

GHANA SUN SELF-ASSESSMENT WORKSHOP REPORT HELD AT LA PALM HOTEL – 7 MAY 2014

In order to measure the progress and efficiency of the Scaling Up Nutrition Movement (SUN) at a global and national level, a SUN Monitoring and Evaluation (M&E) Framework was developed in 2013. Members of Ghana’s Multi Stakeholder Platform (MSP), known as the Cross Sectoral Planning Group (CSPG), were therefore invited to a workshop to assess the progress of each stakeholder group and collective progress in implementing SUN.

There were 26 participants from various networks who attended this workshop. The only network not represented at all was the Business Network. The average invited participant per network recommended was five. The Donor network had three representatives, whilst the UN network had seven present. The Civil Society Organisations (CSO) Network had six represented. The Government had ten representatives. Although there was a good mix of networks, the workshop had an above average representation per network from Government, CSO and UN networks, whilst the Business and Donor networks were under represented. (See *Table 1* below)

TABLE 1

NETWORK	NUMBER PRESENT	DEVIANCE FROM AVERAGE
1. Government	10	+5
2. CSO	6	+1
3. United Nations	7	+2
4. Donor	3	-2
5. Business	0	-5

The self-assessment was based on the analysis of the following four processes which form the basis of the SUN Movement:

1. Bringing people into the same space,
2. Coherent policy and legal framework,
3. Common Results Framework (CRF) for National Nutrition Plan,
4. Financial tracking and resource mobilisation.

Participants analysed, evaluated and assessed themselves based on these four processes using a “Score-sheet” (See *Table 2*). In the morning session, the participants were divided into two groups, with each group having members from all networks present. This was to evaluate The Cross Sectoral Planning Group (CSPG) as a whole. Later in the afternoon each network was given an opportunity to rate themselves separately under each of the processes. *Table 2* shows the result of the evaluation exercise.

GENERAL OBSERVATIONS

A. CROSS SECTORAL PLANNING GROUP (CSPG) – PROCESS 1

1. The CSPG is not meeting regularly enough, only meeting three times last year, and is yet to meet this year. The CSPG is supposed to meet quarterly. This was identified as a key problem that was limiting the successful implementation of SUN.
2. Some stakeholders were unsure of the role, responsibility and Terms of Reference of the CSPG or its technical sub-committees.
3. Reporting within the group is not as good as it should be. Meetings held by the various sub-committees are unknown to the majority of CSPG and no feedback is received.
4. Donor partners complained that they were unaware of the cost of the National Development Planning Commission (NDPC) hosting the CSPG meetings and therefore they could not commit funds to it.
5. A possible reason for the meetings not being held as regularly as initially planned was the issue of paying TNT for participants. The Donors and UN agencies only pay about half the amount government pays for TNT. When donors support the cost of CSPG meetings, the government, through NDPC, would be obliged to cover part of the TNT cost. Due to delays in receiving government funding this affects the meetings being held as planned.
6. The CSPG should consider including a representative from the Ministry of Chieftaincy and Culture, to assist with bringing on board the chiefs at the district level so that implementation will not be hindered.

B. CABINET MEMO – PROCESS 2

1. The Cabinet Memo is a document that is needed to get Government’s approval and support for the National Nutrition Policy (NNP). The cabinet memo will include the following:
 - a. Justification for government support,
 - b. The options available to government,
 - c. The recommended option,
 - d. The Implementation plan,
 - e. The Financial Impact/ Plan, and
 - f. A Communication plan.

- The CSPG has lined up certain activities to get these deliverables ready for the Cabinet memo. An inception meeting to brief all stakeholders on these important activities has been planned for Monday 19 May 2014.
2. The Cabinet Memo will seek to mainstream the nutrition policy as a part of government policies and strategies.
 3. Advocacy, especially at Parliament level, is crucial to get government to officially adopt this policy.
 4. The Cabinet memo will ensure financial support and commitment from government.
 5. Once the project has been approved, all stakeholders can begin aligning their nutrition policies and programmes at a larger scale, and donor agencies will know where to put financial resources, all in a bid to achieve one common result as a team.

C. COMMON RESULTS FRAMEWORK (CRF) – PROCESS 3

1. The CRF has not yet been developed. In hindsight the CRF should have been formulated at the same time as the NNP.
2. Most of the exercises could not be scored under this section. Although some networks such as the UN Network have an inter-agency common results frameworks, the whole SUN Movement as a whole in Ghana lacks one.
3. The process to develop the CRF has been initiated, with a rough draft framework based on the objectives and strategies found in the NNP.
4. The CRF will assist with the development of Sector and District Plans.

D. FINANCIAL AND EXPENDITURE TRACKING AND RESOURCE MOBILISATION – PROCESS 4

1. A *Maximizing Quality Scaling Up Nutrition* MQSUN team from Geneva, Switzerland, will hold a two day workshop on 20th and 21st May 2014 to provide training, support and capacity building, to help all stakeholders to develop a Financial and Expenditure Tracking System for nutrition in Ghana.
2. There is a need to check if there is already a system of tracking expenditure in Ghana. If so, to what extent is it used? How viable and efficient is it? Can it be incorporated into the suggestions the MQSUN teams' suggestions?
3. The Ghana Integrated Financial Management Information System (GIFMIS) was introduced by the Government of Ghana (GOG) through the Ministry of Finance, to better account for, and monitor expenditure in the public sector, through an electronic accounting system that should help manage finances better. There is a need to check with MOF if audit reports on nutrition financing and expenditure by government can be easily obtained.
4. Some stakeholders, like the UN agencies, are able to track expenditure on nutrition, but only at agency/network level.
5. Local consultants will be recruited to assist government at the sector and district level, to not only cost the nutrition specific and nutrition sensitive plans, according to international standards, but also to develop a financial and expenditure tracking system.

GENERAL RECOMMENDATIONS

1. More commitment from government and relevant stakeholders needed in finalising the policy
2. Strong leadership is needed
3. Since the Business network was missing from this workshop, sincere effort needs to be made to get them more involved in the MSP and strengthen their capacity to SUN. The Association of Ghana Industries (AGI), Ghana Chamber of Commerce (GCC), Food companies that deal with food fortification such as salt companies and other relevant businesses that the Ministry of Trade and Industries (MoTI) can help the SUN MSP identify, should all be implored to join Global Alliance in Nutrition (GAIN) in the SUN movement.
4. Money should not be wasted on holding meetings that achieve nothing. Clearly defined deliverables need to be achieved after each meeting. Thus, meetings of the CSPG, Steering Committee and any other technical sub-committee of the CSPG, needs to be planned, scheduled and the dates, agenda and resource materials disseminated widely to all members well in advance.
5. Mobilise resources for hosting of all MSP meetings and activities leading up to presentation of the NNP
6. One dedicated full time person from NDPC needs to be recruited specifically to coordinate all SUN activities. The UN agencies plan to meet the NDPC on this issue.
7. Government through the National Development Planning Commission (NDPC) should speed up the process of developing a CRF.
8. Finalise the CRF as quickly as possible. Have a meeting with all the key stakeholders, along with monitoring and Evaluation specialists to develop measurable indicators for everyone to work towards
9. Speed up the remaining activities (i.e. Financial and Expenditure Tracking Systems, Common Results Framework, Costed Action Plan, and Strategic Environmental Assessment) that will lead to the presentation of the Cabinet Memo for approval by government.
10. CSOs should intensify advocacy

TABLE 2

Process 1: Bringing people in the same space

Score each step: 0 (not applicable); 1 (started); 2 (on-going); 3 (nearly completed); 4 (completed)

STEP	FINAL PLATFORM SCORE (Morning Session)	Score for Government	Score for UN network	Score for Donor network	Score for CSO network	Score for Business network
1. Select/develop coordinating mechanisms at country level	3	3	4	2	3	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>		<ul style="list-style-type: none"> - Formal Structure in place (i.e. the CSPG and Technical Working Groups) - CSPG and Working Group meetings are not regular enough - CSPG is not very functional due to delay in government subventions - No funding to pay for TNT government officials to attend meetings - Ministry of Chieftaincy not included in MSP 	<ul style="list-style-type: none"> - Regular monthly Inter Program Group meetings - Monthly REACH / UNDAF, bringing all nutrition responsible agencies together - At global level, UN working to consolidate nutrition efforts - UN Ghana has developed 	<ul style="list-style-type: none"> - Follow government process, which is a bit slow - Structure is already in place 	<ul style="list-style-type: none"> - Network is active. - Mapping exercise of all Nutrition responsible CSOs identified 130 CSOs - Survey carried out to identify where these CSOs operate from 	
<i>Suggestions made for improvements?</i>		<ul style="list-style-type: none"> - Disseminate more clearly the Terms of Reference of the CSPG - Organise regular CSPG meetings every quarter - Provide budget of hosting CSPG meetings to all Stakeholders so that adequate funds can be mobilised 	<ul style="list-style-type: none"> - Common results framework available, provided financial assistant to MSP group meetings 		<ul style="list-style-type: none"> - Meetings should be held regularly and more structured - Finalize the guidelines as quickly as possible 	

		- Invite Ministry of Chieftaincy				
2. Coordinate internally and broaden membership/engage with other actors for broader influence	2	3	2	3	3	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>		- Policy advocacy for nutrition sensitive MDAs not prioritized - Missing link at policy level is the absence of the Ministry of Chieftaincy and Culture	- UNDAF outcome 2 Group consist of UN agencies that work on nutrition related activities	-Main donor agencies so far have been USAID and CANADA-PSU	- No reports to umbrella body - Engaging with Ministry of Finance to make underfunding of nutrition a trigger issue in the budget - Engage with other actors for broader influence such as from media, celebrities, politicians and donors	
<i>Suggestions made for improvements?</i>		- Increase advocacy of need for SUN - Invite Ministry of Chieftaincy and Culture to be a member of CSPG on Nutrition	- Give feedback to heads of agencies to expand the group to include other agencies like UN Women, The World Bank UNDP, UNAIDS;ILO and UNESCO UNFPA, IFAD - Engage more with political leadership	- Engage other donors such as JICA and GIZ to be more active	- Coordinate internally and broaden membership - Engage more with donor agencies	
3. Engage within / contribute to MSP	2	3	3	2	3	0
<i>Explanations: What activities/interventions underly this scoring? (Copy</i>		- CSPG meetings not held regularly enough, which may create internal	- Provided both technical and financial support to MSP	- Constraints as documentation is very poor	- CSOs are well represented in the CSPG; about	

post-its written during workshop)		<p>weaknesses</p> <ul style="list-style-type: none"> - Technical sub-committee set that meetings need to be held quarterly, yet most members of the CSPG are unaware of this. - Mailing List not updated. - Weak reporting structure. <p>How do technical group report to MSP</p>			20 members	
<i>Suggestions made for improvements?</i>		<ul style="list-style-type: none"> - Update mailing list - Improve communication within CSPG - Establish reporting to the rest of CSPG even when only a technical working group has met - Use results for effective advocacy 	<ul style="list-style-type: none"> - Strategize to get CSPG to meet regularly - Fund a technical support position at NDPC to manage the nutrition coordination process -Ensure MSP 		<ul style="list-style-type: none"> - More needs to be done to engage other partners and contribute to MSP - Need to build, broker and/or negotiate to reach consensus around interests - Use of results to advocate or influence decision making 	
4. Track and report on own contribution to MSP	1	2	0	0	3	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>		<ul style="list-style-type: none"> - Not much coordination amongst MDAs - Meetings not regularly held 	<ul style="list-style-type: none"> - Poor documentation. - Inadequate reporting on internal meeting outcomes 	<ul style="list-style-type: none"> - Not enough information from GoG 	<ul style="list-style-type: none"> - Sharing of experiences - Capacity building activities 	
<i>Suggestions made for improvements?</i>		<ul style="list-style-type: none"> - Organise regular meetings and report to MSP - Engage Parliament with concrete information so that action can be taken 	<ul style="list-style-type: none"> - Improve documentation - Need to improve on internal meeting documentation 		<ul style="list-style-type: none"> - Need to do more in terms of public accountability - Have a regular publication to report on progress 	

5. Sustain Impact of the MSP	1	2	2	0	2	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	- Political turnover is key area that Ghana has not experienced much of since SUN was launched, except a change of president in 2012 and a few cabinet ministers. This did not disrupt government's commitment to SUN however	- Regions and districts need to be more involved in the MSP - Some regions such as Northern regions have begun raising awareness on SUN. other regions yet to begin	- Provided funding to support national development planning		- Lack of Political engagement	
<i>Suggestions made for improvements?</i>	- Work with technocrats instead of politicians as this will ensure sustainability	- Develop Costed Multi-sectoral Nutrition Action Plan that requires political leadership - More advocacy with political leaders and the media with appropriate timing and targeting	- Work to finalise budget for CSPG list and advocate for resource sharing. - Help to make MSP more functional		- Engage parliament more	

Process 2: Coherent policy and legal framework

Score each step: 0 (not applicable); 1 (started); 2 (on-going); 3 (nearly completed); 4 (completed)

STEP	FINAL PLATFORM SCORE (Morning Session)	Score for Government	Score for UN network	Score for Donor network	Score for CSO network	Score for Business network
1. Analyse existing nutrition-relevant policies and programmes	2	3	3	3	3	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during</i>		- Analysis has been done in terms of nutrition relevant policies and programs especially in	- Analysis completed of agencies working on nutrition	- Some donors continue to review policies to reflect national policies in the		

workshop)		the health and agricultural sectors in the preparation of the National Nutrition Policy		spirit of aid effectiveness e.g. Canada support to FASDEP		
<i>Suggestions made for improvements?</i>			- Support integration of nutrition analysis in other sectors such as social protection, education and WASH through the various Sector Working Groups and other opportunities	- Need for comprehensive and collaborative analysis by the key stakeholders	- Continue working hard	
2. Mainstream nutrition in own policies and strategies	2	1	3	2	2	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>		- Most line ministries are not yet aligning their operations to SUN/NNP as they await the cabinet memo. It is business as usual as there is no action plan to track process	- Nutrition mainstreamed in agencies working on nutrition	- Various donors are at various levels mainstreaming nutrition outcomes in MOFA and WASH, e.g.	- Eager to get Parliamentary approval for the Policy. This will lead to more CSOs mainstreaming	
<i>Suggestions made for improvements?</i>		- Speed up process to cost plans and present cabinet memo	Engage other UN agencies to mainstream nutrition	- GoG and MDAs should prioritise certain projects so that donors easily identify and find them	- Contribute to the fast tracking of get parliamentary approval for the policy through advocacy - CSOs to press for funding for the development of the Costed Action Plan and the Common Results Framework	
3. Coordinate / harmonise	2	3	3	2	3	0

member inputs in policy / legal framework development						
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>		- Need for concrete action plans and strategies to implement.	Coordinated line ministries regulations	- Have contributed through the SUN Donor Coordinator	- Organised consultations on the policy with members - engaged in capacity building of members in nutrition	
<i>Suggestions made for improvements?</i>		- Check line ministries to see how to align their policies and see what type of support they need to align	- Provide support to update line ministries on nutrition related polices			
4. Influence policy/legal framework development through advocacy/contribution	2	3	2	2	2	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>		- Convened and supported the SUN movement - Advocacy was not as strong as it could have been as not all stakeholders were invited	Initiated engagement of policy makers but action was not completed		Support financially	
<i>Suggestions made for improvements?</i>		- Complete NNP - Mainstream nutrition in reviewed policies -Involve all necessary stakeholders in the MSP so that policy is all encompassing	- Engage parliament more actively		- Continue to support CSPG to ensure the policy gets approved	
5. Disseminate policy and operationalize / Enforce legal framework	1	1	2	0	2	0

<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	- Not all stakeholders are aware of details of NNP	- Certain documents such as NNP not yet ready for approval and dissemination	- Supported policy development. - Approval of policy yet to be received		- Policy yet to be approved by cabinet	
<i>Suggestions made for improvements?</i>	- Increase advocacy - Disseminate policy document	- Hasten process to get NNP approved by cabinet	- Support finalization of cabinet memo and post approval stakeholders meeting on policy. - Engage full dissemination of policy			
6. Track and report results for steering and learning / Sustain policy impact	1	0	1	0	1	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	- Have not yet started implementing NNP	- Policy has not yet been approved so tracking cannot take place	Depend on approval of policy		Policy yet to come	
<i>Suggestions made for improvements?</i>	- Get approval as quickly as possible	- Prepare cabinet memo to get the policy approved	Provide support to cement cross-cutting alignment			

Process 3: Common Results Framework for National Nutrition Plan (aligned programming)

Score each step: 0 (not applicable); 1 (started); 2 (on-going); 3 (nearly completed); 4 (completed)

STEP	FINAL PLATFORM SCORE (Morning Session)	Score for Government	Score for UN network	Score for Donor network	Score for CSO network	Score for Business network
1. Align own programmes to national nutrition-relevant policies	2	2	3	3	3	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	- Do not yet have a clear-cut CRF, so NNP cannot be implemented yet	- NNP has been formulated awaiting cabinet approval - Various departments have started aligning their programmes to the NNP	- UN programs are aligned with national policies on food security and nutrition - Work with sector groups	- Have money available but no 'government plan' to guide investments		- Business network not active in this forum except GAIN
<i>Suggestions made for improvements?</i>		- Complete Cabinet memo - develop costed sector and district action plans aligned to NNP				
2. Translate policy / legal framework in Common Results Framework (CRF) for SUN	1	1	3	0	1	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	- No CRF. Process has just started		Common Results frameworks for UNDAF Outcome 2 on food security and nutrition aligned with national polices. Ghana has not yet developed it's CRF			
<i>Suggestions made for improvements?</i>	- Need to finalise CRF. Commitment from MDAs needed - Quarterly MSP meetings needed					
3. Organise	0	0	0	0	0	0

implementation of CRF						
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	Common Results Framework (CRF) has not yet been developed					
<i>Suggestions made for improvements?</i>	- Speed up the process of developing the CRF					
4. Manage implementation of CRF	0	0	0	0	0	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	Common Results Framework (CRF) has not yet been developed					
<i>Suggestions made for improvements?</i>	- Speed up Process of developing CRF					
5. Track and report implementation results for steering and learning/evaluate to sustain impact	0	0	0	0	0	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	- Common Results Framework (CRF) has not yet been developed					
<i>Suggestions made for improvements?</i>	- Speed up Process of developing CRF					

Process 4: Financial tracking and resource mobilisation

Score each step: 0 (not applicable); 1 (started); 2 (on-going); 3 (nearly completed); 4 (completed)

STEP	FINAL PLATFORM SCORE (Morning Session)	Score for Government	Score for UN network	Score for Donor network	Score for CSO network	Score for Business network
1. Assess financial feasibility	0	0	3	0	0	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	- Common Financial Tracking system has not yet been put in place - With no CRF, it is hard to track.		The UN can track expenditures on nutrition			
<i>Suggestions made for improvements?</i>	- Training from MQSUN team and recruiting of a local consultant to assist create a common Financial Tracking System - Put in Place a system to track finances and expenditure - Recruit a focal person at NDPC to focus solely on coordinating SUN issues. Donors willing to sponsor this person		Support the government efforts to put in place a system to track nutrition expenditure			
2. Track and (transparently) accounting of spending	0	0	0	0	0	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	- Nutrition expenditure tracking framework has yet to be developed			- Internal feasibility assessment on-going		
<i>Suggestions made for improvements?</i>	- MQSUN team to visit Ghana and train capacity of Ghana's NNP stakeholders on Financial Tracking and expenditure					
3. Scale up and align resources (incl. filling the gaps)	0	0	0	0	0	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	- A Resource Mobilisation plan has yet to be formulated					

<i>Suggestions made for improvements?</i>	<ul style="list-style-type: none"> - Recruit a consultant to get a Resource mobilisation plan formulated - Consult with Ministry of Finance and other partners on how NNP will be funded 					
4. Honour commitments (turn pledges into disbursements)	0	0	0	0	0	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	<ul style="list-style-type: none"> - NNP has not yet been approved - A comprehensive Costed Action has not yet been developed -A Resource Mobilisation Plan has not yet been developed -Pledges have not yet been made on actual implementation of NNP - Pledges have been made by some partners to support CSPG. Stakeholders have complained that they were unaware of cost of holding CSPG meetings thus the lack of funds to support their pledges 					
<i>Suggestions made for improvements?</i>	<ul style="list-style-type: none"> -Develop Cabinet memo which will include Costed Action Plans - Develop a Resource Mobilisation Plan with concrete pledges by partners - NDPC to provide exact cost of holding CSPG meetings 					
5. Ensure predictability / sustain impact / multi-year funding	0	0	0	0	0	0
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	<ul style="list-style-type: none"> - Costed Action Plan has yet to be developed - Resource Mobilisation Plan has yet to be developed 					
<i>Suggestions made for improvements?</i>	<ul style="list-style-type: none"> - Create a sustainable Resource Mobilisation Plan - Start process to cost Sector and district plans and clearly identify sources of funding 					

APPENDIX 2

LIST OF PARTICIPANTS

SUN Self-Assessment Evaluation

DATE: 7TH MAY 2014

VENUE: La Palm Hotel

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