GSFP SCOPE

• 1.7 million children fed a meal a day at school
  • Approx. 5,000 schools/average 23 per District

• About $US 45 million bought in food annually

• Districts contract Caterers: buy food, prepare/serve meals

• Caterers, many women-run, are micro - small businesses
PROCUREMENT ISSUES - SHF SOURCING (1)

• Caterers not required by contract to buy produce from SHFs
  • Caterers not required to keep records giving sources of food

• Government of Ghana paid Caterers very late
  • Caterers pre-financing meals and related costs
  • Caterers bought from sources giving credit
  • Excluded smallholder farmers & farmer/producer organisations

• SHF involvement in GSFP considered minimal
PROCUREMENT ISSUES - SHF SOURCING (2)

- Procurement processes informal
  - Not transparent, effective or documented

- Post award contract management of Caterers not adequate
  - Many existing Caterers performing poorly

- Some produce purchased centrally by Govt. sold to Caterers
SNV PILOTS

TOTAL OF 216 DISTRICTS

PILOTS HELD IN 5 REGIONS - 20 DISTRICTS

Ghana Map
SNV partnered with the GSFP to produce a procurement manual

- In accord with Govt. legislation and market maturity level
- Includes templates for Caterer selection and contracting
- Sets national standards
- Manual publicly available: ensures transparency of process
PROCUREMENT ACTIONS TO INCREASE SHF SALES (2)

1. Open advertisement
2. Potential Caterers apply
3. Assessment of application
4. Call for interview
5. Selection of Caterer(s)

District basis

For applicants who meet mandatory criteria

Caterer with the highest mark based on rateable criteria. All other Caterers that meet threshold score put on selection list for two years.
PROCUREMENT ACTIONS TO INCREASE SHF SALES (3)

• Caterer selection/evaluation based on qualitative + output
  
  • Nutritional, calorific content defined;
    • quality, quantity and local preferences defined

• Education/experience
  • Food purchasing/storage skills, local presence

• Achieve 20% by value of produce from SHFs
  • Excludes produce centrally bought by GSFP

• Period of Caterer financing limited to one academic term
RESULTS OF PILOTS TO INCREASE SHF SALES (1)

• Training (by GoG + SNV) of approx. 2,000 Caterers
  • Review of new bid solicitation documents - ‘How to Bid’
  • Other training: business skills, record keeping, food handling and hygiene

• Schools/Districts required to monitor Caterers’ performance
  • Periodic reviews/assessments – warnings given where required
  • Failure of Caterer to respond – contract terminated
RESULTS OF PILOTS TO INCREASE SHF SALES (2)

• New e-payment method for the Caterers
  • Speeds payments direct to Caterers’ bank accounts

• Sales of $USD 720K achieved by 5, 250 SHFs in the 20 Districts (Pilots)
RESULTS OF PILOTS TO INCREASE SHF SALES (3)

Complementary actions to previously described Procurement actions

• Matchmaking events conducted
  • Between Caterers and Producer Organisations/Traders

• Bank loans at less than market rates (Catering contracts as collateral)
  • SNV negotiated with local banks to make available such loans to Caterers
  • Loan agreements require purchases from SHF/POs
RESULTS OF PILOTS TO INCREASE SHF SALES (4)

• Grain banks empowered (SNV financial support) to:
  • Buy food from smallholder farmers
  • Provide food with good credit terms to Caterers.

• SNV linked 49 Caterers to credit resulting:
  • USD 85K in documented purchases from 900 SHFs
GHANA – SCHOOL FEEDING PROGRAMME (GSFP)

Farmer and caterer meeting near Karaga