

PROGRAMME SUMMARY

Programme title:	Ghana School Feeding Programme
Tentative duration:	4 Years
Starting date (pilot):	October 2005
Duration (Phase 1):	September 2007 – December 2010
Extension Period:	January – December 2011
Geographical coverage:	All 170 districts in Ghana
Programme site:	Ghana
Implementation unit:	Ghana School Feeding Programme Secretariat
Supervising ministry:	Ministry of Local Government & Rural Development
Direct collaborating partners:	Ministry of Education Ministry of Food and Agriculture Ministry of Health Ministry of Women and Children Affairs Ministry of Finance and Economic Planning District Assemblies Development Partners
Major contributors:	Government of Ghana Royal Netherlands Embassy District Assemblies and Communities World Food Programme
Preparation date:	AOP 2011 – December 2010
2011 budget:	GHC 69,109,411.00
Completion date:	December 2011

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LIST OF ACRONYMS

ADRA	Adventist Development and Relief Agency
AIDS	Acquired Immune Deficiency Syndrome
ARIC	Audit Report Implementation Committee
BMI	Body Mass Index
CAADP	Comprehensive African Agricultural Development Programme
CM	Collaborating Ministries
DA	District Assembly
DIC	District Implementation Committee
DNC	Deputy National Coordinator
ECASARD	Ecumenical Association for Sustainable Agriculture and Rural Development
FASDEP	Food and Agricultural Sector Development Policy
GAIN	Global Alliance for Improved Nutrition
GDHS	Ghana Demographic and Health Survey
GDP	Gross Domestic Product
GFSAP	Ghana Food Security Action Plan
GHS	Ghana Health Services
GNSPS	Ghana National Social Protection Strategy
GoG	Government of Ghana
GPRS	Ghana Poverty Reduction Strategy
GSFP	Ghana School Feeding Programme
HIPCs	Highly Indebted Poor Countries
HIV	Human Immunodeficiency Virus
IFDC	International Centre for Soil Fertility and Agricultural Development
JAM	Joint Aid Management
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MiDA	Millennium Development Authority
MIS	Management Information System
MLGRD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan, Municipal and District Assemblies
MNM	Micro-Nutrient Malnutrition
MoE	Ministry of Education
MOFA	Ministry of Food and Agriculture
MTEF	Medium Term Expenditure Framework
MoFEP	Ministry of Finance and Economic Planning
MOH	Ministry of Health
MoWCA	Ministry of Women and Children Affairs
NAFCO	National Food Buffer Stock Company
NC	National Coordinator
NDPC	National Development Planning Commission
NEPAD	New Partnership for Africa's Development
NS	National Secretariat
OVI	Objectively Verifiable Indicator
PCD	Partnership for Child Development
PEM	Protein Energy Malnutrition

PSC	Programme Steering Committee
PTA	Parents and Teachers Association
RC	Regional Coordinator
RCC	Regional Coordinating Council
RNE	Royal Netherlands Embassy
SEND	Social Enterprise Development Organization
SIC	School Implementation Committee
SIGN	School Feeding Initiative Ghana Netherlands
SMC	School Management Committee
SNV	Netherlands Development Cooperation
U5M	Under Five (5) Malnutrition
UN	United Nations
UNICEF	United Nations International Children Emergency Fund
USAID	United States Agency for International Development
WFP	World Food Programme
WVI	World Vision International

1. BACKGROUND

1.1 Overview of the Ghana School Feeding Programme

The Ghana School Feeding Programme (GSFP) is an initiative of the Comprehensive African Agriculture Development Programme (CAADP) Pillar 3 of the New Partnership for Africa's Development (NEPAD). The Programme is part of Ghana's efforts towards the attainment of the United Nations Millennium Development Goals (UN-MDG) on hunger, poverty and primary education. GSFP is consistent with other major policies and development strategies of the Government.

The concept of the programme is to provide children in selected public primary schools and kindergartens in the poorest areas of the country with one hot, nutritious meal per day, using locally-grown foodstuffs. The long term-goal is to contribute to poverty reduction and food security in Ghana.

The long-term goal is anchored on the following:

- The strategy to feed school children with locally prepared food that is nutritionally adequate will focus spending 80 per cent of the feeding cost in the communities hosting the school. This will provide ready market for farm produce, leading to wealth creation at the rural households and community levels
- With improved incomes, poor rural households can afford the additional food intake needed to ensure the full complement of nutritional needs that will address the rampant short-term hunger, and the problems of under-five and maternal malnutrition

The immediate objectives of the programme which include: (i) reducing hunger and malnutrition, (ii) increasing school enrolment, attendance and retention and (iii) boosting domestic food production are achieved through a planned implementation process. This process is guided by a work plan, herein referred to as the Annual Operating Plan (AOP), which is prepared at the beginning of each programme year to guide the implementation of planned activities.

1.2 The purpose of the Annual Operating Plan

The 2011 Annual Operating Plan (AOP) describes the activities to be executed in the year including the budget implications. This AOP, which also contains a schedule of events and responsibilities, is developed to ensure that all key stakeholders, especially GSFP staff, are aware of their responsibilities in the implementation of planned activities. The plan also affords the National Secretariat the opportunity to effectively coordinate and monitor the implementation process and activities of partners', ensuring

that timelines are met, and needed resources are mobilized and supplied on time. Above all, the AOP ensures that the National Secretariat is able to effectively steer all efforts toward the attainment of the GSFP objectives and long-term goal.

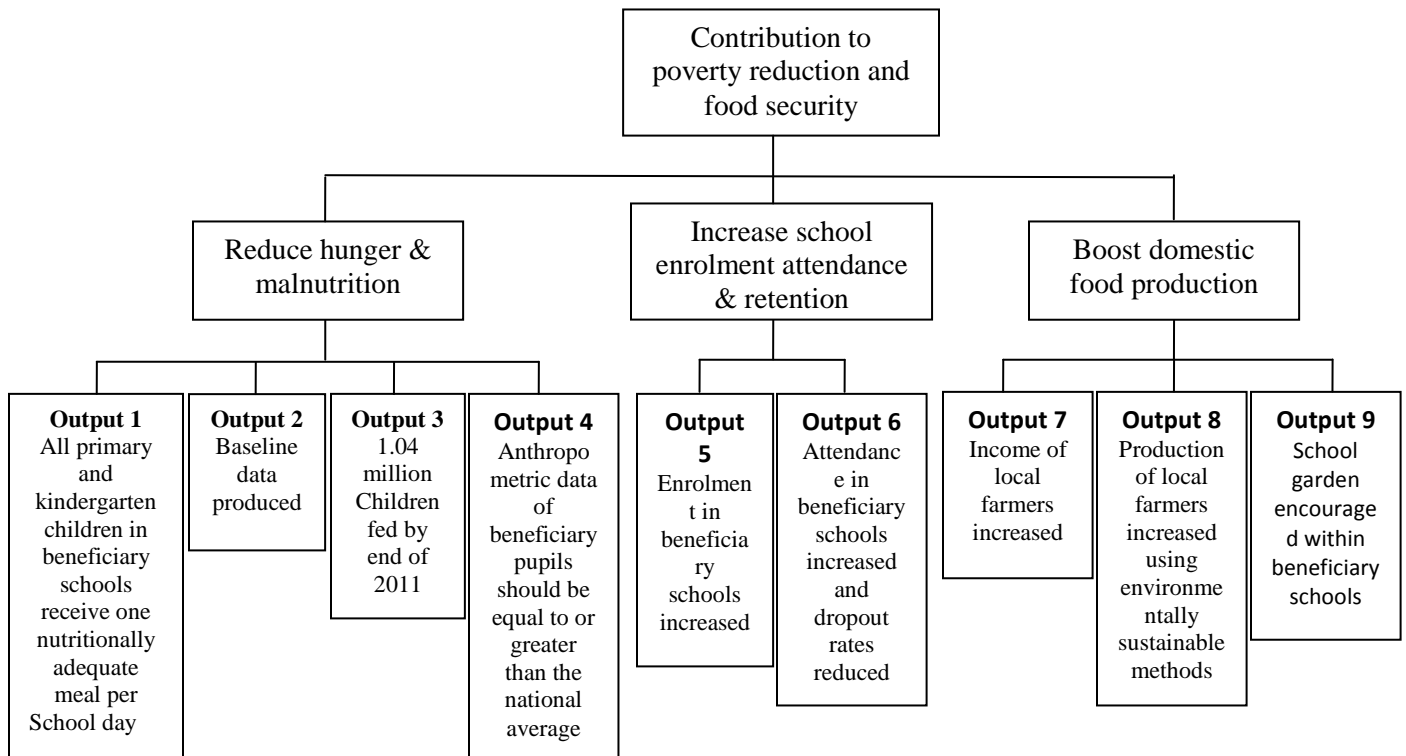
In addition, the AOP also declares the budgeted work in terms of goals, objectives and Objectively Verifiable Indicators (OVIs) for each component and management function, thus enabling actual progress on a monthly or quarterly basis to be monitored and reported on time.

1.3 Structure of the AOP Document

Given the purpose of the AOP, the document is structured in three sections. The first section provides background information on the Ghana School Feeding Programme, including key objectives and expected outputs. Collaborating ministries, development partners and the relationships between various actors in the programme are also described. The section closes with a brief description of progress since the inception of the programme.

The second section is dedicated to the review of activities in the previous year. This section measures performance of the Programme in 2010 by reporting on activities undertaken, outstanding activities and major challenges encountered in the implementation process.

The third section presents planned activities for 2011 in detail including targets for the year, budgetary requirements, monitoring framework and the role of partners. The Annexes section contains additional information on the monitoring and reporting mechanisms of the programme.

Figure 1: Objectives and Expected Outputs

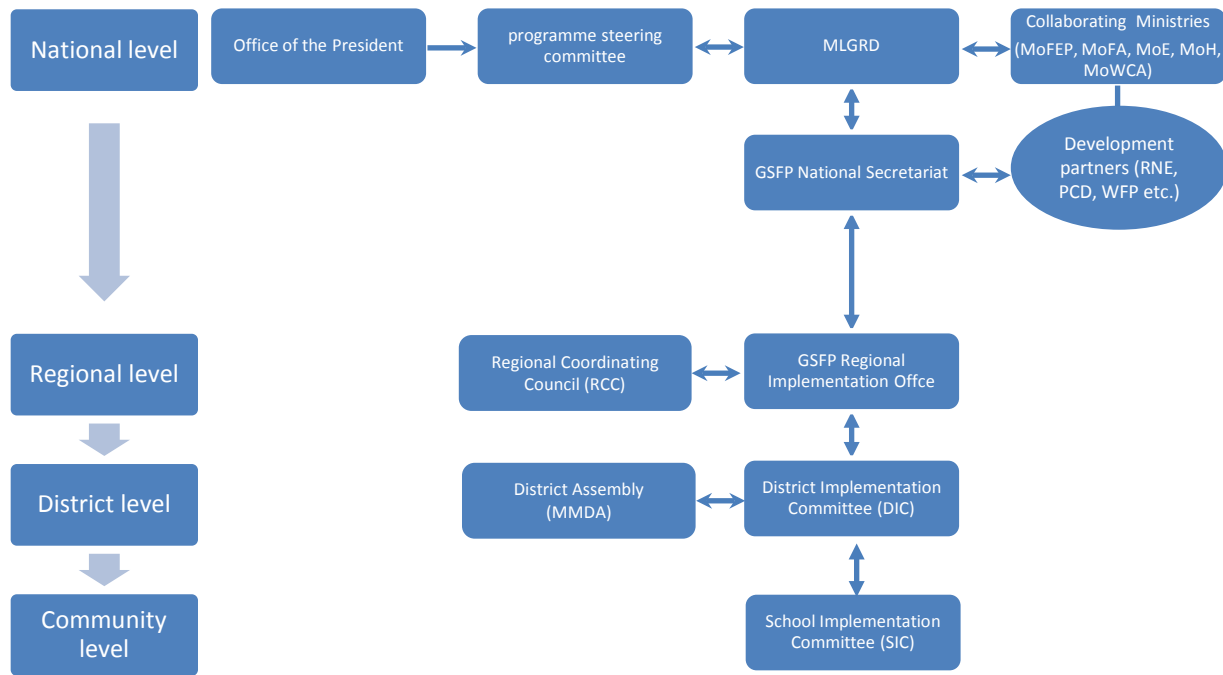
1.4 Collaborating Ministries and Development Partners

The Ministry of Local Government and Rural Development (MLGRD) has oversight responsibility in the operations and performance of the Programme. Other technical government ministries, including the Ministry of Food and Agriculture (MoFA), Ministry of Education (MoE) and the Ministry of Health (MoH), are responsible for the agricultural, educational and health components respectively. The Programme also works closely with the Ministry of Finance and Economic Planning as well as the Ministry of Women and Children's Affairs.

Development Partners continue to play a crucial role in the GSFP, as at December 2010, the active development partners included; the Royal Netherlands Embassy (Dutch Embassy), the World Food Programme (WFP), Netherlands Development Organisation (SNV), Partnership for Child Development (PCD), Social Enterprise Development Organisation (SEND Foundation), International Centre for Soil Fertility and Agricultural Development (IFDC), Ghana Agriculture Initiative Network (GAIN), ECASARD, Agro Eco – Organic Farming, School Feeding Initiative Ghana Netherlands (SIGN) **etc.**

The diagram below depicts the relationships between various programme actors including collaborating ministries and development partners as well as the management of the programme at the community, district, regional and national levels.

Figure 2: Programme Actors and Relationships



1.5 Progress to Date

The GSFP began in late 2005 with 10 pilot schools, drawn from each region of the country. The pilot phase ended in 2006 covering 64,775 beneficiary pupils. The first phase was rolled out in 2007 spanning a period of four (4) years (2007-2010). The number of beneficiary pupils at the inception of the first phase was 413,498. In 2008 the number rose to 441,189 pupils. By 2009, coverage had reached 580,025 pupils. At the end of 2009/10 academic year, beneficiary pupils had shot up to 697,416, indicating a consistent upward rise over the period.

Table 1 below traces the enrolment since the pilot phase in 2005 to December 2010 showing aggregates for the 10 regions and also the national.

Table 1: Trends of beneficiary pupils by region from 2005 to 2010

National	No. of pupils	No. of pupils	No. of pupils	No. of pupils	No. of pupils
	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Ashanti Region	8972	119360	120093	154598	186,132
Brong Ahafo	5701	61921	63375	87632	105,845
Central	7796	26705	33730	40198	42,409
Eastern	10161	35154	38991	47547	50,316
Greater Accra	14817	97407	103002	121301	140,501
Northern	3084	14588	16191	33699	41,065
Upper West	2457	5598	6281	11687	19,781
Upper East	3886	11366	12012	19428	32,301
Volta	4531	11769	14671	20483	29,213
Western	3370	29630	32843	43452	49,853
Total	64,775	413,498	441,189	580,025	697,416

The programme is currently covering 22% of all primary and kindergarten pupils across the country. (Public schools, EMIS 2008)

Despite the consistent rise, the target of one million and forty thousand pupils (1,040,000) for the first phase of the programme has not yet been achieved. The programme has a one-year extension period to wrap up phase one, which offers another opportunity to work towards meeting the one million and forty thousand beneficiary pupils (1,040,000) target. During this transitional period, the GSFP would work towards correcting some of the shortfalls based on lessons learnt. Some of the prime areas or activities the Programme will focus on in 2011 include; retargeting, expansion, evaluation of the first phase and redesign of the second phase.

Over the past four years that the Programme was implemented, activities were spread across three main components of the programme which are Education, Health and Agriculture. The progress made in these three areas is now recounted in specific detail.

1.5.1 Education

Enrolment

The target set in the AOP 2007 related to enrolment increase which was to see a growth of ten percent from the baseline. The period used for calculation was the start of the programme in each school.

The fraction of schools (refer to tables 2) with an increase in enrolment of more than the targeted ten percent does not differ much from one region to the next, except for the Greater Accra, Volta and Northern Regions. The Northern Region has the highest percentage of schools with an increase in

enrolment higher than the targeted ten percent, while the Volta and Greater Accra Regions have the lowest.

Table 2: Regional distribution of beneficiary schools and pupils

No.	Regions	Number of schools	Number of pupils	National percentages (%)
1.	Ashanti	354	186,132	26.69
2.	Brong Ahafo	242	105,845	15.18
3.	Central	113	42,409	6.08
4.	Eastern	135	50,316	7.21
5.	Greater Accra	263	140,501	20.15
6.	Northern	125	41,065	5.89
7.	Upper west	59	19,781	2.84
8.	Upper east	64	32,301	4.63
9.	Volta	81	29,213	4.19
10.	Western	104	49,853	7.15
	Total	1,741	697,416	100

1.5.2 Health

In 2007 there was a nationwide de-worming exercise in all public basic schools, which impacted on all GSFP beneficiary schools. This nationwide exercise was not repeated in 2008 and 2009.

The proportion of schools with potable water now stands at 65 percent. And, the proportion of schools with 'poly tanks' (water reservoirs) increased from 50% in 2007 to 75% in 2008, while the proportion of schools with sanitation and toilet facilities also jumped from 50% to 75% during the same period. Finally, slightly more than four out of every ten cooks in the programme had received health certificates by the end of 2008.

1.5.3 Agriculture

One fundamental aim of the Ghana School Feeding Programme is to contribute to food security in the country as a whole. According to the programme document, this long term objective is to be achieved through the purchase of locally grown foodstuffs through the feeding programme as a way of boosting food production at the community level. Specifically, 80% of the feeding cost should be spent in the local economy (foodstuffs for the feeding must be procured from local farmers). According to an inventory of the Ghana School Feeding Programme by the Dutch NGO SNV, it was only in the Eastern region that more than 20% of food was bought from local farmers, in all the other regions, less than 20%

of food was purchased locally (SNV, 2008). In the related activity of promoting school gardening, the 2007 action plan's target was that 50 percent of the schools should have a school garden by the end of that year, yet only 16.4 percent of the schools had a school garden at the end of 2007 (SNV, 2008). To date, linking the Ghana School Feeding Programme to local Agricultural production remains one of the major challenges and a lot more need to be done to shore up that aspect of the programme in 2011.

2. REVIEW OF GSFP 2010 ACTIVITIES

2.1 Introduction

The implementation of the GSFP is guided by an annual operating plan (AOP) which basically spells out clearly all activities for the year and also sets out quarterly targets for the programme. At the start of each year, these activities are reviewed against the targets as a means of assessing performance. Outstanding activities are carried over to the following year based on lessons learnt.

The main activities of the Programme which fall under the three core objective of reducing hunger and malnutrition, increasing enrolment, attendance and retention and the third being activities to boost domestic food production are reviewed. Other activities that are reviewed are Institutional and programme management activities as well as activities of the Social Accountability Project (SAP). The review starts with the financial.

2.2 Financial

During the financial year (January to December 2010), the feeding cost per child was GH¢0.40 per day. The Programme transferred a total of sixty one million, six hundred and four thousand, eight hundred and forty five and sixteen pesewas (GH ¢61,604,845.16) to the districts for food purchases and the preparation of meals for the pupils. The actual expenditure for the period under review was GH¢62,316,407.40.

The breakdown is as follows:

	2010 (Jan – Dec)	GH¢
i.	Personnel Emolument	- 222,789.68
ii.	Administration	- 202,371.87
iii.	Service :	
	a. Feeding cost	- 61,604,805.16
	b. Other service activities	- 142,680.19
		- <u>61,747,525.35</u>
iv.	Investment	- 143,720.50
	TOTAL	- 62,316,407.40

2.3 Performance for 2010

During the period under review, GSFP undertook the following activities;

1. The GSFP together with its partners completed and distributed the 2010 AOP to partners and key stakeholders.
2. The Programme provided one hot and nutritious meal to 697, 416 beneficiary pupils nationwide.
3. The Programme in close collaboration with the Ministry of Health, SNV and the Ghana Health Service (GHS) conducted Health and Nutrition education for caterers and cooks in all the regions except Western and parts of Greater Accra regions.
4. The WFP presented one (1) Double Pickup vehicle, three (3) motorbikes and three (3) computers and accessories to the GSFP Secretariat through the Deputy Minister for Local Government and Rural Development.
5. Five (5) regions Central, Brong Ahafo, Volta, Ashanti and Eastern submitted seasonal menu charts to the National Secretariat for review and customization. The remaining regions; Upper West, Upper East, Northern, Western and Greater Accra are yet to submit their menu charts.
6. GSFP collaborated with School Health Education Programme (SHEP) and Community Water and Sanitation Agency (CWSA) to sensitize food vendors and caterers employed by the Programme insanitation and hand washing facilities in Greater Accra region
7. The Programme also collaborated with SHEP/GHS to de-worm pupils in four regions (Ashanti, Volta, Eastern and Brong Ahafo)
8. The Programme initiated high-level discussions with Community Water and Sanitation Agency towards the provision of portable water and sanitation facilities in beneficiary schools for Ten (10) districts in the Northern Region.
9. A comprehensive M & E plan was prepared and validated by stakeholders. Subsequently, the National Secretariat carried out routine monitoring of the Programme nationwide using the M & E plan.
10. Ninety-two percent (92%) of the beneficiary school lists were authenticated
11. The Programme developed and distributed guidelines for selecting beneficiary schools among the District Assemblies (DAs), the latter's expected contributions were also spelled-out.
12. With the support of ECASARD and SNV a model was developed to effectively link Agriculture activities to the Programme at the district level. This is currently being tested in three pilot districts including Ga East, Ga West and Dangbe West Districts all in the Greater Accra Region
13. Following the 2008/2009 audit recommendation regarding compliance with national procurement law, the GSFP prepared a Procurement Plan in 2010 to guide procurements made under the Programme.
14. The accounts unit of the Programme took inventory of equipment at the National Secretariat

15. The development of a training manual for district and sub-district level actors was initiated
16. The Programme together with its partners initiated the development of the 2011 Annual Operating Plan document.
17. The Programme Steering Committee (PSC) met three times in 2010
18. There were quarterly meetings of Audit Report Implementation Committee (ARIC)
19. The Finance and Administration Department and the Communication Unit of the Programme prepared quarterly financial & progress reports.
20. During the year under review, the SAP was reviewed and extended for a year ending in December 2011. Under the SAP, an annual meeting was organized for district-level stakeholders' update their knowledge levels on the GSFP in all the regions except Greater Accra.
21. Also under the SAP, independent Civil Society monitoring involving fourteen (14) CSOs and covering some 69 districts across the country took place.
22. In 2010 an audit of the Programme was conducted for the 2009 financial year. Following this activity, the National Secretariat and MLGRD disseminated the findings and recommendations of the Audit Report to all MMDA's and the affected districts for their information and immediate action respectively.
23. A meeting involving GSFP, World Bank, WFP and PCD was held in November 2010 as a follow-up to the partner's conference that was held in 2009.
24. During the period under review, the Ghana School Feeding Programme received an amount of 13.4 million in Ghana Cedis from the Dutch Government as feeding grant.
25. A new National Coordinator for the Programme was appointment in May and a Chief Accountant was also seconded to the Programme from the Controller and Accountant General Department.
26. Interviews were conducted by the MLGRD, GSFP and the Public Services Commission to appoint Regional Monitors for the Programme.
27. During the period, financial monitoring was undertaken by the Internal Auditor in some selected districts to ensure financial prudence at the district level.
28. GSFP/MLGRD participated in the 'October fair' in Tamale involving 57 CSOs that are linked to School Feeding Programme
29. There was a field trip to the Millennium Villages Project in the Amansie West District in the Ashanti Region by a team comprising representatives from GSFP, PCD, MLGRD, SNV and the Regional Coordinating Council of Ashanti Region.

30. Some countries in Africa including Nigeria, Rwanda and Tanzania visited the GSFP and went on study tours to learn from the Ghanaian school feeding model
31. The GSFP participated in a GCNF-PCD annual conference aimed at sustaining home-grown school feeding. The conference was held in June 2010 in Accra on the theme: *The Multi-sectoral Approach: Linking School Health and Nutrition, School Feeding, and Local Agricultural Production*
32. The Programme participated in a Joint Aid Management (JAM) third Annual School Feeding Roundtable conference on School Feeding Programme in Accra on the theme *School Feeding as a Foundation for Development*
33. Through effective collaboration between GSFP and WFP, a 1-4 feeding system, where WFP fed school children four (4) days and GSFP for a day in selected schools in the Upper West Region. In addition, the savings made from this collaboration was used to expand the school feeding to an additional 28,000 school children in four districts (Sissala East and West, Nadowli and Wa West) in the Upper West region which were poorest districts according to the Ghana Living Standards Survey.
34. A Memorandum of Understanding was signed between MLGRD and PCD to provide technical assistance to the Programme through the development of a Technical Assistance Plan(TAP)
35. The National Coordinator and the GSFP Focal Person at the MLGRD participated in the SIGN meeting held in the Netherlands in July
36. The Deputy National Coordinator, the MIS Officer and a representative from the Ministry of Food and Agriculture participated in a colloquium on the theme 'School Feeding: contributing to sustainable development in Africa' from July 1-2, 2010 in Yamoussoukro, Cote d'Ivoire.
37. The MIS Unit of the GSFP generated reports from a baseline survey which was conducted nationwide. These reports were submitted to RNE and MLGRD to satisfy conditions for release of funds/grant from the RNE.
38. Programme Officers from the National Secretariat, responsible for operations and nutrition attended training on 'School Health and Nutrition Programme' at the Noguchi Memorial Institute for Medical Research, University of Ghana, Legon.
39. A team from Joint Aid Management (JAM) International undertook feasibility studies in three districts in the Greater Accra region to assess the capacity of the various DICs and identify training needs.
40. A communication specialist was recruited in December to facilitate effective communication on the Programme among various stakeholders.

41. The National Secretariat supported the District Assemblies through the provision of timely information on all new developments, giving them guidelines on the implementation of the Programme, and training in the use of GSFP financial retirement forms.
42. GSFP and SNV combined to sensitize communities on their roles and responsibilities in Programme
43. The Programme entered into a collaboration with ECASARD to develop a model that will effectively link agricultural activities GSFP at all levels (the collaboration explored the commodity cluster concept)
44. Discussions were held between WFP and GSFP on piloting direct purchase of food commodities from small holder farmers for Caterers.

2.4 Challenges

2.4.1 Institutional Coordination and Sustainability

Collaboration with key institutions of the GSFP including DICs, SICs and the technical ministries has not been very effective. Although the SICs have been established most of them are not functional. Reporting by the DICs to their respective DAs and the National Secretariat has not been effective. Collaboration with the decentralized structures of the technical ministries needs strengthening.

2.4.2 Financial challenges

The National Secretariat does periodic release of funds to various Districts as feeding grants. However, these releases are often fraught with challenges especially delays which goes to affect the timely delivery of quality meals to the beneficiary pupils. With the Dutch government pulling out, the burden of funding the Programme has become the sole responsibility of Government. Even though the government was able to solely fund the Programme after the withdrawal, there is neither a guaranteed source nor a consistent approach to funding under this new arrangement.

2.4.3 Linking the Programme to small holder farmers and farmer-based organization

Since the inception of the Programme, linking the Programme to farmers has been very challenging. The successes chalked on this particular component have been very minimal and restricted to very few communities.

2.4.4 The Feeding Cost per pupil per day (GHC 0.40)

Monitoring activities have established that the GHC 0.40 feeding cost per child is woefully inadequate and must be reviewed

2.4.5 Resources for Effective Monitoring

The resources and logistics available for effective monitoring is inadequate for instance the regional coordinators and monitors need basic office equipment and means of transport as well as the capacity and resources to enable them report effectively on their activities

2.4.6 Conditions of service staff

Conditions of service of the GSFP staff are considered poor by the staff considering that the GSFP is a programme and must be executed on a timely basis. Among the issues are poor remunerations and job descriptions. These conditions are a disincentive and do not motivate staff adequately for the task.

3. PLANNED ACTIVITIES FOR 2011

3.1 Introduction

The routine activities that fall under the three immediate objectives of the programme will be implemented in 2011 together with other Institutional and programme management activities as well as activities of the Social Accountability project (SAP). Besides these, certain critical activities such as retargeting, expansion of the programme to meet the target of one million and forty thousand pupils, the final evaluation of the first phase and the redesign of the next phase, all of which are outstanding activities from the previous year, would now be pursued as part of the transition process and in preparation for a possible second phase. In addition to the aforementioned, the Programme will explore the development of a national policy framework for the GSFP as part of the steps towards sustaining the programme. The description and schedule for planned activities for 2011 is provided below:

3.2 Retargeting

The process of scaling up the programme since the first phase, unfortunately led to some 'unqualified' schools benefiting as a result of poor targeting. Some of the schools did not qualify under the selection criteria, a situation which deviates from the goal of the programme.

In the light of the above, it has become imperative to streamline the programme by correcting the deviation from the Programme goal. As a matter of urgency, the Programme, with support of the special committee to oversee the retargeting exercise shall wean off the 'unqualified' schools that are currently benefiting and retarget the deprived communities to enhance the achievement of the intended objectives of the programme.

3.3 Expansion

The Ghana School Feeding Programme targeted the feeding of one million and forty, thousand (1,040,000) pupils by the end of the first phase, however, by December 2010 school children covered under the Programme were about 700, 000. The expansion of the programme offers another opportunity to meet this target. In 2011, the expansion programme will be pursued vigorously to attain the target of 1,040,000 beneficiary pupils by the close of the year.

3.4 Policy framework and legislation

Although the GSFP is consistent with many development strategies of government and resonates well with many national institutions and the general public, there is no clear government policy or legislation that guarantees its status. Given the national nature of the Programme (present in all 170 districts), It is

imperative that a policy direction, backed by a legislation, which clearly defines the linkages among various sectors especially Education, Health and Agriculture is established. This no doubt will enhance the operations of the Programme and guarantee its status. In pursuit of this, a draft bill will be developed and submitted to Cabinet for consideration before the end of 2011.

3.5 Evaluation of Phase One

With the end of the first phase of the programme there is the need to undertake a holistic evaluation of the Programme. This is intended to assess the overall programme design and implementation results or impact nationwide. The objective is to determine the extent to which the expected programme outputs and outcomes have been achieved.

3.6 Redesigning of Second Phase

A programme development process will be initiated to redesign the second phase by the end of 2011. It is hoped that this process will consider other relevant models of school feeding programmes especially in strengthening management and quality assurance. The redesigning exercise will also consider innovative and sustainable means of funding the programme.

3.7 Planned Activities to Reduce Hunger and Malnutrition

Table 3: Activities to Reduce Hunger and Malnutrition

No	Activity	Responsibility	J	F	M	A	M	J	J	A	S	O	N	D	Estimated Cost	Funding	Remarks
1.	Provide one hot nutritious meal per child per school day in the beneficiary schools	GSFP, DIC, SIC	X	X	X		X	X	X		X	X	X	X		GOG	
2.	Train cooks and caterers on nutrition and hygienic food practices, etc.	GSFP, GHS, FDB, SHEP	X	X	X	X	X	X	X	X	X	X	X	X		GSFP,GHS, FDB,MMDAs	
3.	Routine inspection of caterers Health Certificates	MMDAs, GSFP REGIONAL OFFICE	X	X	X	X	X	X	X	x	X	X	X	x		GSFP,GHS, MMDAs	
4.	Facilitate the de-worming of pupils in beneficiary schools	GHS, SHEP, PTA			x							x				GSFP,GHS, MMDAs& PCD	
5.	Conduct regular hygiene campaign in schools to teach children the importance of hand washing and practices	SHEP, GHS															
6.	Measuring the nutritional needs of children and linking it to national production	PCD,GHS														GHS	Expert guidance and input can be mobilized from PCD network
7.	Develop standardized food portion control for caterers				X	X	X									GSFP, WFP, GHS,	
8.	Collaborate with water and sanitation agency to provide potable water facilities as well as suitable storage facilities to ensure all year round water supply in beneficiary schools	MMDAs NGOs														GSFP, CWSA, MMDAs, NGOs in water industry	
9.	Regular monitoring and updating of anthropometric data of beneficiary pupils	GSFP, GHS, GES-SHEP	x	x	x		x	x	x		x	x	x	x		GSFP, GHS, GES(SHEP), WFP, DICs & SICs	

10.	Purchase food fortification e.g. vitamin A, B, Iron and diet diversification for children.	WFP																
11.	Review and customize District / Seasonal Menus.	GHS, GSFP, DIC	x	x	x	x	X	x	x	x	x	x		x				GSFP, GHS, DICs
12.	Collaborate with SHEP to ensure the provision of sanitation facilities (toilet, Hand washing facilities) in beneficiary schools	GHS, MMDAs	x	x	x		X	x	x		x	x	x	x				
13.	Meet with Unilever Ghana Limited to discuss the provision of sanitation facilities in beneficiary schools.	GSFP, MLGRD							x									
14.	Conduct research on preparation of meals which are cost effective and nutritious; prepared of locally produced foodstuffs and sensitize caterers on outcome.	GHS (district nutrition officer)/ CSOs																GSFP, GHS, MOFA, GAIN, MMDAs, WFP

3.8 Activities to Increase Enrolment, Attendance and Retention

Table 4: Activities to Increase Enrolment, Attendance and Retention

No.	Activity	Responsibility	J	F	M	A	M	J	J	A	S	O	N	D	Estimated cost	Funding	Remarks
1.	Facilitate the expansion of infrastructure and adequate pupil-teacher ratio, in beneficiary communities	GOG, DA, GES, NGOs		x	x	x	X	x	x	x	x	x	X	x	Leave to expects	GSFP, MoE/GES, MMDAs, Communities,	
2.	Provide one hot nutritious meal per child per each school going day in 2,710 beneficiary schools representing 1,040,000 pupils	GSFP, GOG WFP	x	x	x		X	x	x		x	x	X	x		GSFP, MLGRD, WFP, MoFEP	3 RD term
3.	Authenticate beneficiary school lists	GSFP, GES, MMDAs	x	x	x	x	X	X	x	x	x	x	X	x		GSFP, GES, MMDAs	
4.	Analysis of enrolment, attendance and retention for every school term	GES,GSFP, MMDAs				x				x				x		GES,GSFP, MMDAs, WFP	
5.	Develop an M & E plan for 2011	GSFP		x												GSFP	
6.	Carry out routine monitoring	GSFP, SHEP, MMDAs, CSOs	x	x	x	x	X	X	x	x	x	x	X	x		GSFP, WFP MMDAs, SHEP	
7.	Compile data on GSFP caterers and cooks	GSFP,MMDAs				X	X	X	X	X	x	X	X	x		GSFP ,MMDAs	
8.	Update data base of caterers	GSFP	X	X	X	X	X	X	X	X	X	X	X	X		GSFP & MMDAs	
9.	Sensitization of beneficiary communities, PTA and advocacy in SAP	GSFP,SNV ,MLGRD,CSOs, MMDAs			x	x	X	X	X	X	X	X	X	X		GSFP,SNV ,MLGRD,CSOs	INCLUDE MEDIA
10.	Facilitate the provision of separate places of convenience for boys and girls	GSFP, MMDAs, CWSA,SHEP			X	x	X	x	x	x	x	x	x	x		GSFP, MMDAs, CWSA, SHEP	
11.	Facilitate the provision of separate places of convenience for boys and girls	MMDAs CWSA SHEP	x	x	x	x	X	x	x	x	x	x	X	x		CWSA, CHF, DEV. PARTNERS	
12.	Training of Caterers and Food Vendors on food safety	SHEP, GHS, FDB, CWSA														CWSA, MOH	
13.	Ensure medical certification of food vendors															GSFP	

3.9 Activities to Boost Domestic Food Production

Table 5: Activities to Boost Domestic Food Production

No.	Activity	Responsibility	J	F	M	A	M	J	J	A	S	O	N	D	Estimated cost	Funding	Remarks
1.	Design and test different procurement modalities for local production at the national, regional and district levels thereby establishing linkages to local food production	GSFP, MoFA, PCD, SNV, WFP, SIGN, NAFCO			x	x	X				x	x	x	X		PCD, GSFP, WFP,SNV	
2.	Develop list of potential smallholder farmers and FBOs participating in the programme and provide them with extension services	GSFP, MOFA, FBOs		x	x	x	X	x	x	x	x	x	x			GSFP, MMDAs, MOFA	
3.	Request MOFA to send on secondment an agriculture officer to the GSFP Secretariat to work on the agriculture component and ensure that there is proper coordination between GSFP and MOFA	GSFP, MLGRD, MoFA			X	X	X									GSFP, MoFA	
4.	Work with other development partners to establish the linkages between producers (FBOs, individual farmers, food processors, etc)and purchasers (caterers and traders)	GSFP,ECASAR D, ACDEP, MoFA, PCD, SNV, MiDA, WFP		x	x	x	X	x	x	X	x	x	x	x		GSFP, ECASARD, ACEDEP, CSOs, SNV, MiDA, WFP	
5.	Liaise with MOFA to provide extension and credit services to small holder farmers at community level	GSFP, MoFA, DICs,		x	x	x	X	x	X	X	x	x	x	x		GSFP, MLGRD, MoFA, MMDAs, ADB	
6.	Sensitize caterers and FBOs under the programme, on the use of locally grown food.	GSFP, WFP, CSOs, NAFCO MMDAs,			x	x	X	x								GSFP, WFP, MMDAs	
7.	Link up WFP P4P local procurement at the school, and district	GSFP, WFP, MMDAs		X	x	x	X	X	x	x	x	x	x	x		GSFP, WFP, MMDAs	
8.	Pilot the developed ECASARD model to effectively link agricultural value chain (activities) to GSFP at all levels (exploring the commodity cluster concept)	GSFP, MoFA, ECASARD, SNV, MMDAs	x	X	x	x	X	x	x	x	x	x	x	x		GSFP, ECASARD, SNV, MMDAs	
9.	Encourage formation of caterer Association	GSFP, MMDAs, CSOs		X	x	x	X	x	X	X	X	X	X	X		GSFP, MMDAs, CSOs	
10.	Sensitization of leaders of some selected FBOs in all Districts on GSFP	GSFP, CSOs, MoFA						x	x	x	x	x	x	x		GSFP, CSOs, MoFA	
11.	Link NAFCO and MiDA to the programme	GSFP,MMDAs, NAFCO,IFBC			x	x	X	x	x	x	x	x	x	x		GSFP,MMDAs, NAFCO,	

3.10 Institutional and Programme Management Activities

Table 6: Institutional Activities and Programme Management

No	Activity	Responsibility	J	F	M	A	M	J	J	A	S	O	N	D	Estimated cost	Funding	Remarks
1.	Establish a technical advisory team to assist in the implementation of TAP	GSFP, MLGRD, PCD			x											GSFP, PCD	
2.	Hire a monitoring and evaluation & Agric specialist to be part of the GSFP Secretariat	GSFP, MLGRD, WFP				x										GSFP, MLGRD, WFP	
3.	Strengthen the capacities of all DICs on their roles and responsibilities to implement and monitor the programme at the community and district levels.	GSFP, MMDAs, GES, GHS, MoFA,			x	x	x	x	x	x	x	x	x	x		GSFP, MMDAs, GES, GHS, MoFA	
4.	Conduct the final evaluation of the first phase of GSFP	GSFP, MLGRD, RNE	x	x	x	x										GSFP, MLGRD, RNE,	
5.	Develop the M&E interface on the MIS database	GSFP, WB, PCD			x	x	x	x	x							GSFP, WB, PCD	
6.	Capacity building at all levels of the GSFP as part of TAP	GSFP, MLGRD, PCD		x							x					GSFP, PCD	
7.	Redesign of phase 2 of programme document	GSFP, MLGRD, MMDAs, PCD								x	x	x	x	x		GSFP, MLGRD, MMDAs, PCD	
8.	Organize training for caterers with GSFP and WFP	GSFP, WFP, CSOs				x	x	x	x							GSFP, WFP	
9.	Provision of micronutrient powder to improve the micronutrient level of WFP/GSFP project schools to benefit 148,175 pupils in the three northern regions	GSFP, WFP			x	x	x	x								WFP	
10.	Provide GSFP staff with job description and condition of service	MLGRD, GSFP		x	x											GSFP, MLGRD	
11.	<i>Procure a consultant to redesign the second phase</i>	GSFP, MLGRD, SNV, PCD, WB, WFP, Tech. Ministries, Stakeholders					x	x	x	x						GSFP, SNV	
12.	Undertake joint M & E exercise with WFP	GSFP, WFP, GES			x								x			GSFP, WFP	

13.	Update GSFP MIS with data	GSFP, MMDAs	x	x	x	x	X	x	x	x	x	x	x	x		GSFP, MMDAs
14.	update GSFP inventory List	GSFP, MMDAs				x	X	x	x	x	x	x	x			GSFP, MMDAs
15.	Prepare quarterly financial & progress report 2011.	GSFG, MLGRD	x			x			x				x			
16.	Quarterly meeting of the PSC	GSFP, MLGRD			x			x							x	MLGRD
17.	Quarterly meetings of ARIC.	GSFP			x			x							x	GSFP, MLGRD
18.	Develop a policy to cabinet for consideration	GSFP, MLGRD, MoE, MoH, MoFA, WFP, PCD, SNV, WB etc			x	x	X	x								GSFP, WFP, PCD, SNV, WB etc
19.	Initiate the formulation of a draft bill on GSFP	GSFP, MLGRD						x	x							GSFP
20.	Review AOP 2011 and prepare AOP 2012.	GSFP, and stakeholders			x			x							x	GSFP
21.	Organize consultative meeting with the World Bank and other partners	GSFP, MLGRD, WB, PCD, WFP,						x							X	GSFP, MLGRD, WB, PCD,
22.	Conduct an Audit of the programme for 2010.	GSFP, MLGRD						x	x							GSFP
23.	Discussion with WFP and GSFP on the hiring of Consultant to assist with programme management	GSFP/WFP			x											WFP
24.	Engage financial institutions to Pre- finance activities of GSFP	GSFP, MLGRD				x										
25.	support the inter ministerial committee for the retargeting exercise	GSFP, MLGRD, DPs, PCD				X	X	x	x	x	x	x	x	x		GSFP, PCD, WB
26.	Reflective session for PSC members for their input into the redesign of phase 2.	GSFP, MLGRD, PCD						x								PCD
27.	Reflective session for Parliamentary select committees (LGRD, Poverty reduction, Agric, Education, Health) for their input into the redesign of phase 2.	GSFP, MLGRD, PCD						x								PCD

3.11 Social Accountability Project Activities

Table: 7 Activities to build social accountability mechanism in the implementation and management of the Programme

No.	Activity	Responsibility	J	F	M	A	M	J	J	A	S	O	N	D	Estimated cost	Funding	Remarks
1.	Capacity building for GSFP National and Regional Staff in social accountability mechanisms and tools				x												
2.	Training of trainers in social accountability tools and mechanisms			x													
3.	Ministry of Local Government and Rural Development to organize quarterly review meetings with GSFPNS on their AOP.		x			x			x				x				
4.	NS to agree on specific and measurable targets with supervising ministry (MLGRD) to be monitored regularly		x			x			x				x				
5.	Ensure that each manager at NS submits quarterly work plan of intended activities and progress as stated in the AOP to MLGRD		x			x			x				x				
6.	Regular monthly management meeting to review AOP, work plans vis-à-vis programme document and programme agreements, and to review reports from the districts		x	x	x	x	X	x	x	x	x	x	x	x			
7.	Organize training for GSFP staff on M&E system			x													
8.	Capacity building for officials of collaborating ministries in social accountability			x													
9.	Institute a joint planning, budgeting and review meeting for officials of collaborating ministries half yearly to cover also GSFP						X										
10.	Retraining of the finance department staff on the existing MLGRD financial management software								x								
11.	Conduct an annual financial and procurement audit concerning funds provided by the MLGRD, DAs, and DPs for the implementation of the GSFP, including								x	x							

	etc) in social accountability tools and techniques such as expenditure and performance tracking, the use of citizens report cards etc.																	
25.	Select and support competent CSOs/CBOs to engage in social accountability monitoring and evaluation activities at the community level		x	x	x	x	X	x	x	x	x	x	x	x				
26.	Capacity Building for Farmer Based Organisation on the programme policy, objectives and their role in the GSFP.			x	x													
27.	Undertake community sensitization for local stakeholders in all communities on GSFP																	
28.	Undertake end of Project Evaluation											x	x	x				
29.	Undertake quarterly monitoring GSFP activities including Social Accountability				x			x			x			x				

4. MONITORING AND REPORTING

4.1 Monitoring

Monitoring and Evaluation is an essential part of the programme and it provides a way to assess the progress of the programme in achieving its goals and objectives as well as keeping stakeholders' involved and informed about the programme. Due to the programme re-engineering process, especially with the inception of the Social Accountability Project and the independent civil society monitoring and evaluation activities, monitoring and evaluation of the Programme has improved greatly throughout the country giving credence to the participatory monitoring and evaluation approach as contained in the Programme document.

The GSFP Social Accountability Project is designed to ensure accountability at all level of the programme. The aim is to mobilise popular will and support to participate in the process of implementation, monitoring and assessment of the programme. As part of efforts to monitor the activities of the programme, the task team of SAP facilitated the development of an M&E plan and M&E tools to track the performance of the programme at the grassroots. The M&E plan provides the framework for monitoring and it also incorporates programme activities and establishes realistic expectations for each programme year.

For the year 2011, the GSFP will benefit from improved monitoring at the community level with the appointment of new regional monitoring officers. The new Monitoring Officers together with the DICs and SICs will conduct regular monitoring of programme activities. Another level of monitoring will be provided by the independent civil society monitoring and evaluation initiative under the SAP. At the national level, the Programme Secretariat together with the technical ministries will undertake periodic monitoring at least once in every school term. It is expected that the aggregation of these monitoring efforts will enhance the effectiveness of the programme implementation process.

4.2 Reporting and Dissemination of M&E Results

The National Secretariat expects that findings from the M&E activities documented in various reports, first of all be shared with stakeholders at the district level for immediate remedial action especially where anomalies or deviation from the programme objectives occur. At the national level, reports submitted from the field and also reports generated from MIS would be shared at various forums and through other programme communication tools and those reports will also inform future intervention or activities of the Programme.

4.0 ANNEXES

4.1 Targets for 2011 (Framework for 2011 Expectations)

(i) Relating to reducing Hunger and malnutrition

	Measurable Indicator	Baseline	2011 Target	Responsible Actors
1	Number of Schools covered (350 pupils per school)	1,741	2,710	GSFP, DAs , DDE , DIC,MLGRD
2	Number of Pupils fed daily	697,416	1,040,000	GSFP, DAs , DDE , DIC,MLGRD
3	Meals prepared for and consumed by pupils	99% of school days	100 % of school days	GSFP, DDE, SIC, DIC, Head- teacher, MLGRD
4	Number of schools with potable drinking water	988 (57%)	1,897 (70%)	GSFP, SIC, DIC, DDH, GES,MLGRD
5	Number of Schools with sanitation and toilet facilities	1,114(63%)	2,032 (75%)	GSFP, SIC, DIC, DDH, GES,MLGRD
6	Number of pupils that were de-wormed under the programme	371,500 (53.27%)	936,000 (90%)	GSFP, SIC, DIC, DDH, MoH, GHS, GES,MLGRD
7	Rate of growth in height and weight of pupils in GFSP schools	<i>In Process</i>	Higher than national Average	GSFP, DDH, MoH, GHS, GES,MLGRD

(ii) Relating to Increasing school enrolment, attendance and retention

	Measurable Indicator	Baseline	2011 Target	Responsible Actors
1	Enrolment in GSFP schools	697,416	5 % on existing schools and 20% on additional 979 Schools	DDE, Parents, SMCs, Community leaders, PTAs Head-teachers
2	Attendance in GSFP schools	<i>In process (83.5%)</i>	5 % increase in attendance rate	DDE, Parents, SMCs, Community leaders, PTAs Head-teachers
3	Drop-out rates in GSFP schools	<i>In process</i>	1 % decrease in drop-outs	DDE, Parents, SMCs, Community leaders, PTAs, Head-teachers

(iii) Relating to boosting domestic food Production

	Measurable Indicator	Baseline	2011 Target	Responsible Actors
1	Production of local food stuffs.	In process	5 % increase in food crop yield per acre/hectare; 2% increase in acreage farmed	MoFA, DAs, DICs, Farmers, GSFP
2	Income of local farmers	N/A	At least 5 % increase in farmers' income	MoFA, DAs, DICs, Farmers
3	Expenditure on locally-grown foods	50 % of expenditure on feeding cost spent in the local economy	80 % of expenditure on feeding cost spent in the local economy	DAs, DICs, Communities, Schools

(iv) Programme Management Milestone

	Measurable Indicator	Baseline	2011 Target	Responsible Actors
1.	Effective Management	4 X (2010)	A functional PSC / Board and at least meet 4 times in a year	MLGRD
2.	Effective Management	NC, DNC, Chief Acct, Auditor, Communication Specialist. 28 Programme Officers and Support Staff, 10 Regional Coordinators		Effective Management
3.	Improved Coordination		Stakeholders Coordination meeting in May to review 2011 activities and targets.	MLGRD, GSFP Secretariat, MOFA, MOH, GES. MoE, GHS, DAs
4.	Evaluation of Phase 1 of GSFP	2005-2011 data	To be completed by June	RNE
5.	Re-design of Phase Two of GSFP	2005-2011 data	To begin in June	MLGRD, GSFP, SNV, PCD, CSO, DPs, JAM, WFP, SEND etc

4.2 Ghana School Feeding Programme Monitoring and Evaluation Plan

Goal		The overall goal of the programme is to contribute to poverty reduction and food security in Ghana by Feeding children in selected public primary schools with one hot nutritious meal, prepared from locally grown food stuffs, on every school going day.										
Information Requirement	Targets	Data Source	Frequency							Responsibility	Means of Verification	
Specific objective			2005	2006	2007	2008	2009	2010	2011			
1. To increase School enrolment, attendance and Retention	<ul style="list-style-type: none"> • Increase enrolment in GSFP schools above the national baseline 83.3% • Improve attendance in GSFP schools by 20% by the end of the program. • Reduce dropout rate by 20% in GSFP schools 	GES, GSFP, DAs									MLGRD, GES, GSFP & District Assembly, R/DGEO	GSFP/District Assembly MIS EMIS
2. To reduce short term hunger, malnutrition among school children	<ul style="list-style-type: none"> • The rate of growth in height and weight for age is more than the national average. • The height, weight, upper arm circumference of children under five years in the GSFP should be greater than the national average. 	GSFP, SHEP DAs, Schools									GSFP, DAs, Schools, SHEP Coordinator, Caterers	GSFP MIS, District Assembly Data base School Register

	<ul style="list-style-type: none"> Meals produced and consumed by school children during the school days 										
3. Boost Domestic Food Production	<ul style="list-style-type: none"> Production of farmers (linked to the GSFP or supplying to GSFP) increased Income of farmers supplying to the GSFP increased 40% of GSFP beneficiary schools have established school farms. 	MOFA, GSFP, DAs, farmers/ farmer based organizations, Rural Banks, credit institutions,							MOFA, GSFP, DAS, Financial Institutions.	MOFA Reports, GSFP MIS DA's report, Financial reports.	
4. Enhance effective management of the programme.	<ul style="list-style-type: none"> Functional and effective institutional coordination in place. Functional Programme Steering committee. Effective collaboration with stakeholders. Effective information flow and communication on programme 	GSFP, MLGRD, DA's DIC's, SIC's GSFP MIS							GSFP, MLGRD, DAs	Minutes of Meetings , Financial reports, MIS reports	
Objective 1: To increase School enrolment, attendance and Retention											

Activities	Indicators	Data source	Frequency							Responsibility	Means of Verification
			2005	2006	2007	2008	2009	2010	2011		
1.1 Community education, awareness creation and enhancement on GSFP.	<ul style="list-style-type: none"> Number of communities educated/sensitized on GSFP. Number of organize open days Number of PTA's and SIC's meetings organized 	DA's, GES, Print Media(news paper clips from GSFP) School log books								MLGRD, MoE, GSFP & District Assembly, R/DGEO	GSFP/District Assembly MIS Workshop/Meeting reports
1.2 Implement GSFP in Selected Schools in all Districts.	<ul style="list-style-type: none"> Number of Districts benefitting from the programme Number of Schools covered by the programme. Total No. of pupils on the programme. GES standard per class 	District Records, School Register								GSFP, (GES), DDE Head teachers	District Records School Register GES class standards
1.3 Provide adequate infrastructure based on GES standards (classroom and furniture) and essential learning package (toilets, urinal and water)	<ul style="list-style-type: none"> Number of Infrastructure provided Pupil /Teacher Ratio Pupil/ classroom Ratio 	District Plan Performance Review Report School								GSFP, DA, DDE (GES), Head teachers	District Reports. District Education data base, School & Class

		Register									Register.
1.4 Ensure regularly marking and closing of registers in all schools.	<ul style="list-style-type: none"> Number of GSFP beneficiaries schools with up to date registers. Ave. attendance rate Average retention rate Drop-out rate Gender parity 	Class Register GES standard								DDE (GES), School Register	District EMIS, School Reports
1.5 Provide adequate and timely supply of teaching and learning materials.	<ul style="list-style-type: none"> Number of teaching and learning materials supplied. 	District Reports School Reports.								GSFP, (GES), teachers DDE Head	District Education data base, School & Class Register.
Objective 2: To reduce short term hunger, malnutrition among school children											
Activities			2005	2006	2007	2008	2009	2010	2011		
2 .1 Provision of food for all pupils in beneficiary Schools.	<ul style="list-style-type: none"> Number of pupils per class. Number of cooking days per year Amount of funds transferred to caterers by DAs. Retirement forms submitted by the schools. 	GSFP, Class Register, DDE, DAs records								GSFP, Schools, Caterers DAs,	District Assembly Data base School Register School data base

<p>2.2 .Provision of quality and adequate meals for pupils based on District Menu</p>	<ul style="list-style-type: none"> ▪ Existence of a District Menu ▪ Number of Caterers using District Menus ▪ Proportion of meals served per week which are nutritionally adequate ▪ vegetables ▪ Fruit 	<p>GSFP, SHEP Das, Schools</p>								<p>GSFP, Das, Schools, SHEP Coordinator Caterers GHS</p>	<p>Copy of District Menu School Reports GHS DATA</p>
<p>2.3 Provision of training for Caterers and parents in Nutrition and food safety.</p>	<ul style="list-style-type: none"> • Number of Caterers and parents trained. • Type of training organised. 	<p>GSFP MIS, GHS Reports. DA's Reports.</p>								<p>GSFP, GHS,DA</p>	<p>GSFP Reports, DA Reports. Training Reports</p>
<p>2.4 Anthropometric data exercise undertaken in a year</p>	<ul style="list-style-type: none"> • Number of times anthropometric data is collected 	<p>Schools, GES (SHEP), GHS</p>								<p>GES (SHEP), GHS</p>	<p>School Reports, School SHEP Reports</p>
<p>2.5 De-worming exercise undertaken in a year.</p>	<ul style="list-style-type: none"> • Number of times pupils are de-wormed in a year 	<p>Schools, GES (SHEP), GHS</p>								<p>GES (SHEP), GHS</p>	<p>School Reports, School SHEP Reports</p>
<p>2.6 Provision of Hand washing facilities</p>	<ul style="list-style-type: none"> • Number of Schools with Hand washing facilities. • Type of Hand washing facilities 	<p>Schools Records.</p>								<p>GES (SHEP), Schools</p>	<p>School Reports, School SHEP Reports</p>

2.7 Provision of gender friendly toilet facilities	<ul style="list-style-type: none"> • Number of Schools with toilet facilities • Number of Schools with Gender toilet facilities 	School Records								GES (SHEP), Schools	School Reports,
2.8 Provision of Waste Disposal Bins and well managed waste disposal points	<ul style="list-style-type: none"> • Number of Schools with Waste Disposal Bins • Number of waste disposal point 	Schools Records								GES (SHEP), Schools	School Reports,
2.9 Provision of potable drinking water	<ul style="list-style-type: none"> • Number of Schools with potable drinking water • Type of water available 	School Records								GES (SHEP), Das, Schools	School Reports,
2.10 Gather information on number of Schools that records epidemics (diarrhoea, food poison etc)	<ul style="list-style-type: none"> • Number of Food vendors in GSFP Schools • Type of Food vendors 	Schools								GES (SHEP), Das, Schools	School Reports,
Objective 3: Boost Domestic Food Production											
Activities			2005	2006	2007	2008	2009	2010	2011		
3.1 Linkage of GSFP to Small Holder farmers	<ul style="list-style-type: none"> • Number of Small-Holder Farmers linked to GSFP. 	GSFP, MOFA, DAs								MOFA, GSFP, DAS	MOFA Reports, GSFP MIS Reports, DAs

	<ul style="list-style-type: none"> Number of FBO's linked to GSFP 										report.
3.2 Facilitate the formation of farmer based organization with particular emphasis on women cooperatives	<ul style="list-style-type: none"> Number of FBO's formed as a result of GSFP. Number of women cooperatives linked to GSFP. 	GSFP, MOFA, DAs								MOFA, GSFP, DAS	MOFA Reports, GSFP MIS Reports, DA report.
3.3 Production of locally grown food stuff	<ul style="list-style-type: none"> Source and quantity of foodstuffs bought by Caterers Quantity supplied by Small holder farmers to GSFP caterers 	MOFA, DAs, Caterers								MOFA, Das Heads of caterers Associations.	MOFA Reports, GSFP MIS Reports, DA's Report.
3.4 Expenditure on locally-grown foods	<ul style="list-style-type: none"> Percentage of transfers used on locally grown foods Amount of money spent by caterers on locally grown foods. 	MOFA, DAs, Caterers								MOFA, DAS,	MOFA Reports, DIC Reports GSFP MIS
3.5 Income of Small-Holder farmers	<ul style="list-style-type: none"> Percentage increase in farmers income 	MOFA, DAs, farmers /farmer based organizations								MOFA, GSFP, DAS, FBOS	MOFA Reports, GSFP MIS Reports, DIC Reports, FBOs report.

3.6 Facilitate credit from Rural banks and other financial institutions for farmers involved in the programme	<ul style="list-style-type: none"> Number of Rural Banks / credit institutions providing credit facilities to farmers 	Das, Rural Banks, credit institutions, GSFP.								GSFP, Das Rural Banks, Credit Institutions	GSFP MIS, Das Report, Rural Banks & credit institutions reports.
3.7 Especially target women farmers linked to the programme with credit facilities and extension services.	<ul style="list-style-type: none"> Number of women farmers accessing credit. Number of women farmers accessing extension services 	MOFA DA's GSFP Women Banks								GSFP DA's Women Banks	GSFP MIS, DA's Reports Women Banks report
3.8 Provision of farm inputs to farmers (water, seedlings, agro-chemicals, implements, organic manure etc)	<ul style="list-style-type: none"> Number of farmers with access to input. Total number and type of farm inputs supplied. 	MOFA DA's GSFP Farmers FBO's								GSFP DA's	GSFP MIS, DA's Reports FBO's report
3.9 Facilitate access to credit to Rural Banks, micro finance institutions or other financial institutions.	<ul style="list-style-type: none"> Number of Rural Banks, micro finance institutions and other financial institution that have access to credit as a result of GSFP. 	DA's GSFP Rural Banks, Micro finance institutions & other financial institutions.								GSFP DA's Financial institutions	GSFP MIS DA's report, Rural Banks report, other financial institutions report

Objective 4: Enhance effective management of GSFP.

Activities			2005	2006	2007	2008	2009	2010	2011		
4.1 Establish functional and effective inter and intra institutional structure	<ul style="list-style-type: none"> • Number of Management and staff meetings held at National and Regional levels. • Number of meetings of DICs and SICs per school term • Strong PFM systems in place (Accounting, Internal Audit, Procurement, etc) • Functional Management Information System in place. 	<p>GSFP, MLGRD, DA's,</p> <p>DIC's, SIC's</p> <p>GSFP MIS</p>								GSFP, MLGRD, DAs	Minutes of Meetings , Financial reports, MIS reports
4.2 Clear delineation of institutional roles (who does what) and definition of institutional responsibilities (who is expected to achieve what result) and accountability mechanism.	<ul style="list-style-type: none"> • Existence of an operations manual • Annual Operating plan • Develop and implement Job Description for GSFP staff. 	GSFP								GSFP NC & DEP. NC	GSFP MIS, Management report,

4.3 Ensure regular meeting of Programme Steering committee	No. of meetings of PSC	MLGRD								MLGRD	Minutes of PSC meetings
4.4 Ensure effective collaboration with stakeholders	<ul style="list-style-type: none"> • Number of engagements with Strategic Partners • Number of engagements with CSOs • Number of engagements with collaborating Ministries 	GSFP, Strategic Partners CSO's Collaborating Ministries							GSFP	Minutes of meetings with stakeholders. GSFP Quarterly Reports.	
4.5 Ensure effective information flow and communication on programme.	<ul style="list-style-type: none"> • Number of newsletters produced • Number of reports generated from MIS and circulated among Stakeholders 	GSFP							GSFP	Copies of newsletters MIS reports	

4.3 BUDGETARY REQUIREMENTS AND SOURCE OF FUNDING – 2011

IV BUDGETARY REQUIREMENTS AND SOURCE OF FUNDING – 2011			
ITEMS	SOURCE OF FUNDING	Ghana Cedis	%
1. Personnel Emolument		479,059.26	0.69%
2. Administration		108,689.00	0.16%
3. Service:			
a. Other Service activities		595,010.40	0.86%
b. Feeding Cost -GOG,RNE,WFP -		67,203,515.50	97.24%
4. Investment/Capital Expenditure		723,136.84	1.05%
	Total	69,109,411.00	100.00%
Source of Funding			
1. Government of Ghana		50,000,000.00	72.35%
2. Dutch government		11,668,611.00	16.88%
3. World Food Programme (\$ 5.24million @1.42)		7,440,800.00	10.77%
Grand Total		69,109,411.00	100%