# SOCIAL PROTECTION SECTOR ANNUAL PERFORMANCE REPORT



MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION



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# MESSAGE FROM THE HONOURABLE MINISTER



Hon. Cynthia Mamle Morrison, Minister for Gender, Children and Social Protection

Ghana has a long history of putting in place social protection measures to support poverty reduction and inclusive development.

The Government of Ghana recognizes that to ensure citizens are guaranteed relief from destitution and for them to realize their basic rights, relevant social protection programmes must be strategically and consistently pursued. This is why His Excellency Nana Addo Dankwa Akufo-Addo introduced additional interventions such as the Free Senior High School (SHS) policy, Planting for Food and Jobs (PFJ), and Nation Builders Corps (NaBCo) among others to complement the ongoing efforts toward poverty reduction and bridging the inequality gap.

As the sector Minister charged with the responsibility of ensuring policy formulation, coordination, monitoring and evaluation of Gender, Children and Social Protection issues within the country, I will continue to ensure that social protection programmes are implemented in an effective, efficient, properly targeted, coordinated and sustainably financed to help create a society where **no one** is **left behind** in the national growth agenda.

The delivery of social protection interventions requires the participation and support of a range of stakeholders. The Ministry appreciates the various partnerships contributing to the implementation of social protection programmes in the country. We particularly appreciate the support of the World Bank, Department for International Development (DFID), United Nations Children's Fund (UNICEF), and the European Union (EU), World Food Programme and all the UN systems in the delivery of social protection in Ghana.

We look forward to continued interest and support of all stakeholders as we pursue our vision of creating a harmonious society in which the survival and development of the sexes, children, the poor, the vulnerable, and persons with disability are guaranteed.

# PHOTOGRAPHS OF LEADERSHIP OF THE MINISTRY







Dr. Afisah Zakariah, Chief Director

# PHOTOGRAPH OF DIRECTOR FOR SOCIAL PROTECTION, AND MEMBERS OF THE SOCIAL PROTECTION INTER-SECTORAL TECHNICAL (SPISTC) COMMITTEE



Dr. Rita Owusu-Amankwah, Director for Social Protection



Membership of the Social Protection Inter-Sectoral Technical Committee

# **EXECUTIVE SUMMARY**

Social Protection has proven to be a reliable tool towards reducing poverty, vulnerability, and empowering citizens to enable them contribute their quota towards national growth and development. Ghana has adopted and is implementing social protection which has become an indispensable part of the government's responsibility towards its citizens and an essential element of the agenda for addressing vulnerability and poverty. The growing relevance of social protection in addressing poverty, vulnerability and inequality in Ghana is reflected in the significant increase in the number of interventions, unrelenting efforts at strengthening systems for effective delivery of social protection as well as the financial commitment by government and other actors in the sector.

The Ministry of Gender, Children and Social Protection (MoGCSP) has, over the years successfully and is continually building robust systems to safeguard and foster the effective and efficient implementation of social protection interventions in the Country. The Ministry is therefore implementing the National Social Protection Policy (NSPP) which serves a framework for delivering social protection effectively, efficiently, coherently, properly targeted and in a sustainably financed manner. The NSPP identifies 5 flagship social protection programmes namely Livelihood Empowerment against Poverty programme (LEAP), National Health Insurance Scheme (NHIS), Labour Intensive Public Works (LIPW), Ghana School Feeding Programme (GSFP), Basic Education Capitation Grant (BECG). These and other interventions have the goal of reducing the economic and social vulnerability of the poor and marginalized by protecting them from risks and shocks caused by either unexpected economic fluctuations or natural catastrophes.

The Ministry as part of its mandate to provide oversight, and ensure effective delivery of social protection in Ghana, annually develop a comprehensive report on the performance of the social protection sector. The development of the report is facilitated by the Social Protection Directorate of the Ministry in close collaboration with the Social Protection Inter-Sectoral Technical Committee (SPiSTC).

The report provides information on the implementation status of social protection activities in the country by highlighting the achievements, challenges and the way forward for the year ended 2019, and it is structured into four (4) chapters.

Chapter one provides the reader with a background, including a summary on the national social protection policy and a brief overview of social protection as well as poverty and inequality situation in Ghana, and the policy and legislative context for social protection in Ghana.

The second chapter discusses the coordination of social protection in Ghana, emphasizing on the mandate and functions of the MoGCSP and its Social Protection Directorate. It also touches on the performance of the directorate in the year under review.

The third chapter highlights the performance of various agencies and institutions implementing social protection interventions under the coordination and oversight role of the MoGCSP. This includes their objectives, achievements, challenges and the way forward.

The fourth chapter concludes the report and provides an outlook for the year 2020. The concluding paragraph makes a case for the need to strengthen systems for effective and efficient social protection service delivery.

In the year 2019, a lot of strides were made in the social protection sector. Notable amongst them included the rich wider stakeholder input solicited and incorporated into the draft social protection bill, finalization of the comprehensive social protection communication and advocacy strategy, and the institutionalization of community dialogue series.

Additionally, the LEAP Management Secretariat successfully paid its beneficiaries six regular bimonthly cash grant, electronic monitoring and reporting system was also successfully piloted, and coverage was increased by 18, 988 households. The Ghana School Feeding Secretariat also ensured that 2.9 million pupils in over 9000 public kindergarten and primary schools across the country were provided with one hot nutritionally adequate meal in each school going day; almost all the caterers also received payments for the first term (70 days), second term (65 days) and third term (55 days) of the 2018/2019 academic year. Regarding the Basic Education Capitation Grant, the government provided an amount of GH¢54.5 million as capitation and base grant to all public basic and special schools. The National Health Insurance Authority (NHIA) was also able to register a total of 136, 748 LEAP beneficiaries onto the NHIS. The NHIA also did register 1,311,317 out of the targeted 1.4 million indigents (e.g. Kayayei, prison inmates, inmates of Psychiatric homes etc.) in 2019. The Ministry of Local Government and Rural Development as part of the implementation of the Labour Intensive Public Works project, completed studies and cost estimation for 334 subprojects which included 77 small earth dams, 67 feeder roads and 190 Climate Change Mitigation interventions; teams were also formed and inaugurated in all beneficiary Metropolitan, Municipal and District Assemblies (MMDAs) to facilitate and support the implementation of Complementary Livelihood and Asset Support Scheme (CLASS). The Planting for Food and Jobs project also saw an increased beneficiary farmer coverage of 1,183,313 exceeding the target of 1,000,000 beneficiaries, and 665,000 farmers were biometrically registered.

Notwithstanding the successes and improvements in the delivery of social protection in 2019, the sector faced several challenges. Key amongst them were inadequate funding and delays in the release of funds to the social protection sector.

Concluding, the positive impact the social protection sector has made in the country cannot be glossed over and that there is the need for improved and sustained collaboration and coordination efforts in the delivery of Ghana's social protection agenda. There is also a great need to increase financing and ensure timely releases of funds to the social protection sector to warrant effective and efficient implementation of social protection programmes and activities in the country.

# **ACKNOWLEDGEMENTS**



Dr. Afisah Zakariah, Chief Director

On behalf of the Ministry of Gender, Children and Social Protection, I would like to express our gratitude to all stakeholders whose immeasurable efforts led to the successful compilation of this report.

We acknowledge the invaluable input from the agencies implementing the five flagship Social Protection programmes, other social protection implementing institutions, and members of the Social Protection Inter-Sectorial Technical Committee (SPiSTC). Special mention to Rita Owusu-Amankwah (PhD), Director of Social Protection at the Ministry who also doubles as a co-chair of the SPiSTC, and her staff for their hard work and dedication to ensure this report sees the light of day

The Ministry is also very much appreciative of the unrelenting efforts of all partners, and anticipates their continued support–Ministries, Departments and Agencies, Parliament, Office of the Head of Local

Government Service (OHLGS), Academia and Research Institutions, Civil Society Organizations (CSOs), Media, Faith-Based Organizations (FBOs) and Development Partners (notably the World Bank, UNICEF, Department for International Development, European Union, World Food Programme etc.) in the delivery of social protection in Ghana.

We look forward to continued engagement with all stakeholders (including the Private Sector Institutions) to strengthen Ghana's social protection system to sustaianably address the situations of poverty and vulnerability, and ensure improved well-being of all Ghanaians across the life cycle.

# ABBREVIATIONS AND ACRONYMS

AEA Agricultural Extension Agents

AHME Africa Health Market for Equity

AWPB Annual Work Plan and Budget

BCC Behavioural Change Communication

CAADP Comprehensive Africa Development Project

CAPEC Center for the Alleviation of Poverty, the Environment and Child Support

CHRAJ Commission on Human Rights and Administrative Justice

CLASS Complementary Livelihood and Asset Support Scheme

CLIC Community LEAP Implementation Committees

COTVET Council for Technical and Vocational Education Training

CSIR-CRI Center for Scientific and Industrial Research-Crop Research Institute

CSIR-SARI Center for Scientific and Industrial Research-Savanna Agricultural Research

Institute

CSO Civil Society Organisation

CSPSP-GH Civil Society Platform on Social Protection, Ghana

DAs District Assemblies

DASH Daily Attendance Sheet

DCIT District CLASS Implementation Teams

DFID Department for International Development

DLIC District LEAP Implementation Committees

DSPC District Social Protection Committee

DSWO District Social Welfare Officer

EPA Environmental Protection Agency

EU European Union

FASDEP II Food and Agricultural Development Policy II

FAW Fall Army Worm

FBOs Faith-Based Organizations

FCUBE Free Compulsory Universal Basic Education

GES Ghana Education Service

GESP Ghana Employment and Social Protection

GhiPSS Ghana Inter-Bank Payment and Settlement System

GLDB Grains and Legumes Development Board

GLST Ghana Luxemburg Social Trust

GNHR Ghana National Household Registry

GoG Government of Ghana

GPS Ghana Police Service

GPSNP Ghana Productive Safety Net Project

GSFP Ghana School Feeding Programme

GSOP Ghana Social Opportunities Project

HHs Households

IEC Information, Education and Communication

IFC International Financial Cooperation

IMC Independent Monitoring Checks

IMCC Inter-Ministerial Coordinating Committee

IPC Inter-Process Communication

ISD Information Service Department

JSDF Japanese Social Development Fund

KG Kindergarten

LEAP Livelihood Empowerment Against Poverty

LIPW Labour Intensive Public Works

LMS LEAP Management Secretariat

M&E Monitoring and Evaluation

MDAs Ministries, Departments and Agencies

MDGs Millennium Development Goals

MELR Ministry of Employment and Labour Relations

METASIP Ghana's Medium Term Agriculture Sector Investment Plan

MIS Management Information System

MLGRD Ministry of Local Government and Rural Development

MMDAs Metropolitan, Municipal and District Assemblies

MMDCEs Metropolitan, Municipal and District Chief Executives

MoF Ministry of Finance

MoFA Ministry of Food and Agriculture

MoGCSP Ministry of Gender, Children and Social Protection

MOU Memorandum of Understanding

MOWAC Ministry of Women and Children's Affairs

MT Metric Tons

NAFCO National Food Buffer Stock Company

NBSSI National Board for Small Scale Industries

NDPC National Development Planning Commission

NHIA National Health Insurance Authority

NHIF National Health Insurance Fund

NHIS National Health Insurance Scheme

NSPP National Social Protection Policy

NSPS National Social Protection Strategy

OHLGS Office of the Head of Local Government Service

OFSP Orange Flesh Sweet Potato

PDO Project Development Objective

PLWHIVAs People Living with HIV/AIDS

POC Project Oversight Committee

PSP Payment Service Provider

PTC Project Technical Committee

PWD Persons with Disability

PWID Persons with Intellectual Disability

RCCs Regional Coordinating Councils

RDCU Rural Development Coordinating Unit

RSWO Regional Social Welfare Officer

SADA Savannah Accelerated Development Authority

SDG Sustainable Development Goals

SMC School Management Committee

SPD Social Protection Directorate

SPIP School Performance Improved Plan

SPiSTC Social Protection Inter-Sectorial Technical Committee

SSNIT Social Security and National Insurance Trust

SWCMS Single Window Case Management Service

SPSWG Social Protection Sector Working Group

ToR Terms of Reference

UN United Nations

UNDP United Nations Development Programme

UNFPA United Nations Populations Fund

UNICEF United Nations Children's Education Fund

USAID United States Agency for International Development

WFP World Food Programme

WIAD Women in Agricultural Development

YEA Youth Employment Agency

# 1. CHAPTER 1: INTRODUCTION

This report provides the implementation status of social protection in Ghana.

# 1.1 POVERTY AND INEQUALITY IN GHANA

Ghana has experienced considerable economic growth accompanied by a reduction in poverty¹. Poverty has reduced from 51.7 per cent in 1991/92 to 24.2 per cent in 2012/13. The incidence of extreme poverty has also reduced drastically- from 16.5 per cent in 1991/92 to 8.4 per cent in 2012/13². The latest Ghana Living Standard Survey (GLSS 7) report indicates that Poverty levels dropped from 24.2% in 2012/13 to 23.4% in 2016 /17 whiles extreme poverty incidence has declined marginally from 8.4% in 2012/13 to 8.2% in 2016 /17³. Despite the gains, the inequality rate in Ghana rose from 42.3% in 2012/13 to 43.0% in 2016/17 as measured by the Gini Co-efficient⁴. This means that sections of the population are not benefiting from the country's growth. The increasing inequality, combined with poverty, risks straining social cohesion.

There are regional and geographical dimensions of poverty. For example, the Northern, Upper East and Upper West regions have the highest poverty and extreme poverty rates. The Northern region has the highest concentration of the poor with 1.8 million people living below the poverty line<sup>5</sup>. Households in urban areas have a lower average rate of poverty than those in rural areas (7.8% as compared to 39.5%). Factors that contribute to rural poverty include low productivity and a lack of diversification in both farming and nonfarming activities.

Population groups who face vulnerabilities in Ghana include children, women, persons with disabilities and older persons who are more vulnerable to shocks and risks which push them further into poverty and deprivation. Women in Ghana provide the bulk of unpaid care work especially childcare and caring for family members, which limits women's opportunities and labour productivity.

Violence against women and girls is also a concern. The 2016 Domestic Violence in Ghana survey notes that nearly three in every ten women (28 per cent) in Ghana experienced domestic violence in the 12 months before the study. The most common forms include partner violence, sexual violence and emotional/psychological violence<sup>6</sup>. Other forms of violence experienced by women and girls include human trafficking and harmful practices such as child marriage and female genital mutilation. These acts of violence impoverish

<sup>&</sup>lt;sup>1</sup> Cooke, E., Hague, S., and McKay, A. (2016). The Ghana Poverty and Inequality Report: Using the 6<sup>th</sup> Ghana Living Standards Survey.

<sup>&</sup>lt;sup>2</sup> Ghana Statistical Service (2014). Ghana Living Standards Survey 6. Accra: GSS

<sup>&</sup>lt;sup>3</sup> Ghana Statistical Service (2017). Ghana Living Standards Survey 7. Accra: GSS

<sup>&</sup>lt;sup>4</sup> Ghana Statistical Service (2017). Ghana Living Standards Survey 7. Accra: GSS

<sup>&</sup>lt;sup>5</sup> Ghana Statistical Service (2017). Ghana Living Standards Survey 7. Accra: GSS

<sup>&</sup>lt;sup>6</sup> UN VAWG information portal: http://www.endvawnow.org

women, girls and their families, undermine human capital, lower economic productivity and fundamentally undermine women and girls' potential. Children are also vulnerable to violence, exploitation, abuse and neglect. Persons with disabilities face barriers including poverty, limited opportunities for accessing education, health, and employment opportunities.

Given what has been outlined above, there is a need to protect the poor and vulnerable, to reduce inequality and to further reduce Ghana's incidence of poverty and promote inclusive development. Persisting economic and social inequalities strengthen the case for social protection interventions to support the poor and vulnerable, as a vehicle for economic and social development.

#### 1.2 BACKGROUND OF SOCIAL PROTECTION IN GHANA: A BRIEF OVERVIEW

Ghana has a rich tradition of social protection efforts by communities and civil society entities, along with a range of pro-poor programmes implemented by the state over the years. Governments, (past and present) have put in place several measures that seek to address the situations of poverty and vulnerabilities in Ghana. Before 2007, social protection in Ghana took the form of traditional family and community arrangements, interventions by faith and welfare-based organizations and emergency relief from government agencies. The early 1990s brought responses to the structural adjustment of the economy, undertaken in the late 1980s, in the form of the Programme of Actions to Mitigate the Social Costs of Adjustment<sup>8</sup>. This was followed by the Ghana Poverty Reduction Strategy (GPRS) I and II, which provided some interventions with social protection inclinations (NSPP 2015).

A Poverty and Social Impact Assessment on vulnerability and exclusion, undertaken in 2004 as part of the review of the GPRS I, showed that the ongoing interventions and policies did not have an adequate impact on the lives of the poor<sup>9</sup>. According to the study, the most vulnerable and excluded citizens are characterised by severe livelihood insecurity and are unable to cope with multiple life-cycle risks and shocks (NSPS 2007). It became evident that responding to the needs of the poor and vulnerable required a coordinated and holistic approach. Subsequently, efforts were made by the State and its partners to strengthen coordination for effective and efficient delivery of social protection. The Government of Ghana (GoG) developed the National Social Protection Strategy (NSPS) in 2007. The NSPS was revised in 2012 but needed to be located within a policy framework.

<sup>&</sup>lt;sup>7</sup> ActionAid (2010), Destined to Fail? How Violence against Women is Undoing Development.

<sup>&</sup>lt;sup>8</sup> Government of Ghana (December 2015). Ghana National Social Protection Policy.

<sup>&</sup>lt;sup>9</sup> Government of Ghana (December 2015). Ghana National Social Protection Policy.

The NSPS aimed to consolidate the wide range of national programmes into a framework that tackles extreme poverty and vulnerability as well as promoting employment and productivity. Areas proposed for strategic intervention included: cash transfer programmes, energy and utility subsidies, child rights protection, survival and development, labour-intensive public works and skills training, pensions and contributory social insurance schemes. The NSPS focused on investing in the extreme poor to realize their fundamental rights and develop their potential to contribute to national development.

In 2013, the GoG underscored the significance of social protection as a reliable and strategic tool to address poverty, vulnerability and inequality, and created the Ministry of Gender, Children and Social Protection (MoGCSP). The Ministry was mandated to oversee, coordinate, harmonize, monitor and evaluate social protection in Ghana in an effective, efficient and sustainable manner. The Social Protection Directorate was also created to replace the then Social Protection Unit under the Ministry of Employment and Social Welfare. In the same year, a key study on social protection was completed – Rationalizing Social Protection Expenditure in Ghana (Rationalization study). The study reviewed approximately 44 public sector initiatives with social protection intentions. The findings and recommendations from this study, along with the NSPS and the 2015 World Bank's Social Protection Assessment and Public Expenditure Review were important in informing the framework for a coherent social protection system unique to the country.

The rationalization study was an analysis of the effectiveness and shortcomings of key social protection programmes. It noted that there is a need for a social budget as a planning instrument to support the implementation of interventions<sup>10</sup>. The study provided several recommendations that if implemented could guarantee effective and sustainable delivery of social protection in Ghana. Key amongst them included:

- social protection in Ghana must focus more on the extreme poor and vulnerable population;
- the need to streamline the social protection sector and enhance coordination, close coverage gaps;
- ➤ the need for a well-defined social protection floor; a clarified governance and institutional framework;
- the need for unified targeting mechanism to identify poor households;
- the need for a robust monitoring and evaluation (M&E) framework that set targets and developed relevant indicators for the social protection sector;
- nationally-agreed basket of social protection programmes in the National Social Protection Policy (NSPP)

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 $<sup>^{10}</sup>$  LO (2014). Rationalizing Social Protection Expenditure in Ghana. Geneva: ILO.

The Rationalization Study, along with the diagnostic processes for the formulation of the Ghana Shared Growth and Development Agenda (GSGDA II), also recommended the development of a National Social Protection Policy to facilitate coordination and strengthen capacity at all levels of programme and policy implementation<sup>11</sup>. Further impetus to develop a policy was provided in June 2014 when Cabinet approved a memo for the MoGCSP to lead and coordinate the country's social protection efforts including the development of a National Social Protection Policy, establishment and operationalization of the Ghana National Household Registry (GNHR), and social protection institutional arrangements (from national to sub-national levels).

The Ghana Shared Growth and Development Agenda (GSGDA II), 2014-2017, a key national planning document, underscored the need for coordination in the social protection sector. Specifically, it identifies "enhanced institutional arrangements for sectorial collaboration, implementation and management of social protection interventions" as a priority intervention for human development, productivity and employment. The country's Coordinated Programme for Economic and Social Development Policies (2017-2024) recognizes social protection as a tool toward reducing poverty, vulnerability, inequality and enhancing shared growth and prosperity. The Coordinated Programme acknowledges 'that special provisions must be made to give all a fair chance of enjoying the benefits of a free and prosperous society. Particular emphasis is placed on strengthening social protection, especially, for children, women, persons with disability and the elderly'.

The medium-term national development policy framework (2018-2021), "Agenda for Jobs: Creating Prosperity and Equal Opportunity for All", is the implementation framework for the President's Coordinated Programme for Economic and Social Development Policies. As such, a key medium-term goal under this framework is to 'strengthen social protection especially for key vulnerable groups'.

# 1.3 LEGISLATIVE AND POLICY CONTEXT

The Government of Ghana (GoG) has put in place policies and strategies that demonstrate its commitment to protecting the poor and vulnerable. The GoG is a signatory to several international and regional instruments which advocate for social protection. These include the Universal Declaration of Human Rights, the SDGs, and the African Union (AU) Social Policy Framework to name a few. The commitments made in these international and regional instruments are largely reflected in key national policies, legislation and planning documents.

The 1992 Constitution of the Republic of Ghana provides for the rights of all people, including the poor and vulnerable, to access social services. Article 17 of the constitution

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<sup>&</sup>lt;sup>11</sup> Government of Ghana (December 2015). Ghana National Social Protection Policy.

which focuses on equality and freedom from discrimination seeks to redress imbalances as regards gender, place of origin and occupation amongst others. Article 24 sets the framework for decent work, social insurance, health and safety and welfare in employment. It also provides for the development of creative potentials and contributory schemes for economic and social security. Articles 25 and 27 provide for equal educational opportunities and maternity benefits respectively. Article 36 of the Constitution, for instance, stipulates that "the State shall take all necessary action to provide adequate means of livelihood and suitable employment and public assistance to the needy"<sup>12</sup>. Under article 28, Parliament is required to enact laws that are necessary to ensure that every child has the right to the same measure of special care, assistance and maintenance as is necessary for its development from its natural parents, except when the parents have surrendered their rights and responsibilities per law.

There are other legal and policy instruments which reflect the Government's commitment to protecting the vulnerable in society. Examples include the following:

- > The Children's Act (Act 560), 1998
- Labour Act, 2003 (Act 651)
- Persons with Disability Act, 200(Act 715)
- Domestic Violence Act, 2007 (Act 732)
- The National Pensions Act, 2008 (Act 766) and Amendment Act 883
- National Health Insurance Act, 2003 (Act 650) and the amended Act 850 (2012)
- > The Human Trafficking Act, 2005 (Act 694)
- The Ghana Legal Aid Scheme Act, 1997 (Act 542)
- > The Mental Health Act, 2012 (Act 846)

Additionally, efforts are being made on drafting a Social Protection Bill which will provide a legislative framework for the delivery of Ghana's social protection system, to ensure sustainable implementation and financing of social protection interventions in Ghana. Bills for the Ghana School Feeding Programme and Aged Persons are also being drafted to, among others, serve as legislative frameworks that can support and protect the poor and vulnerable.

#### 1.4 National Social Protection Policy

# 1.4.1 Overview and Vision

The NSPP provides a "framework for delivering social protection coherently, effectively and efficiently in a way that is holistic" and takes into account vulnerabilities across the lifecycle. It seeks to protect the poorest, promote productivity and put in place a system of accessible and quality social services. It also aims to promote the wellbeing of Ghanaians through a package of social assistance and financial access to social services,

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<sup>&</sup>lt;sup>12</sup> Constitution of the Republic of Ghana

productive inclusion and social employment, and social insurance. The NSPP is the overarching framework for ensuring that social protection makes an impact on the lives of beneficiaries by preventing, promoting and transforming the circumstances of individuals' lives and those of families and communities.

The Policy further attempts to close the gap in Ghana's social protection coverage by establishing a social protection floor. Ghana's social protection floor consists of:

- Access to basic essential health care for all
- ▶ Minimum income security to access the basic needs of life for children
- Minimum income security for people of working age; and
- Minimum income security for older persons.

The strategic vision of the NSPP is "an all-inclusive and socially empowered society through the provision of sustainable mechanisms for the social protection of persons living in situations of extreme poverty and related vulnerability and exclusion"13. It adopts the principle that every Ghanaian matter and is capable of contributing to national development.

To operationalize a robust social protection system, the NSPP seeks to:

- ▶ Promote enhanced coherence and complementarity of social protection programming in the public sector as well as with non-state constituencies
- ▶ Build clearer linkages between social assistance and productive, social and financial Protect and promote the socio-economic well-being of poor and vulnerable Ghanaians through improved targeting of beneficiaries
- Assure adequate and reliable funding to sustain social protection delivery
- ▶ Engender wide public support and ownership of social protection in line with Ghana's socio-economic development
- Promote effective, transparent and accountable processes to ensure that resources are used efficiently and effectively
- ▶ Ensure effective review and application of lessons learnt through efficient mobilization and dissemination of reliable and disaggregated information

#### **Policy Goals** 1.4.2

It aims to deliver a well-coordinated, inter-sectoral social protection system enabling people to live in dignity through income support, livelihoods empowerment and improved access to systems of basic services.

It seeks to promote the well-being of Ghanaians through an integrated platform of effective social assistance, social and productive inclusion, social insurance and financial access to social services.

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<sup>&</sup>lt;sup>13</sup> Government of Ghana (December 2015). Ghana National Social Protection Policy

► It aspires to mitigate and reduce vulnerabilities for all, close the inequality gap and ensure total inclusion for all Ghanaians.

# 1.4.3 Policy Objectives

It is envisaged that, by 2031, through social protection provision:

- poverty will reduce by half through increased and improved effective and efficient social assistance for poor and vulnerable Ghanaians
- employment opportunities will be considerably enhanced through the promotion of productive inclusion and decent work to sustain families and communities
- social security and social insurance will be increased and improved for all Ghanaians

The NSPP has identified a social protection basket of flagship programmes. It consists of five (5) flagship programmes with the potential for high impacts. These programmes are:

- cash transfers for orphans and vulnerable children, pregnant women, persons with disabilities, and the elderly through the Livelihood Empowerment against Poverty (LEAP) programme
- full achievement and application of National Health Insurance (NHI) Exemptions
- scaling-up and integration of the Labour-Intensive Public Works (LIPW) programme as a key social employment strategy
- application of the Education Capitation Grant for Basic Schools to promote access to education
- review and delivery of the Ghana School Feeding Programme (SFP) to achieve educational participation, improved nutrition, employment creation and enhanced social cohesion

# 1.5 Purpose of the Annual Report

As part of the coordination mandate of the MoGCSP, the Social Protection Directorate facilitated the development of the annual report for the social protection sector in Ghana. The report provides information on the implementation status of social protection activities in the country by highlighting the achievements, challenges and the way forward for the year ended 2019.

The report is organized into four (4) chapters. Chapter one provides the reader with a background, including a summary on the national social protection policy and a brief overview of social protection as well as poverty and inequality situation in Ghana, and the policy and legislative context for social protection.

Chapter two (2) highlights the coordination of social protection in Ghana, emphasizing on the mandate and functions of the MoGCSP and Social Protection Directorate. It also outlines the coordination activities of the directorate in the year under review.

Chapter three (3) provides detailed information on the social protection activities undertaken by partner Ministries and Agencies under the co-ordinating and oversight role of the Ministry of Gender, Children and Social Protection (MoGCSP). This includes their objectives, achievements, challenges and the way forward.

Chapter four (4) concludes the report and provides an outlook for the year 2020. The concluding paragraph makes a case for the need to strengthen systems for effective and efficient social protection service delivery.

# 2 CHAPTER 2: COORDINATION OF SOCIAL PROTECTION IN GHANA

# 2.1 MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION: OBJECTIVES AND FUNCTIONS

# 2.1.1 Objectives

The Ministry of Gender, Children and Social Protection was established by an Executive Instrument (E.I. 1) in January 2013 as a successor to the Ministry of Women and Children's Affairs. The Ministry is primarily responsible for policy formulation, coordination, monitoring and evaluation of Gender, Children and Social Protection issues within the context of the national development agenda. The achievement of gender equality, the empowerment of women and girls, and the development of children are therefore key preoccupations of the Ministry. Additionally, strengthening Ghana's social protection system to better promote and protect the welfare of the poor, vulnerable and excluded populations is another key priority of the MoGCSP.

# MoGCSP's objectives are as follow:

- Promote gender mainstreaming and gender-responsive budgeting in MDAs and MMDAs through capacity building
- ➤ Improve the socio-economic status of the vulnerable and the excluded through targeted interventions
  - Protect and promote the development and the rights of children, the vulnerable and the excluded through awareness creation and effective implementation of National and International Policy frameworks and legislations
- Integrate and coordinate the rights of the vulnerable and the excluded into national development through social protection programmes

#### 2.1.2 Functions

The following core functions support the objectives of the Ministry:

- Formulate gender, child development and social protection policies
- ► Co-ordinate gender, child and social protection-related programmes and activities at all levels of development

- ▶ Develop guidelines and advocacy strategies for use by all MDAs ensure effective gender and social protection mainstreaming
- ► Facilitate the integration of gender, children and social protection policy issues into the National Development Agenda
- ► Ensure compliance with international protocols, conventions and treaties concerning children, gender and social protection
- ▶ Conduct research into gender, children and social protection issues
- ► Monitor and evaluate programmes and projects on gender, children, the vulnerable, excluded and persons with disabilities
- ► Ensure the availability of appropriate administrative and financial management systems and support services for the effective and efficient running of the Ministry/Sector for enhanced service delivery
- ► Coordinate the development and implementation of human resource management policies, systems and programs consistent with the requirements of the sector to enhance service delivery
- Writes proposal for sourcing of funds from development partners
- Scrutinizes documentation on all projects under implementation to ensure they comply with official guidelines
- Collects data on all development-related programmes in the Ministry
- Coordinates the work of contractors and write monthly, quarterly and annual reports

# 2.2 Social Protection Directorate (SPD)

#### 2.2.1 Background

The Social Protection Directorate (SPD) is one of six (6) directorates at Ministry of Gender, Children and Social Protection (MoGCSP). The SPD is responsible for the design, harmonization and coordination, monitoring and evaluation of social protection policies and programmes in Ghana. It also leads to the development and review of a legislative framework for social protection in Ghana.

# 2.2.2 Achievements during 2019

In the year under review, the SPD achieved the following:

# • Development of Social Protection (SP) bill

To ensure sustainable social protection service delivery, there is a need to provide a legislative framework. In this regard, the SP Directorate held a series of consultative meetings with key stakeholders on the draft SP bill. These meetings sought to solicit input into the draft SP Bill, clarify and help the stakeholders (at the national and sub-national levels) to appreciate their roles in the implementation of the social protection bill when passed into law. Other meetings were also held with Parliamentary Select Committee on Constitutional, Legal and Parliamentary Affairs, and Legal Experts to build a consensus on

the bill before it is presented to Cabinet for approval. These consultations are in fulfilment of the requirements for the development of a bill.



Figure 1. A cross-section of stakeholders deliberating on the SP bill

# Social Protection Inter-Sectorial Technical Committee (SPiSTC) meetings

The Social Protection Inter-Sectoral Technical Committee (SPiSTC) was established as a key SP institutional arrangement at the national level to provide technical backstopping for the delivery of social protection in Ghana. This is to ensure effective cross-sectoral collaboration, coordination, and complementarity of SP interventions. The SPiSTC is made up of a representative from Ministries, Departments and Agencies implementing social protection interventions. The committee held two (2) full sessions in the year 2019. which provided the opportunity to discuss the achievements of various SP implementing agencies and challenges faced within the year and came out with measures to address the challenges. The meeting also validated the SP Communication and Advocacy Strategy.

Additionally, two SPiSTC sub-committee meetings were held to:

- a. Review and validate input received from the nationwide consultations on the draft SP bill
- b. Review and validate the indicators and theory of change for the overarching SP M&E framework.



# • Finalization of SP Communication and Advocacy Strategy

To deepen understanding and increase participation and support for social protection delivery in Ghana, the directorate with support from UNICEF developed a comprehensive Communication and Advocacy Strategy. The development of the strategy commenced in 2018 and was finalized in 2019. It is envisaged that the strategy will provide a verifiable framework to facilitate the building of relationships between the Social Protection Directorate (SPD) and the various stakeholders within the social protection sector, through effective communication, dialogue and awareness creation. The communication strategy will guide the Ministry (i.e., the SPD) to communicate with its stakeholders openly and proactively by providing the necessary information that reflects stakeholders' needs in the coordination of social protection programmes in the country.

# • Institutionalization of Community Dialogue Series

As part of measures to close the knowledge gap and garner the necessary support and buy-in for the implementation of social protection at the grass root and community level, the MoGCSP collaborated with the Office of the Head of Local Government Service and the Metropolitan, Municipal and District Assemblies (MMDAs) and initiated community dialogue series. The dialogue focused on social protection and other social issues such as Domestic Violence, Human Trafficking, Child Abuse, Teenage Pregnancy etc. In 2019, twenty-two (22) community dialogues were successfully held in the Central and Ahafo regions. Notable emerging issues from the dialogues included increasing cases of domestic violence, human trafficking and the difficulty that beneficiaries of the National Health Insurance Scheme face in renewing their membership status, and selection criteria

and disbursement of District Assembly Common Fund (DACF) among others. These issues are being addressed through the MoGCSP HelpLine of Hope Call Centre (which has a toll-free number on o8oo8oo8oo / o8oo9oo9oo) and the respective departments of MMDAs and other relevant institutions.



Figure 2. Hon. Cynthia Mamle Morrison (left) and Hon Freda Prempeh (right) sensitizing community members on Social Protection and other social issues during the Ministry's community dialogue series

# Facilitate the implementation of the Ghana Employment and Social Protection (GESP) Project

The Ghana Employment and Social Protection (GESP) project seek to contribute to inclusive growth by strengthening social protection and employment systems in the country. it is expected to provide livelihood creation support to extremely poor and vulnerable persons who have productive capacity in fifty-two (52) MMDAs in three (3) regions. The main beneficiary agencies of the project are the MoGCSP, the Office of the Head of the Local Government Service (OHLGS) and the Ministry of Employment and Labour Relations (MELR). Agri Consult Europe SA (AESA) Consultancy hired by the Ministry of Finance to provide Technical Assistance to the beneficiary institutions.

In the year under review, the following achievements were made:

- training need assessment conducted on staff at the sub-national level, and tailor-made training modules to equip them in the delivery of SP developed
- ♣ M&E capacities of selected MMDAs were also assessed to enhance the capacities
  of the MMDAs to implement and monitor the projects
- Initiated the development of the Productive Inclusion component of the project

# • Implementation of Single Window Citizen Engagement Service (SWCES)

The SWCES was set up in 2017 to support the coordination of social protection and improve grievance redress and referral system in the country. One key feature of the SWCES is the Helpline of Hope Call Centre that any Ghanaian can call freely (on o8oo8oo8oo/o8oo9oo9oo) to lodge a complaint and seek redress in a timely and tracked manner. In 2019, the SWCES achieved the following successes:

- ♣ The Centre facilitated the resolution of 803 out of the 1,135 cases received.
- The SWCES system (Unified Case Management System) was fully developed and hosted live on <a href="https://www.mogcsp.gov.gh">ucms.mogcsp.gov.gh</a>.

# 2.2.3 Challenges

- ► Inadequate coordination systems to enhance complementarity in SP services delivery at all levels
- ▶ Inadequate financing to ensure the sustainability of SP programmes
- Absence of emergency SP strategy
- Absence of social protection law

#### 2.2.4 Way Forward

- The MoGCSP will through the SPD continue to deepen and foster collaboration and coordination amongst social protection agencies to improve linkages and complementarities.
- Efforts will also be made to complete the SP bill for Cabinet approval, and passage into law by Parliament.
- The overarching SP M&E framework will be finalized and operationalized by 2020.
- The SPD will also explore the opportunity of establishing an Emergency and Responsive Social Protection Strategy that will provide support to the vulnerable during emergencies like floods, fire etc.
- Coordination and Complementary Service Framework would be developed to guide and aid the coordination of Social Protection at all levels.
- develop and submit a Cabinet Memo on SP Financing as efforts to advocate for increased and sustainable financing for social protection.

# 3 CHAPTER 3: IMPLEMENTATION STATUS OF SOCIAL PROTECTION INTERVENTIONS

The National Social Protection Policy (2015) identifies the following five (5) flagship programmes in the social protection basket:

- Livelihood Empowerment against Poverty (LEAP): Ministry of Gender, Children and Social Protection (MoGCSP)
- Ghana School Feeding Programme (GSFP): Ministry of Gender, Children and Social Protection (MoGCSP)

- National Health Insurance Scheme (NHIS): Ministry of Health
- Education Capitation Grant: Ministry of Education
- Labour intensive Public Work Programmes (LIPW): Ministry of Local Government and Rural Development

Additionally, other interventions and projects are complementing social protection efforts in the country. These include but not limited to:

- Free Senior High School: Ministry of Education
- Planting for Food & Jobs: Ministry of Food and Agriculture (MoFA)
- Ghana National Household Registry (GNHR): MoGCSP
- Ghana Productive Safety Nets Project (GPSNP): MoGCSP and MLGRD

This chapter looks at the various social protection interventions in detail and presents their achievements and challenges during 2019.

# 3.1 LIVELIHOOD EMPOWERMENT AGAINST POVERTY (LEAP)

### 3.1.1 Background

The Livelihood Empowerment Against Poverty (LEAP) programme is a cash transfer programme that seeks to reduce extreme poverty by smoothening consumption and facilitate access to other social services among the extremely poor and vulnerable households in Ghana. The programme, therefore, serves as a "springboard' for the extremely poor and vulnerable to 'leap' out of the malaise of extreme poverty and to ultimately empower them to contribute to the socio-economic development of the country (National Social Protection Strategy, 2007).

The implementation of the LEAP programme commenced in the year 2008 with an initial number of 1,653 households in 21 districts and has as of December 2019 expanded to cover 332,200 households across 252 districts in Ghana The programme is managed by the MoGCSP through the LEAP Management Secretariat (LMS).

The programme targets extremely poor households with:

- orphans and vulnerable children (OVCs),
- the aged without support,
- persons with severe disabilities without productive capacity and
- pregnant women with children under one (1) year of age.

# 3.1.2 Objectives of the LEAP Programme

The broader objective of the LEAP programme is to reduce extreme poverty by increasing consumption and promoting human capital development and access to other services among the extremely poor and vulnerable households. Specifically, the LEAP programme seeks to:

- Improve household consumption and nutrition, especially, among children below 2 years of age, the aged and people with severe disabilities.
- ♣ Increase access to healthcare for the aged and people living with severe disabilities.
- Improve basic school education in beneficiary households among children between the ages of 5 and 15 years while facilitating access to complementary services among beneficiary households.
- ♣ Facilitate access to other complementary services

#### 3.1.3 Achievements

In the period under review, the following achievements were made:

#### • Payment of LEAP grants to beneficiaries

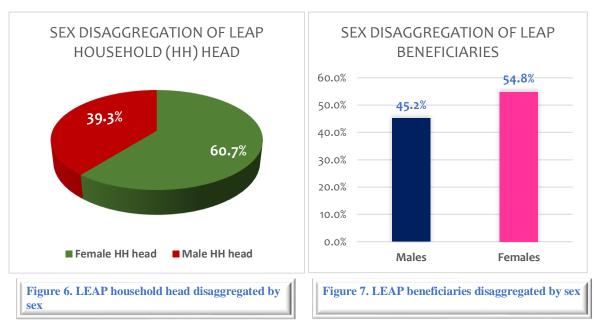
Six bi-monthly regular cash disbursement were successfully made to beneficiaries in 2019. The LMS had as of December 2019 conducted sixty (64) cycles of payment since the inception of the programme.



# • Expand coverage of the LEAP programme to 350,000

The LMS planned to expand coverage of the LEAP programme to 350,000 households in 2019. However, at the end of December 2019, coverage was increased to 332,200 households comprising 1, 444,518 direct beneficiaries across 252 districts. This means coverage of the LEAP programme was expanded by 18,988 households, which approximately translates into six (6) per cent improvement rate over the base (313,212) in 2018. review of the vulnerability status of the direct beneficiaries indicated that 44.87% are orphans and vulnerable children, 27.32% of them are elderly, 16.97% are persons with severe

disability whilst infants and pregnant women with children under one year constitutes 10.84%. On gender disaggregation, 54.8% of the beneficiaries are female whilst 45.2% are males with 60.7% and 39.3% of households headed by females and males respectively. The programme expansion is therefore expected to contribute to Ghana's effort at achieving the sustainable development goals (SDGs), 1, 2, 3, and 4<sup>14</sup>



# Systems strengthening

To ensure that adequate capacity is in place for effective and efficient implementation of the LEAP programme, the LMS undertook the following initiatives:

# **♣** Development and validation of operations manual and guidelines for LEAP:

The LMS successfully reviewed the existing LEAP Operations Manual and developed all technical annexes to the manual. This was to ensure that the LEAP programme's manual is in line with the current mode of operations of the programme. The review also sought to ensure proper documentation of the Programme's implementation processes and document the step-by-step procedures for sustainability. The final version of the operations manual and all the detailed guidelines (technical annexes) will be printed and distributed to all key stakeholders in 2020.

# **♣** Dissemination of Findings of the Assessment of the LEAP Electronic payment:

To ensure enhanced service delivery, the LMS with support from UNICEF conducted an assessment of the LEAP electronic payment system in 2018. The objective of the

Goal 2 – Zero hunger

Goal 3 - Good Health and well being

Goal 4 – Quality Education

<sup>&</sup>lt;sup>14</sup> Goal 1 – No poverty

assessment was to test the effectiveness of the electronic payment system adopted to pay beneficiaries. The results of the assessment were disseminated in 2019 to stakeholders during a workshop which involved the LMS, Participatory Financial Institutions and the Ghana Inter-bank Payment Settlement Systems (GhIPSS). The workshop provided the opportunity to develop action plans in improving the electronic payment delivery system of the LEAP programme.

# **Field visit to assess programme performance:**

The LMS through the Monitoring and Evaluation Unit conducted a field visit to eighty (80) selected districts. The visit provided the LMS with the opportunity to receive first-hand information on beneficiaries' adherence to co-responsibilities, the status of linkages to complementary services, as well as impacts of the programme on their lives. The findings will therefore help the secretariat to improve programme delivery.

# Piloting of electronic monitoring and reporting systems for LEAP

In September 2018, the LEAP Management Secretariat (LMS) with support from UNICEF, developed electronic monitoring and reporting application for the LEAP Programme. The electronic system forms part of the processes to strengthen the LEAP Monitoring and Evaluation (M&E) system and to ensure real-time monitoring of LEAP activities in the field through the District Social Welfare Officers (DSWOs). To test the efficacy of the system, document lessons learnt and make recommendations for future rollout, thirty (30) districts across all ten regions were selected in the year under review to pilot the tools.

A one-day non-residential training workshop was organised for two (2) selected DSWOs from the selected districts and all ten (10) Community Care Programme Heads (CCPHs) of the Regional Social Welfare Offices nationwide to be equipped with requisite skills to implement the system. The application was successfully piloted between June and December 2019 and has since collated feedback from implementing districts, analysed and reviewed the system for roll out to all districts from the next reporting period.

# ♣ Training of newly recruited and existing DSWOs on LEAP Programme:

As part of measures to improve the capacity of District Social Welfare Officers (DSWOs) across the country on the LEAP programme, the LMS organized non-residential capacity building workshop for Seventy-five (75) DSWOs from selected districts who have since 2017 been working on the LEAP programme without any formal orientation. The training equipped the DSWOs with the requisite knowledge on LEAP implementation and also facilitated the setting up of pay points across all new LEAP communities by DSWOs.

# Provision of Laptop Computers to DSWOs:

The LMS in 2019 delivered laptop computers to 216 DSWOs to facilitate LEAP implementation at the sub-national level. The laptops sought to enhance the daily operations of the DSWOs, as well as facilitate reporting on the LEAP programme to the LMS in a timely fashion.

# 3.1.4 Challenges

#### Late release of funds:

Since the inception of the programme in 2008, the Government's funding allocation to the programme has increased tremendously. However, the releases for administrative and operational activities are done very late affecting the implementation of planned activities.

Inadequate nationwide representative data on extreme poor households for the selection of beneficiaries for the LEAP programme. This poses a challenge to expanding coverage of the programme to cover all extremely poor households in Ghana.

### 3.1.5 Way Forward

For the LEAP programme to achieve its ultimate goal of alleviating extreme poverty from the Ghanaian society, the challenges associated with the implementation of the programme ought to be dealt with. The following are, therefore, some of the measures being put in place to address the challenges:

- There is an ongoing stakeholder engagement for the design of a legal framework to back the LEAP activities in the country. This will among other things spell out the funding arrangements to the programme
- The Ghana National Household Registry is relentlessly speeding up on the poverty profiling of Ghanaian households to provide a credible and reliable database on which LEAP can expand coverage of all extremely poor households in the country.

# 3.1.6. Outlook for 2020

- Disburse six regular bi-monthly cash grants to beneficiaries.
- Rollout electronic monitoring and reporting systems across all LEAP implementing districts to ensure real-time monitoring of LEAP activities at all districts.
- Initiate discussions with stakeholders on the implementation of a recertification strategy of LEAP beneficiary households to ascertain their continuous eligibility for the LEAP programme or otherwise. Beneficiary households that will remain below the poverty line will continue to benefit from the programme whilst those above will be graduated and linked to other productive inclusion activities.
- Intensify the collaboration between the LMS and the National Health Insurance Authority to facilitate free enrolment and renewal of NHIS for the LEAP beneficiary households.
- Intensify Communication at all levels; Continuous engagement among all stakeholders to enhance programme understanding and support for the LEAP Programme.

# 3.2 THE GHANA SCHOOL FEEDING PROGRAMME (GSFP)

#### 3.2.1 Background

The Ghana School Feeding Programme (GSFP) seeks to provide one hot adequate nutritious meal on each school going day to beneficiary pupils in public primary and Kindergarten (KG) schools in both urban and rural deprived communities across the country. The GSFP from inception has expanded its beneficiary pupils' coverage from about 1,900 pupils nationwide in 2005 to over 2,900,000 at the close of the 2018/2019 academic year and ten (10) schools in 2005 to over 9,000 schools in 2019 respectively. The GSFP contributes to Ghana's attainment of the Sustainable Development Goals (SDGs) 1, 2, 3, 4, 5,615, and 1716. The long-term objective of the programme is to contribute to the attainment of poverty eradication and improved food security in Ghana.

# 3.2.2 Objectives

The GSFP seeks to:

- Increase school enrolment, attendance and retention
- Reduce hunger and malnutrition
- Boost domestic food production

#### 3.2.3 Achievements

#### Job Creation

The programme has created direct jobs for about 25,000 caterers, cooks and indirectly offered transporters, fisherfolks, local suppliers and distributors among others a source of income

# • Development of District Menus

In 2019, the GSFP introduced the Texturized Soy Product (TSP) as an alternative relatively cheaper source of protein for beneficiary pupils. The development of the district menus using the Meal Planner Software facilitated the provision of meals that enabled the attainment of the 30% Recommended Daily Allowance (RDA) for beneficiary pupils through unique district menus, peculiar to their district.

#### • Provision of school meals to beneficiary pupils

During the year under review, the GSFP provided one hot nutritionally adequate meal on each school going day to about 2,900,000 pupils in over 9000 public kindergarten and primary schools in all the 260 MMDAs.

# • Capacity Building

#### Innovative Nutrition Training

To encourage and boost the use of locally produced foodstuffs for the school feeding programme, the GSFP Secretariat undertook the following training for the caterers and Cooks. In all, over 18,000 caterers and head cooks were trained in the use of the locally

 $<sup>^{15}</sup>$  Ensure availability and sustainable management of water and sanitation for all

<sup>&</sup>lt;sup>16</sup> Revitalize the global partnership for sustainable development

manufactured Texturized Soy Product (TSP) as an alternative source of protein as well as how to incorporate traditional meals such as green leafy vegetables (sweet potatoes and cassava leaves), "gari foto" and "konkonte" in GSFP beneficiary school meals. The trainings organized were as follows:

- ► The GSFP collaborated with the World Food Programme and trained caterers on Practical Innovative Nutrition in seven (7) regions Volta, Oti, North East, Northern, Savannah, Upper East, and Upper West
- ► The GSFP collaborated the African Union Development Agency (AUDA NEPAD) and trained caterers and cooks in the Ashanti Region

# School Meal Planner Software Training

To ensure that beneficiary pupils under the GSFP gain the Recommended Daily Allowance (RDA) of 30% as stipulated in the programme document, the GSFP in collaboration with Partnership for Child Development (PCD) trained district actors comprising District Desk Officers (DDOs), District Nutrition Officers, District Agriculture Officers and District SHEP Coordinators to develop ecological menus which is unique to specific districts using the School Meal Planner Software.

# Regional Team Tool Training

The Regional staff comprising Regional and Zonal Coordinators in the traditional ten (10) regions were trained on the newly developed M&E tools to enhance data collection at the regional and district levels. The tools included Headteacher/pupils tool, Caterer tool, reviewed reporting template and daily record forms. The Accounts department also trained participants in the effective use of the "Honour Certificate" for refunds.

# • Dissemination of 2018 Cost-Benefit Analysis Report and Stakeholder Consultation on the National School Feeding Authority Draft Bill

The GSFP in collaboration with the World Food Programme (WFP) and MasterCard Foundation conducted a Cost-Benefit Analysis (CBA) in 2018. The outcomes of the study were disseminated in October 2019 at separate stakeholders' workshops in the three (3) belts of the country – Cape Coast, Kumasi and Tamale. The report of the analysis indicated that, for every GHC1.00 spent on a beneficiary pupil, GHC3.00 is gained through their education life cycle of eight (8) years. The GSFP used the opportunity of the workshops to share the draft National School Feeding Authority Bill with stakeholders for their inputs. Feedback from the stakeholders has been shared with the Office of Attorney General to incorporate in the draft Bill.

# • Caterer Payments for 2018/2019 Academic year

Payments for the first term (70 days), second term (65 days) and third term (55 days) of the 2018/2019 academic year have been made to almost all GSFP caterers across the country. The few caterers who did not receive their payments were those whose E-zwich cards belong to defunct banks in Ghana. Even with these caterers, resources have been

set aside to pay them in early 2020 after they have submitted new account information to the GSFP Secretariat.

# • Celebration of International Day of School Feeding

The GSFP collaborated with the World Food Programme (WFP), to mark the International Day of School Feeding on 15<sup>th</sup> March 2019 at Agona West Municipality of the Central Region. The event which was chaired by the Hon. Minister for Gender, Children and Social Protection was attended by key stakeholders including traditional leaders from the region, representatives of Development Partners, pupils and teachers from selected beneficiary schools. The relevance of the GSFP and the global strategy of providing school meals to eradicate malnutrition and motivate school attendance and other expected outcomes of the programme was shared with participants at the event.

#### • National Supervisory Monitoring

Monitoring was conducted in all regions and selected MMDAs across the country to assess programme implementation, monitor adherence to standards and support regional offices in data management. In all, 118 out of 264 MMDAs were visited by the national monitoring team, with regional level monitoring covering all MMDAs in each region.

# • Africa Day of School Feeding

The 2019 Africa School Feeding Day was celebrated on 1<sup>st</sup> March 2019 at Ada West in Greater Accra with pupils and teachers from the first beneficiary school of the GSFP, Elavanyo D/A Primary School. Beneficiaries were admonished to continually attend school and enhance their education with the motivation of free school meals. Bowls were donated by the GSFP National Secretariat to the schools and a kitchen structure was constructed by the District Assembly for the beneficiary school.

#### 3.2.4 Challenges

Despite the numerous achievements of the programme, the following challenges were encountered:

- Funding: Delays in the release of funds by the Ministry of Finance for payment of caterers. Additionally, there are inadequate funds for the provision of infrastructure at the regional /district levels.
- Inadequate logistics to undertake monitoring activities at the national, regional and district levels.
- Inadequate personnel at the National and Regional Offices
- Lack of infrastructure at the regional offices, especially, in the six (6) newly created regions.

#### 3.2.5 Way forward

• Strengthen the capacity of personnel at all levels to warrant effective and efficient delivery of the GSFP.

- Resource offices in the newly created regions with the necessary office equipment for smooth implementation of the programme.
- The GSFP Secretariat will continue to engage stakeholders within the private sector
  to facilitate alternative financial support for caterers as they await the release of
  funds from the Ministry of Finance (MoF) for their (caterers) payment. This
  initiative will be implemented upon approval from the Ministry of Gender, Child and
  Social Protection and the Ministry of Finance.
- The GSFP Secretariat and the Ministry of Gender Children and Social Protection (MoGCSP) is engaging the MoF for funds for the acquisition of vehicles and other logistics for the effective operations of the GSFP.

# 3.3 EDUCATION CAPITATION GRANT FOR BASIC SCHOOLS

# 3.3.1 Background

The Education Capitation Grant for Basic School Scheme was introduced by the Government of Ghana and piloted in 2004 in 40 of the most deprived districts in the country. The scheme, which was fully implemented in 2005, has been a key strategic social intervention to stimulate the drive to achieve universal basic education as enshrined in the country's 1992 Republican Constitution of Ghana.

#### 3.3.2 Objective

The purpose of the scheme is to lessen the burden of paying school fees and all forms of levies by parents at the basic school level. This aims at helping Ghana realize her long-term policy objective of 'increasing equitable access to and participation in education at all levels under the National Development Policy Framework.

#### 3.3.3 Achievements

During the year under review, an amount of GH¢54.5 million was provided as capitation and base grant to all public basic and special schools. The beneficiary schools comprised 14,649 Kindergarten Schools, 15,138 Primary Schools, 10,784 Junior High Schools and 27 Special Schools.

Table 1: Detail Basic School Enrolment Figures from 2017/2018

LEVELS	2017/2018	2018/2019	PERCENTAGE CHANGE
KINDERGARTEN	1,250,144	1,277,635	2.20%
PRIMARY	3,175,338	3,217,783	1.34%
JHS	1,288,425	1,311,598	1,80%
SPECIAL SCHOOLS	6,912	7,002	0.01%

Source: EMIS (2018/2019) & Special Education Division of Ghana Education Service



In the year under review, the scheme contributed to school enrolment at the various levels of education as follows: KG 2.20%, Primary 1.34%, JHS 1.80% and Special Schools 0.01%. The table below shows details the enrollment figures.

### 3.3.4 Challenges

- ➤ Delay in release of funds to schools to carry out grant activities militated against the smooth implementation of the Capitation Grant Scheme during the year under review.
- Discrepancies in the total grant amount transferred to the schools relative to the number of pupils/students enrolled due to inaccurate enrolment figures submitted by the schools was another challenge the scheme faced in 2019

### 3.3.5 Way Forward

- The Service will continue to engage the Ministry of Finance (MoF) through the Ministry of Education (MoE) on the need for MoF to regularly and timely release the grant, preferably at the beginning of each academic year, to help in the planning, budgeting, and smooth administration of the schools.
- ➤ The Service will also build the capacity of key staff at the district offices in data collection and management to ensure that accurate data are submitted to the Head office.

Workshops will be organised for newly promoted headteachers, district directors and accountants on the disbursement, utilization, accounting and reporting on capitation and base grant.

### 3.3.6 Conclusion:

The Ghana Education Service will continue to deliver on its mandate, and it is expected that with the timely release of funds to schools, there will be increased enrolment and improved learning outcome. Management will also continue to measure results, track progress, and ensure that the Capitation Grant Scheme Policy lives up to its expectation.

# 3.4 NATIONAL HEALTH INSURANCE SCHEME (NHIS) FOR THE POOR AND VULNERABLE

### 3.4.1 Background

The National Health Insurance Scheme (NHIS) was introduced by the Government of Ghana in 2003 as one of the pro-poor policy for poverty reduction in Ghana. The National Health Insurance Act, 2012 (Act 852) mandates the NHIA to register all person resident in Ghana and to ensure equity in access to affordable quality healthcare, particularly, the poor and vulnerable in the Ghanaian society. As a social protection programme, the NHIA exempts some category of persons from payment of premium (contributions). These persons include:

- Persons above 70 years of age (The Aged).
- Persons classified by Social Welfare or Ministry of Gender Children and Social Protection (MoGCSP) as Indigents.
- Beneficiaries of Livelihood Empowerment Against Poverty (LEAP)
- School Feeding Programme.
- Pregnant Women.
- Social Security and National Insurance Trust (SSNIT) Contributors.
- SSNIT Pensioners.
- Chronic TB patients.
- Prison Inmates etc.

### 3.4.2 Objective

The NHIS seeks to:

- ► Collaborate with all stakeholders especially the MoGCSP to enrol all persons so properly classified by the Ghana National Household Registry or Department of Social Welfare (DSW) as indigents unto the NHIA
- ▶ Renew the membership of persons registered as indigents to enable them to have uninterrupted access to healthcare services under the scheme.

### 3.4.3 Achievements

In the year under review, the NHIA achieved several successes in the execution of its mandate. Notable among these were:

### • Increment in the Enrolment of LEAP Beneficiaries onto the NHIS

The NHIA successfully collaborated with the Ministry of Gender, Children and Social Protection and UNICEF under 'Integrated Decentralized Social Services in collaboration' project to help increase the enrolment of LEAP beneficiaries onto the NHIS. This collaboration yielded very high results as the NHIA registered a total of 136,748 LEAP beneficiaries onto the NHIS far beyond its set target of 100,000.

### • Increment in the Enrolment of Indigents

A similar collaboration the NHIA had with the Ministry of Gender, Children and Social Protection at one hand and with Zonta Club on the other, had also resulted into an increased enrolment of indigents onto the NHIS. In all, 1,311,317 out of the targeted 1.4million indigents were registered in 2019. This number covered registration exercises carried out for different category of indigents across the country. These groups include head porters properly termed as "kayayei" in Accra and Kumasi, residents of Odawna slum in Adabraka, prison inmates, inmates of Psychiatric homes, beneficiaries of School Feeding Programme, and People with Disability at Light House Chapel (The QODESH).

### 3.4.4 Challenges

Despite the huge successes chalked up by the NHIA, some issues hampered effective execution of the planned activities of the scheme. These challenges included:

- Difficulty in identifying the poor for registration: The delay in the full implementation of the Ghana National Household Registry made it very difficult for the NHIA to identify the poor and other indigent groups for registration. This situation compelled the Authority to resort to the status quo of relying on names endorsed by the Department of Social Welfare for the registration as indigents.
- Mobile network connectivity issues, especially, in the deprived communities posed a huge challenge to the Authority in its quest to register the poor and vulnerable during the year under review. Under the circumstance, the beneficiaries in such communities had to be transported to the nearest NHIS point for registration and this came with its financial challenges and other inconveniences to some beneficiary groups, especially, the aged and people with a severe disability.
- ▶ Inadequate Funds from MoGCSP to provide logistics for registration of beneficiaries of LEAP and School Feeding. Majority of these beneficiary groups were unable to afford transport to the district offices to be enrolled onto the scheme. This resulted in the scheme putting in extra efforts and logistics to reach out to them; a development which put a financial and logistical strain on the scheme during the year under review.

### 3.4.5 Way Forward

In the coming year, the NHIA will:

- Continue to collaborate with MoGCSP to register all persons assessed and qualified as indigents.
- ▶ Work with the MoGCSP and its agencies, the Ghana Education Service and other stakeholders to draw up programmes and agree on timelines to carry out registrations of indigents onto the NHIS.
- ▶ Deepen collaboration with other stakeholders to register the poor and vulnerable, especially, those who are captured on the Ghana National Household Registry's database.
- Dialogue with Partner Agencies to find common workable solutions to challenges.

## 3.5 LABOUR INTENSIVE PUBLIC WORKS (LIPW)

### 3.5.1 Background

The LIPW project seeks to provide short term employment to the poor to enable them to meet their household expenditure, particularly during the agricultural off-season. The project targets a minimum of 30, 000 beneficiaries in 80 districts spread across the country and undertakes such activities as construction or rehabilitation of feeder roads, small earth dams, social infrastructure, climate change mitigation interventions and other subprojects which lend themselves to the high use of unskilled labour.

### 3.5.2 Objective

The project aims at:

- ▶ Extending income-earning opportunities to extremely poor households through the maintenance or rehabilitation of assets that improve the productivity of communities and respond to the anticipated effects of climate change.
- ▶ Ensuring widespread adoption of the technology as a social protection and employment creation tool.

### 3.5.3 Achievements

The following key activities were implemented in the year under review:

- ▶ All beneficiary Municipal and District Assemblies (MDAs) have submitted their subproject proposals and funds were fully allocated to the beneficiary districts for the implementation of the projects.
- ► Field appraisals and validation were carried out for 385 proposed sites and 345 sites were confirmed for further studies, designs and implementation
- ➤ Studies and cost estimation were also completed for 334 subprojects which include, 77 small earth dams, 67 feeder roads and 190 Climate Change Mitigation Intervention (CCMI) activities
- ▶ All LIPW key stakeholders were sensitized on the project's implementation strategy and its safeguards and case management requirements. For example, orientation

programs were held for Climate Change focal persons in all the zones – Upper East, Upper West, Northern Region, and the Rural Development Coordinating Unit (RDCU) Zones during which the focal persons were educated on the safeguards and case management requirements for the sub-projects.

- ▶ Completed community sensitization workshops for District Assembly (DA)Information, Education and Communication (IE&C) teams under the Wa, and Kumasi Zones. This was to ensure that the DA IE&C Teams understood what information to present to the community members. To ensure that community sensitization activities are carried out effectively and efficiently, guidelines for community sensitization was developed, incorporating, among others, Gender, Disability, Social inclusion, Social and Environmental Safeguards, Child Welfare and Case Management issues.
- ▶ Implemented and finalised LIPW delivery manual and built the capacity of 160 contractors in LIPW delivery.



### 3.5.4 Challenges

- ▶ Delay in the start of LIPW project implementation during the year under review.
- ▶ Delay in the completion of the Ghana National Household Registration exercise made it difficult to target beneficiaries of the project, especially, in the 14 remaining Regions.
- ▶ Delay in the procurement of laptops, tablets, servers and other office equipment also derailed effective implementation of the project during the year under review.

### 3.5.5 Way Forward

- The project will continue its engagement with the Ghana National Household Registry (GNHR) to expedite the household registration exercise
- Measures will be put in place to procure the office equipment needed for the effective implementation of the project.

## 3.6 PRODUCTIVE INCLUSION (PI)

### 3.6.1 Background

Productive inclusion (PI) is a component of the Ghana Productive Safety Net Project that seeks to increase access to income-generating activities for extremely poor households. This component finances a comprehensive set of support services to promote sustainable income-earning opportunities for target beneficiaries.

PI has two main sub-components:

- Complementary Livelihood and Asset Support Scheme (CLASS) which targets 25,000
   LEAP and LIPW household members aged 18 65 years who express interest in participating in productive inclusion activities
- Linkages to Agricultural Support, on the other hands, seeks to improve the
  agricultural productivity of extremely poor households by facilitating linkages to
  existing agriculture interventions. Activities under this component are targeted at
  all extreme poor households that are already on the LEAP or LIPW programme and
  are within the catchment of major on-going government Agriculture Projects.

### 3.6.2 Objective

The main objective of the Productive Inclusion component of the GPSNP is to assist extremely poor households to establish and engage in enterprise activities that will guarantee them sustainable incomes.

### 3.6.3 Achievements

- To ensure a smooth take-off of the project, all key actors and relevant stakeholders such as officials of Regional Coordinating Councils (RCC), MMDAs, the Project Oversight Committee (POC) and Project Technical Committee (PTC); and Leadership of Persons living with Disability were sensitized on the scope of the project and its implementing modalities.
- District CLASS Implementation Teams (DCIT) were formed and inaugurated in all beneficiary MMDAs in the Five (5) regions of the North.
- Proposal on Complementary Livelihood and Asset Support Scheme (CLASS) beneficiary slot allocation to MMDAs was finalized and validated by the Project Technical Committee (PTC).
- Tool kits and Guidelines for community selection, feasibility and viability analysis, community mobilization and sensitization, as well as targeting and enrolment of

beneficiaries, were developed and shared with relevant field officers. It is expected that these tools will help build capacities of the relevant District CLASS Implementation Teams (DCIT).

### 3.7 THE GHANA NATIONAL HOUSEHOLD REGISTRY

### 3.7.1 Background

The Ghana National Household Registry (GNHR) is a unit under the Ministry of Gender, Children and Social Protection (MoGCSP) with the mandate to create a Single National Household Register from which all social protection programmes in Ghana will select their beneficiaries. The GNHR involves registering of households and collecting basic information on their socioeconomic status by administering a data intake questionnaire to each household. The establishment of the registry by MoGCSP is one major step that will make the targeting of beneficiaries of social protection programmes very much more effective and thereby strengthen our social intervention system. The GNHR completed data collection in the Upper West and Upper East Regions and will commence its pre-data collection activities in the Northern, Savannah and North-East Regions by January 2020.

### 3.7.2 Objectives

Like similar registries in the world, the GNHR is meant as a tool to improve efficiency, effectiveness, and expand the coverage and scope of social protection interventions in Ghana. Specifically, the GNHR seeks to:

- Compile a credible database of the poor and vulnerable in Ghana to make it easy for Social Protection programmes to identify their target beneficiaries
- Increase transparency and accountability in the targeting of the beneficiaries of Social Protection Programmes in Ghana
- Support inter-institutional coordination to improve the impact of social spending and the elimination of duplication in targeting the beneficiaries of social protection programmes by Ministries, Departments and Agencies and other institutions in the Country.
- Allow the development of accurate socioeconomic analyses on poverty to support
  the design and development of specific policies and programmes targeted at the
  vulnerable and/or people of low-income sectors.

### 3.7.3 Achievements

The second phase of the project commenced in late 2019 with the core staff of the Ghana National Household Registry (GNHR) reporting to duty six weeks to the end of the year under review. The period under review was, therefore, used to plan for the effective take-off of project activities in 2020. Notable among the activities carried out within this period were:

### • Development of Memorandum of Understanding (MOUs) for Key Stakeholders

One of the earlier tasks the GNHR team executed was to develop MoUs that will guide the relationship between the Registry and its data users and collaborating institutions such as the Ghana Statistical Service (GSS) and Information Services Department (ISD). These MoUs set the tone and outlined the line of collaboration the GNHR will have with these institutions when field data collection activities begin in 2020.

• Development of Plans for Data Dissemination and High-Level Media Engagement
The GNHR team also put together a comprehensive plan for disseminating data collected
by the Registry during the first phase of the project. This plan touched on strategies for
engaging key end-users of the GNHR data and leveraging on the power of the mass media
to create the necessary awareness on the availability and importance of the social register
being compiled by the GNHR

## • Commencements of the processes for the procurement of firms for data collection

As part of measures to fast track the data collection exercise, the GNHR intend to use professional data collection firms to help carry out the data collection exercise across the country. As a result, the Term of Reference (ToRs) and other important documentation needed for engaging firms in 2020 were developed and shared with the World Bank for their review and approval

## • Assessment of the Management Information System (MIS) System and Optimization for Data Collection

The core of the GNHR data collection exercise is an electronic enumeration of the households. Data collection is conducted using Computer Assisted Personal Interviewing (CAPI). To ensure that the MIS system is secured for the exercise, a general assessment of the system was carried out by the MIS team of the project. The team also initiated the processes of procuring anti-viral software and other major system additions that will ensure the security of the microdata on the GNHR database.

### • Consensus Building Workshops

Preparatory activities towards consensus-building workshops on the GNHR data collection exercise in the Northern, North East and Savanna regions were also carried out. The GNHR team mapped the key stakeholders and prepared all the necessary Information Education and Communication (IEC) materials needed for the effective takeoff of the consensus-building activities in the three Northern regions

### 3.7.4 Challenges

The main challenge lies in completing the staffing arrangement left to improve the efficiency and speed of operations.

### 3.7.5 Way forward

- Recruitment of the remaining staff of the Registry
- Development of Annual Work Plan and concept papers for the various activities to be undertaken in 2020
- Disseminate the GNHR data collected in the Upper East Region
- Carried out data collection exercise in the Northern, North East and Savanna regions of Ghana Commence and revive the addressing of Case Management Issues that were pending and will begin to trickle down from the regions.

## 3.8 PLANTING FOR FOOD AND JOBS (PFJ)

### 3.8.1 Background

As part of the comprehensive strategy to resolve the perennial challenges confronting the agricultural sector, the Ministry of Food and Agriculture (MoFA), since 2017, has been implementing a flagship intervention dubbed "Planting for Food and Jobs" (PFJ) Campaign. This new strategy is geared towards the modernization of Ghana's agriculture to ensure food security and achieve food sufficiency and surplus for export.

The PFJ Campaign seeks to ensure immediate and adequate availability of food in the country, enhance crop productivity, increase export, create jobs and attract investment into the agriculture sector of the country. The Campaign is anchored on five (5) strategic pillars – provision of improved seeds, the supply of fertilizers, provision of dedicated extension services, marketing and e-Agriculture.

### 3.8.2 Objectives

The PFJ programme specifically seeks to:

- Increase the productivity of food crops in Ghana
- Ensure food security, and availability of raw materials for industry, reduce food import and increase export
- Create jobs, especially, for the teeming youth in the country
- Create incentives and awareness to increase investment in agriculture and attract the youth into agriculture

### 3.8.3 Achievements

### Increased Number of Beneficiaries

At the end of the 2019 season, a total of 1,183,313 beneficiary farmers have been reached across all the 216 districts, exceeding the target of 1,000,000 beneficiaries.

### • Distribution of Improved Seeds

Nine thousand and thirty-one (9,031 MT) of maize, 6,544 MT of rice, 2,729.38 MT of soybean, and 29 MT of vegetables of improved seed varieties were distributed to beneficiary farmers across the country.

### • Enhanced Access to Fertilizer

On fertilizer supply, 223,635 MT of NPK (Blends/Compounds), and 101,558 MT of Urea were distributed to farmers. During the year under review, beneficiary farmers were also supported with 957,795 litres of liquid fertilizer; 76,200 bags of compost fertilizers (50kg/bag) and 56,560bags of Granular Fertilizer (25kg/bag)

### • E-Agriculture

As at the end of 2019, a total of 665,000 farmers had been biometrically registered.

### 3.8.4 Challenges

Major challenges faced in the cause of the implementation of the programme in 2019 include:

- ▶ Delay in the production and distribution of new crop-specific fertilizer blends
- ► E-subsidy implementation challenges relating to inadequate NABCO officers posted to retail outlets and system connectivity challenges (QR Code scans, network issues)
- ► Inadequate availability and supply of improved seeds/ planting materials of specific crops (cowpea, sorghum, groundnut, sweet potato)
- Flouting of implementation modalities by some participating companies
- Reported incidences of smuggling of fertilizers to some neighbouring countries

### 3.8.5 The Way Forward

Based on lessons learnt and the challenges encountered, the following mitigation strategies will be pursued in the subsequent implementation years

- Sensitize and create awareness on smuggling among security agencies and other stakeholders to enhance vigilance
- Fine-tuning the electronic distribution of fertilizers through an E-Voucher system (biometric farmer registration, tagging and coding PFJ branded input bags)
- Improving supply and distribution of new crop-specific fertilizer blends through physical inspection of blended equipment, and reviewing of crop-specific fertilizer recommendations
- Liaise and collaborate with research institutes to improve the supply of Early Generation Seeds for multiplication

## 3.9 GHANA PRODUCTIVE SAFETY NETS PROJECT (GPSNP)

### 3.9.1 Background

The Ghana Productive Safety Net Project (GPSNP) is a successor project to the Ghana Social Opportunities Project (GSOP). The GPSNP became effective on 28th June 2019 and is jointly implemented by the Ministry of Gender, Children and Social Protection (MoGCSP) and the Ministry of Local Government and Rural Development (MLGRD).

The Project aims to strengthen safety net systems in Ghana, improve the productivity of the poor, build and enhance the effectiveness of flagship social protection programs of Government of Ghana and is being funded by the Government of Ghana, the World Bank and DFID with a project envelope of \$ 223 million.

The GPSNP has five (5) components: (i) Productive Inclusion (PI); (ii) Labour-Intensive Public Works (LIPW); (iii) Livelihood Empowerment Against Poverty (LEAP) Cash Grants; (iv) Social Protection Systems Strengthening, and (v) Project Management, Coordination, and Capacity Building. Components 1, 2 and 5b are implemented by the MLGRD, whiles components 3, 4 and 5a are implemented by MoGCSP.

### 3.9.2 Objectives

The overall goal of the GPSNP is to contribute to alleviating extreme poverty and to boost the productivity and incomes of the poor. The Project Development Objective (PDO) is to support the Government to strengthen safety net systems that improve the productivity of the extreme poor in Ghana by:

- increasing social protection services to citizens
- providing tailored support to the poorest households
- addressing the demand-side constraints to accessing services
- strengthening productivity of the poor
- providing dedicated and coordinated services to poor households to access agricultural support and strengthening their financial literacy and savings and
- enabling Government to consolidate the social protection sector by strengthening a social protection system, that is functional, well-coordinated and anchored at the community level.

### 3.9.3 Achievements

The achievements recorded during the period under review is already reflected in the social protection interventions/initiatives the GPSNP supports which includes LIPW, PI, LEAP, GNHR and Social Protection Directorate, which have been reported on earlier in this report.

### 3.9.4 Challenges

The period under review was met with the following challenges- delayed recruitment of consultants under MoGCSP at the start of the project, lack of office space for MoGCSP consultants, Delay in the procurement of project assets, delay in administrative approvals and inadequate space for the SWCES/Helpline of Hope Call Centre.

### 3.9.5 The Way Forward

Collaboration and coordination will be deepened to ensure efficiency and effectiveness in the delivery of the GPSNP.

## 4 CONCLUSION

The report shows that a lot has been achieved in the social protection sector during the period under review. The impacts of the various social protection programmes implemented in the country underscored the need to deepen the implementation and coordination of social protection interventions to ensure that the programmes are effectively targeted at the poorest and the most vulnerable in the country. To achieve this, measures must be put in place to help implementation institutions overcome the challenges that impeded the efficient implementation of social programmes in 2019.