasonal food shortages. (2) A UNICEF report states that "there are areas in the Northern and Upper Regions where the Infant Mortality Rate reaches 250 per 1000 live births and where probably one third of all children do not live to the age of five." (3)

The health infrastructure in these regions is also the most underdeveloped in the country. Each hospital in the Northern and Upper Regions, for example, must serve an average 81,838 people compared to 66,886 people in the rest of the country. Other medical facilities (centers, posts, clinics and dressing stations) must serve on average more than twice the number of clients than those in the other regions. (4)

Thus because of high malnutrition rates and limited nutritional resources, CRS/Ghana has decided that a Title II Program is an appropriate intervention strategy in these regions.

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1 Northern Region Rural Integrated Program, Volume 1, Descriptive Overview, 1985.

2 Ibid.

3 UNICEF, "Country Programme Profile: Ghana," March 1985.

4 Ministry of Health and Church Hospitals Association of Ghana, Annual Report, 1983.

## 4.2 Objectives and Criteria

### 4.2.1 MCH Objectives

CRS/Ghana will work in collaboration with Ministry of Health and/or Church medical personnel in conducting an MCH program at 110 centers. Specific objectives are as follows:

#### Nutrition Supplement

- provision of a monthly food ration to 60,150 children and 70,560 mothers
- procurement and utilization of standard measures for food distribution to ensure accurate rations

#### Education

- supply and use of education materials (handbook on appropriate health and nutrition topics and presentations, and accompanying visual aids), and training in how to use them
- collaboration with Ministry of Health and Church personnel in the design and implementation of the educational program
- presentation on each clinic day at each center, dealing with a health/nutrition topic and including a cooking demonstration on the preparation of appropriate weaning foods

#### Growth Surveillance

- supply and maintenance of scales at all centers
- provision and use of registers and master charts at all centers to record monthly weights of enrolled children
- collaboration with other organizations (Ministry of Health, UNICEF, World Vision, ADRA) conducting growth surveillance to obtain data from the regions where CRS/Ghana will not be operational
- monthly weighing of enrolled children, recording of weights in center registers, and analysis of GSS data by CRS/Ghana staff
- printing, distribution and use of the MOH/UNICEF growth card at all centers

#### Health

- increase in prenatal care services by offering iron and vitamin supplements, anti-malaria prophylaxis, a food ration and counselling for pregnant women in the Western and Ashanti Regions
- provision of vitamins and medication to enrolled mothers and children
- operation of weekly recuperative clinics at all centers for severely malnourished children (those who are under 80% of the Harvard Standard and fail to gain weight for three consecutive months, and those who are referred by a medical officer)

- periodic deworming of enrolled children, in collaboration with the MOH
- collection and analysis of baseline data on mortality and morbidity rates and on nutritional status to incorporate into evaluations on program effectiveness

#### Institution-Building

- collaboration with the Ministry of Health, the Catholic Church and the Christian Council (through the newly formed ECCA) in the administration of recipient contributions and the management of the program
- design and implementation of a pilot mothers' management program to explore the feasibility of giving the mothers responsibility for receiving, storing, distributing, recording and monitoring the commodities.

#### 4.2.2 MCH Criteria

In addition to the program-wide standards that CRS/Ghana applies to its programs (discussed in Section 3), the MCH program employs other criteria in evaluating the viability of its activities:

##### Mothers' Interest in the Program

- measured by their clinic attendance and their participation in the educational component of the monthly meetings

##### Quality of Center Personnel

- measured by the timeliness of center reports, the preparation and delivery of effective health talks and cooking demonstrations, and the accuracy of growth surveillance and record-keeping

##### Regularity of Food Distribution

- measured by confirmation that rations are correct, given to all enrolled participants, and distributed on a monthly basis

##### Quality of Education

- measured by mothers' ability to explain the purpose of the growth card and to discuss health/nutrition topics presented during the program

##### Quality of Warehousing

- measured on the basis of cleanliness, orderly arrangement of commodities, the existence of pallets, proper ventilation, fumigation as needed, adequate security, and the absence of rodents

##### Improvements in Beneficiaries' Health Status

- measured by changes in health indicators (mortality, morbidity and malnutrition rates) when compared to baseline data

#### 4.2.3 Pre-School and School Feeding Objectives

CRS/Ghana will work in collaboration with the Ministry of Education and with Christian missions in providing a nutritional supplement to children enrolled in public or private day-care centers (98) or schools (222). The specific objectives are to provide:

##### Nutritional Supplement

- provision of food assistance that enables 7,525 pre-school children and 35,205 school children to receive a daily meal that is prepared at the school.

##### Growth Surveillance

- measurement of the child's weight and age at the beginning and end of each academic term (six times per year).

#### 4.2.4 Pre-School and School Feeding Criteria

The criteria that CRS/Ghana employs in its assessment of pre-school and school feeding, in addition to those outlined in Section 3, are as follows:

##### Regularity of Food Availability and Use

- measured by the regular pick-up of commodities from main centers and an appropriate rate of use based on recipient and ration levels

##### Adequacy of Lunch Program

- measured by the availability of staff to prepare the meals, the quality of the kitchen facilities, the adequacy of utensils, the existence of a school garden to provide complementary inputs, the number of times per week that a meal is prepared, the inclusion of vegetables or stew in the meal, and the supply of clean drinking water

##### Regularity of School Attendance

- measured by school attendance records

##### Quality of School Personnel Involved in the Feeding Program\*

##### Quality of Warehousing\*

#### 4.2.5 Other Child Feeding and General Relief Program Objectives and Criteria

As with the pre-school and school feeding programs, CRS/Ghana will collaborate with the Government of Ghana and with church groups in its Other Child Feeding and General Relief activities. The specific objective is to provide a

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\*Measurements for these criteria are described in Section 4.2.2.

daily lunch to 215 children in 5 orphanages or other institutions and to 330 adults in 6 institutions. CRS/Ghana employs the same criteria as those discussed in Sections 3 and 4.2.4 in evaluating its OCF and GR programs.

#### 4.3 Target Population

Geographic Area: Western, Ashanti, Northern, Upper East and Upper West Regions

General Characteristics:

- Population: approximately 6 million people (1987 estimate); 83% rural
- Malnutrition Level (yearly average): 42% for these regions, versus 36% for the nation as a whole (1986 CRS/Ghana GSS data)
- Infant Mortality Rate: 149/1000, versus 56/1000 in Greater Accra (National Demographic Sample Survey, 1968):
- Diet: seasonal food shortages and low vitamin and caloric intake in the north; low protein, vitamin, and caloric intake in Western and Ashanti Regions
- Education: on average in Ghana, 76% of the children aged 7-14 are in primary school, but this figure is probably lower in the Northern and Upper Regions (World Bank Development Report, 1985)
- Employment: Predominantly subsistence farmers; underemployment is one of the factors causing high rates of urban migration

Program Beneficiaries:

MCH: 60,150 children under five years and their families. Children aged 6-42 months, whose risk of malnutrition is greatest, are specifically targeted. The child recipient level represents 4% of the 1.6 million children in Ghana aged 6-42 months (1987 estimate). Pregnant women will also be targetted in the Western and Ashanti regions, and will be eligible if they are enrolled in an MOH prenatal clinic. They will receive a nutritional supplement from the time of enrollment until their child reaches 42 months of age.

PS: 7,525 children under the age of 5 who are enrolled in day nurseries and therefore do not attend MCH clinics but are still--and perhaps even more--susceptible to malnutrition. These children represent .2% of the under-five population in Ghana.

SF: 35,205 children between the ages of 6 and 11 years, representing 2% of the 2.2 million children of this age in Ghana. These children often walk long distances to and from school and are not able to return home at lunchtime. The SF program provides an energy replacement by ensuring that the children receive a hot meal each day, and is one factor encouraging school attendance.

**OCF:** The 215 children living in five orphanages or schools for the handicapped who will be served under this program were selected because they have inadequate resources of their own. CRS/Ghana will provide nutritional supplements to these children.

**GR:** Working with six institutions, CRS/Ghana will provide a nutritional supplement to 330 disabled adults who--like the children in the OCF category--have inadequate outside resources.

#### 4.4 Description of Intervention

##### Ration Composition

<u>Category</u>	<u>SFSG</u>	<u>WSM</u>	<u>Veg.Oil</u>	<u>Calories/Recip/Day</u>
MCH mothers	2 kg	2 kg	1 kg	767
MCH children	2	2	1	767
PS	2.5	2.5	0.25	790
SF	2.5	---	0.25	550
OCF	3	3	0.4	820
GR	3	3	0.4	820

These rations are based on AID's "Suggested Maximum Per Capita Rates of Commodity Use." They are intended to be supplementary rations that are incorporated into the recipient's home (or institutional) diet. CRS/Ghana assumes that the SF ration will be complemented by foods produced in school gardens.

**Acceptance:** The commodities are not regarded as foreign food since sorghum is produced locally and forms part of the standard northern Ghanaian diet, and WSM is similar in appearance and nutritional value to the roasted corn and groundnut flour commonly used as a weaning food. It is very easy to prepare and to incorporate into local dishes.

**Home Sharing:** Because sharing the MCH ration at the home level is a common practice emerging from traditional norms on commitment to family and the importance of elder (especially male) family members, CRS/Ghana distributes an extra ration to the mothers to assure that, despite wider familial distribution, young children will still receive their share.

#### 4.5 Complementary Program Components and Inputs

CRS/Ghana is most active in providing complementary services to ongoing MCH programs, since the other programs operate in a relatively independent fashion and have ongoing activities of their own. The services that CRS/Ghana provides are as follows:

Growth Surveillance System (GSS): The GSS was introduced in Ghana in 1978 and is now employed in all CRS/Ghana MCH Clinics. In 1985-6, CRS/Ghana began to computerize its GSS data, a process that was made possible through CRS and Outreach grants. CRS also funded an evaluation of the role of GSS in emergency programming, the replacement of 200 scales, and the continued purchase of growth charts. In 1987-8, CRS/Ghana will work with the Ministry of Health in adopting the MOH/UNICEF growth card at all MCH centers and in training center staff to use the card in conjunction with CRS master charts. Growth surveillance is also being used to assess SF recipients' weight for age: measurements are taken six times per year, at the beginning and end of each school term.

Nutrition and Health Education: During FY 1988, CRS/Ghana will be placing a considerable amount of emphasis on education in its MCH program. It plans to complete the publication of a handbook on health and nutrition topics, for distribution and use at all centers, by March 1988. Additional visual aids, including flannel graphs, slides and posters on health and nutrition, will be distributed to all centers. CRS and counterpart supervisors will offer training in the use of these aids, and will conduct regular supervisions of the centers to ensure that the materials are being used correctly, and to assess the quality of the educational component. CRS/Ghana and counterpart supervisors will participate in a "training for trainers" in February 1988 to improve their teaching and supervisory skills. These training and material costs, estimated at approximately \$26,000, will be covered by the 1986 Outreach Grant and by \$50,000 from recipient contributions.

Program Refresher Seminars: Regional seminars lasting one or two days are conducted by CRS/Ghana supervisors for center and school staff. The seminars include a review of program components and management, an introduction of new topics, and an exchange of ideas and recommendations. During FY 1987, CRS/Ghana focused on commodity management, conducting ten seminars for MCH center staff, as well as for the teachers of the school programs responsible for Title II commodities. The goal of the seminars was to teach commodity control and management. Topics included the roles of the US and Ghana Governments, Call Forwards and AER's, quarterly distribution, logistics, storage, maintenance and record-keeping. The seminars were funded with \$12,000 from the 1986 Outreach Grant. FY 1988 program refresher seminars will be funded by recipient contributions, and are estimated at \$6,000.

Managerial Support: In addition to providing input on the health and nutrition education component of the program, CRS/Ghana supervisors offer advice on other aspects of the MCH program: management of the centers, record-keeping, food distribution methods, growth surveillance, storage facilities, and report-writing. Supervisors' vehicles were purchased with CRS funds in 1984 and will require replacement in 1988. It is anticipated that the 1986 Outreach Grant will provide funding for one vehicle and that CRS/NY will provide financing for the remainder (six). With the exception of imported spare parts, operating expenses are covered by recipient contributions.

Medications: The Catholic Medical Mission Board donates drugs and vitamins to centers for the treatment of minor ailments. The estimated value of this yearly donation is \$400,000.

Counterpart Support: As the Ecumenical Consortium of Counterpart Agencies takes over the administration of recipient contributions and increasingly participates in the management of the Food and Nutrition Program, CRS/Ghana will provide financial assistance for the counterparts' administrative costs (office and travel expenses, salaries, etc.) and will include the counterparts in FNP training programs. During FY 1988, CRS/Ghana will allocate \$75,000 to this component of the program.

#### 4.6 Intervention Strategy

In all programs, food is used as a nutritional supplement. In the MCH and school feeding programs, it is also used as an economic resource to release a small amount of family income for the purchase of additional food or other necessities, and as an incentive -- either for MCH enrollment, giving families access to a broad range of health services, or for school attendance, encouraging students to attend school on a regular basis.

The Program Refresher Seminars, another program-wide input, are conducted to increase the effectiveness with which Title II resources are used in the program. Similarly, managerial and counterpart support is incorporated to provide the administrative back-up necessary to operate the program, to increase the effectiveness of program staff, and to finance the costs associated with the institution-building process.

The nutrition and health education component of the MCH program aims to increase mothers' awareness of sound nutrition and health practices, and to encourage them to employ those practices to diminish their children's vulnerability to illness and mortality. Training for supervisors and center staff is incorporated to improve their effectiveness.

Finally, growth surveillance is included to provide the mothers with a regular, visual indication of their children's weight gains, and to provide CRS/Ghana with data on malnutrition levels.

#### 4.7 Linkages with Other Development Activities

The MCH program is based on a direct linkage with the health-related services offered by the Ministry of Health or by churches. In addition to implementing the CRS/Ghana MCH program, center nurses are responsible for providing professional health care: immunizations, diagnoses, treatment of minor ailments, and referrals. In the Western and Ashanti Regions, CRS/Ghana will begin to augment existing MOH prenatal health care services by providing enrolled pregnant women with a nutritional supplement, iron tablets and vitamins, and anti-malaria prophylaxis. It will also collaborate with the MOH to provide medication for periodic deworming of all enrolled children.

On a management level, CRS/Ghana is presently working with a number of partners in forming an Ecumenical Consortium of Counterpart Agencies (ECCA), which will be comprised of representatives of the Ministry of Health, the Catholic Church, and the Christian Council. CRS/Ghana and ECCA will collaborate in the administration of recipient contributions and in the management of the program, thus pooling information and ideas on member organizations' development activities.

In addition to continuing its work on the Food and Nutrition Program, CRS/Ghana will also be launching an agricultural development initiative aimed at small-scale subsistence farmers. As with the Food and Nutrition Program, CRS/Ghana will work to establish a counterpart, the Ecumenical Consortium of Counterpart Agencies in Development, to be comprised of representatives of the Ministry of Agriculture, the Catholic Church, and the Christian Council. Project activities will be focused on three of the five regions where the Food and Nutrition Program will be carried out. Projects are being preceded by a year-long research process in which CRS/Ghana projects staff are identifying the various organizations involved in development work in the area, visiting their projects, and analyzing local needs and goals. Projects will be implemented in conjunction with local institutions.

CRS is also involved in collaboration on an international level through its participation in the Ecumenical Working Group on Africa (EWGA), a consortium of six development organizations with activities throughout Africa. By agreeing on criteria for development strategies and by beginning to pool resources at the field level, the EWGA organizations hope to broaden the impact of their work in development.

## 4.8 Monitoring and Evaluation

### Reports and Record-Keeping

The staff at each distribution site (MCH clinic, pre-schools and schools, OCF and GR institutions) submit monthly reports containing the following information:

- food received and distributed, by commodity (MCH, PS, OCF, GR)
- attendance levels, total number registered, and number of new enrollees
- subject of lecture and cooking demonstration (MCH)
- financial report (MCH, PS, SF)
- days and dates of feeding, amount cooked, and number of children fed (SF)
- number and percentage of children below 80% of the Harvard Standard (MCH and SF)

The staff at each distribution site also maintain ledgers to substantiate the above reports. MCH and SF staff keep a record of children's weights.

Food and Nutrition Program staff based in Accra (to be based in Tamale as well, as of June 1987) review the reports (and the Master Charts, for the MCH program) from all sites and take action as needed. GSS data is computerized and analyzed on a regional and longitudinal basis. These analyses will be sent to individual centers on a quarterly basis. Inventory reports are also maintained in Accra.

### Supervision

By the beginning of Fiscal Year 1988, CRS/Ghana expects to have designed a supervisory system with its counterpart, the Ecumenical Consortium of Counterpart Agencies, whereby each region with Title II activities will have at least one CRS/Ghana supervisor and at least one counterpart supervisor. All current CRS/Ghana supervisors are senior nurses with extensive experience in the public health sector. They are posted to and resident in regional capitals. Counterpart supervisors, whether from the Ministry of Health, the Catholic Church or the Christian Council, will also be required to have professional health credentials.

In June 1987, CRS/Ghana will open a branch office in Tamale, the capital of the Northern Region. Regional supervisors for the Northern, Upper East and Upper West Regions will report to the Branch Food and Nutrition Supervisor in Tamale, thus facilitating supervision and oversight in that area. Western and Ashanti Regional supervisors will continue to report to the Accra office, where the National Food and Nutrition Supervisor is based. CRS/Ghana and counterpart supervisors will divide up the centers in a given region so that tasks can be shared. The goal is for MCH centers to be visited once per month and other sites to be visited once every two months.

The purpose of the supervisory visit is to ensure that the program is operating in compliance with AID regulations and CRS criteria, to identify problems and recommend solutions, and to maintain rapport with center/institutional staff. In addition to writing a narrative report after each site visit, the supervisor completes a report form that addresses the following:

- supply and distribution of commodities
- number of children served
- frequency and regularity of clinic days (MCH)
- accuracy of registers and ledgers (all programs); growth cards and Master Charts (MCH, SF)
- quality of storage
- quality of educational components (MCH)
- quality of kitchen facilities (PS, SF)
- strengths, weaknesses, and recommendations

### Evaluations

In February 1987, the CRS West Africa Regional Office evaluated the CRS/Ghana Title II program. A team of four assessed its developmental impact, management and organization, and associated activities, and concluded that the program should be reduced to serve only the most nutritionally at-risk and/or resource-poor areas of the country. The team prepared a restructuring strategy that serves as the basis for the Operational Plan and a three-year plan that CRS/Ghana recently completed for CRS/NY.

In December 1987, the regional supervisors and the management of CRS/Ghana and ECCA will meet to assess the changes brought about by the restructuring (specifically the counterpart supervisions, the prenatal services in Western and Ashanti Regions, ECCA's mandate and operations, and the overall quality of the program). CRS/Ghana will submit a report on this assessment to USAID/Ghana.

In 1988, the institutional feeding programs (PS, SF, OCF, and GR) will be evaluated by a CRS/Ghana staff person and two staff people from other CRS programs in West Africa. The purpose of the evaluation will be to assess the feasibility of transferring the management of the programs to a counterpart.

### 4.9 Time Frame

This Operational Plan covers a three-year time frame encompassing Fiscal Years 1988-90. Compared to the FY 1987 AER, the FY 1988 AER represents a 34% reduction in food tonnage distribution levels and a 27% reduction in recipient levels due to the termination of all FFW activities and the targeting of remaining Title II activities in five regions instead of ten.

Specific activities scheduled for the six month period preceding FY 1988 and then for the fiscal year itself are as follows:

April - September 1987

- Notification of program participants and personnel in Central, Eastern, Brong Ahafo, Volta and Greater Accra Regions that Title II activities will be terminated in those regions as of September 30, 1987.
- Design of phase-down plan (re-allocation of supplies, vehicles and personnel) for the five regions.
- Design of ECCA structure and assignment of responsibilities (administration of recipient contributions, management of Title II program in conjunction with CRS/Ghana, assignment of supervisors)
- Notification of center staff in Western and Ashanti Regions that the prenatal program will begin October 1, 1987; training for center staff and enrollment of women.
- Coordination with organizations conducting growth surveillance in the regions where CRS will no longer be operational (MOH, UNICEF, World Vision, ADRA) to exchange growth surveillance data.
- Procurement of standard measures for distributing accurate rations at all MCH centers.
- Collection of baseline data on mortality and morbidity rates to add to existing data on malnutrition levels.

October 1987 - March 1988

- Consultation with MOH on an appropriate handbook to health education; publication and distribution of guide to all centers.
- Phase-over from CRS growth card to MOH/UNICEF growth card in all centers.
- Evaluation of program changes by regional supervisors and by CRS/Ghana and ECCA management. Submission of report to CRS/NY and to USAID/Ghana.
- Campaign for the improvement (or introduction, if presently nonexistent) of vegetable gardens and clean water supplies at all schools.
- "Training for Trainers" seminar for all CRS and counterpart supervisors

April - September 1988

- Design and implementation of a pilot mothers' management program for three MCH centers in the Northern Region to assess the feasibility of giving mothers increased responsibility for the MCH program.
- Scope of Work design for the team that will evaluate institutional feeding programs to assess the feasibility of phase-over.
- Collection of health data to compare with baseline data collected in FY 1987. Design of program changes, if warranted, based on analysis.

Fiscal Years 1989 and 1990

- Expansion of mothers' management program if warranted by the Northern Region pilot program.
- Phase-over of institutional feeding programs if deemed appropriate and feasible by the FY 1988 evaluation.
- Continued MCH program implementation and improvement in collaboration with ECCA.

5. OUTSIDE SUPPORT

Recipient Contributions and Empty Container Funds

	<u>1988</u>	<u>1989</u>	<u>1990</u>
Salaries/Fringes			
Supervisors, Support			
CRS	\$110,000	Mon'zn	Mon'zn
ECCA	110,000	\$160,000	\$160,000
Supervisory Travel	52,000	Mon'zn	Mon'zn
Office Expenses	19,200	25,000	25,000
Maintenance			
Office Equip.	3,500	4,600	4,600
Accra Office	18,000	23,400	23,400
Fumigation	--	16,600	16,600
Counterpart Support	75,000	100,000	100,000
Education			
Materials	--	Mon'zn	Mon'zn
Training	50,000	Mon'zn	Mon'zn
Accra-Tamale Travel	13,000	16,000	16,000
Evaluations	5,000	6,000	6,000
<b>Total</b>	<b>\$455,700</b>	<b>\$351,600</b>	<b>\$351,600</b>
<b>Expected Revenues</b>	<b>\$347,000</b>	<b>347,000</b>	<b>347,000</b>

Shortfalls will be covered by the FY 1987 surplus in recipient contributions and empty container funds.

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<u>CRS</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>
Vehicles (6)	\$34,000	\$34,000	\$34,000
Spare Parts	17,000	20,000	20,000
Office Expenses	8,700	11,300	11,300
Representation	1,750	2,300	2,300
Travel	7,400	10,000	10,000
Sundry	5,840	7,600	7,600
Evaluations	1,800	1,800	1,800
Salaries/Fringes	150,000	150,000	150,000
NY Overhead	22,650	23,700	23,700
Cluster Overhead	22,650	23,700	23,700
<b>Total</b>	<b>\$271,790</b>	<b>\$284,400</b>	<b>\$284,400</b>
<b>Expected Revenues</b>	<b>\$271,790</b>	<b>\$284,400</b>	<b>\$284,400</b>

CRS Donations

Catholic Medical Mission Board	\$400,000	\$425,000	\$425,000
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<u>US Government:</u> <u>Monetization</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>
Commodity Movement/ Storage	\$150,000	\$150,000	\$150,000
Salaries/Fringes	121,200	335,252	335,252
Travel	--	67,600	67,600
Education	--	70,000	70,000
Total	\$271,200	\$622,852	\$622,852
Expected Resources	\$271,200	\$622,852	\$622,852

The FY 1988 monetization budget is lower than the FY 1987 level because: a) transport costs are lower due to fewer distribution sites, so the GOG will be able to cover almost all commodity movement and storage costs as of FY 1988; and b) the FY 1988 deficit in recipient contributions can be covered by the FY 1987 surplus. In FY 1989 and 1990, this deficit will be covered by monetization.

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Government of Ghana

Commodity Movement/ Storage	\$300,000	\$300,000	\$300,000
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In-kind support through salaries for center and institutional staff, and through program facilities (schools, clinics, etc.). Churches also provide this in-kind support.

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Notes:

1. Exchange Rate: \$US 1 = 154 cedis
2. Travel costs include the costs associated with supervisions: hotel, per diem, fuel, and vehicle maintenance.
3. Recipient contributions will be administered by the Ecumencial Consortium of Counterpart Agencies (ECCA).

## 6. PUBLIC RECOGNITION

CRS/Ghana makes a concerted effort to ensure recipient identification of the United States Government as donor of Title II food. Staff at the distribution sites are instructed to stress this point when distributing the food. CRS/Ghana has printed and distributed posters on the food program, on which donor identification is prominent. Finally, since commodities are distributed from their original commodities, identification markings are visible. Rebagged commodities are marked with a special label that identifies the United States Government as donor.

## 7. LOGISTICS PLAN

### 7.1 Port Operations

The logistics operations of the CRS/Ghana program are based at Tema Port, 20 miles from Accra. CRS/Ghana takes direct delivery of commodities ex ship's tackle to avoid the often insecure port sheds. Duty-free provisions for all consignments are arranged by the Ministry of Foreign Affairs, using a routine procedure that does not delay offloading. Independent discharge and delivery surveys are performed by Ghana Inspections Ltd. (Lloyd's representative), but the services of another firm, Elma Lines Ltd., are presently being considered since the former firm's reporting is not always accurate.

### 7.2 Storage

Commodities are stored in two warehouses with a total capacity of 3,500 metric tons. One of the warehouses is located in Tema and is staffed by CRS/Ghana employees.

CRS/Ghana intends to have another warehouse in Tamale, which will also be operated by CRS/Ghana staff. The storage capacity will be adequate not only to handle the flow of commodities to be distributed, but also to accommodate a reserve. Additional, rented warehouse space is available if needed.

CRS/Ghana intends to complete the distribution of the commodities during the quarter in which they arrive. Warehouse security, storage and monitoring have been greatly enhanced by a 1986 Outreach grant which covered the costs of rent, security reinforcement, pallets, fumigation chemicals, warehouse equipment, and a computer.

### 7.3 Transport

Transport of commodities to distribution sites is arranged by contract with 12 private transport firms. As of October 1, 1987, CRS/Ghana will work with only five transport firms

due to the decreased number of distribution sites. The five firms were chosen on the basis of their proven reliability, and all are transport owners (as opposed to sub-contractors) with sufficient capacity to handle CRS/Ghana's transport needs.

Distribution lists and permissions to release commodities are issued from the CRS/Ghana office in Accra, which monitors all logistics. Payment to transporters will be made by CRS/Ghana upon presentation of vouchers prepared by the various companies.

#### 7.4 Losses, Reconditioning and the Sale of Unfit Foods

Under present management and with reduced levels of commodity arrivals, the incidence of claims, the need for rebagging and the declaration of unfit food will be minimized. Claims for missing or damaged commodities are deducted from the transporters' bills prior to payment. All losses are reported to USAID in compliance with Handbook 9 regulations.

Rebagging is done by CRS/Ghana at the warehouses and adequate equipment (including recently purchased Avery scales) is available for this purpose.

When commodities are identified as unfit by the warehouse staff, port health officers are notified to inspect the food. Upon issuance of a certificate prepared by the officer, CRS/Ghana sends a Damage Missing Commodity Report to USAID and requests approval to sell the unfit foods to farmers (for use in poultry, piggery, soap-making operations). By raising the price of a 22.68 kg bag from 100 to 300 cedis in April 1986, CRS/Ghana brought the price of unfit food very close to the market prices for other cereals that are used as animal feed, thus enabling CRS/Ghana to get a maximum value for unfit foods and to avoid intermediaries' resale.

Upon USAID's approval to dispose of the unfit commodities, CRS/Ghana sells the food to farmers whose farms have been visited by CRS/Ghana staff to ensure that the commodities will not be resold as "good."

Unfit food is rarely destroyed; a condemnation certificate is always issued by the health inspectors before such a measure is taken.

## 8. DISINCENTIVE STATEMENT

Because the distribution of Title II commodities, especially during and immediately after harvest months, can be perceived as a disincentive to local production, CRS/Ghana chose the most resource-poor or nutritionally at-risk regions when it decided to implement a geographically targeted program. Moreover, since the quantity of food that CRS/Ghana plans to distribute is very small relative to the country's overall production and consumption levels, the program should not discourage agricultural production on a national level.

## 9. DUTY FREE IMPORT

CRS/Ghana's Country Agreement with the Government of Ghana provides for the duty-free import of all relief and development goods donated to the people of Ghana through CRS. The agreement states that the Government shall "absorb the tax duties and levies elements of any of the above-mentioned goods, imported by CRS to designated beneficiaries, from all taxes, duties and levies."

10. IDENTIFICATION OF PARTICIPANTS

Cooperating Sponsor:

Catholic Relief Services - USCC  
Ghana Program  
PO Box 6333  
Accra North, Ghana

Country Program:

Government of Ghana

Principal Host Country Counterparts:

Ministry of Finance and Economic Planning  
Chief Director of the International Economics Division  
Ministry of Health  
The Catholic Church  
The Christian Council

Cooperating Sponsor Representative:

Carl F. Foreman  
Country Representative, CRS/Ghana

Staff:

Assistant Country Representative	Jack Marrkand
Branch Office Manager	Mike D'Adamo
National FNP Supervisor	Hannah Evans-Lutterodt
Branch Office FNP Supervisor	
Regional FNP Supervisors:	
Ashanti	Annie Bani
	Beatrice Fianko
	Janet Mmieh
Western	Mavis Galey
	Joana Addo
Northern	Mauricia Tanadaga
	Charity Ocloo
Upper East	Odette Minyilah
	Martha Quagraine
Upper West	Bibiana Lawra
	Cecilia Kumapley
GSS Statistician	Francis Asamoah
Project Officer	Harrison Acquah
Project Officer	Frederick Anang

**ANNEX 1**  
**Policy Implementation Matix 1**

**ANNEX 2**  
**Local Currency Use Planning Matrices 2, 3 and 4**