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Operational Matters

For information

Executive Board documents are available on WFP's website (<http://executiveboard.wfp.org>).

Budget increase for Ghana country programme 200247

Cost (United States dollars)			
	Current budget	Increase	Revised budget
Food and related costs	24 457 463	-	24 457 463
Cash-based transfers and related costs	23 781 426	4 741 569	28 522 995
Capacity development and augmentation	9 538 414	1 500 331	11 038 745
Total cost to WFP	77 952 523	10 290 566	88 243 089

Gender marker code 2A

<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

Decision

The Board approved by correspondence the budget increase of USD 10.3 million for Ghana country programme 200247 for a 12-month extension of the programme from 1 January to 31 December 2018.

21 August 2017

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Nature of the Increase

1. This is a one-year extension of country programme 200247 to align with the interim country strategic plan (ICSP) period of 1 January to 31 December 2018, and allow WFP's country office in Ghana sufficient time to undertake consultations for the preparation of a full country strategic plan (CSP), which will be submitted to the Executive Board for approval in November 2018.
2. The budget increase reflects the continuation of activities approved under the country programme for an additional year, without any change in the type of activities.
3. The changes with respect to the last budget revision – of June 2017 – involve the following:
 - The introduction of cash transfers for the take-home ration activity targeting adolescent girls – activity 1 in the ICSP – will complement the food vouchers and introduce greater flexibility to the activity. This was the aim of budget revision 8, approved under the authority delegated to the Regional Director on 21 June 2017.
 - A reduction in stunting prevention beneficiaries from 32,000 pregnant and lactating women and 32,000 children under 2, to 20,000 pregnant and lactating women and 20,000 children under 2 will better align the activity with available resources and meet the requirement for country offices to be 80-percent resourced to attain approval of a budget revision. It also reflects a more realistic implementation plan for the nutrition programme, which depends on the local availability of specialized nutritious foods (SNFs) and the establishment of viable supply chains in hard-to-reach rural areas.
4. Specifically, this budget revision will:
 - increase cash-based transfers (CBTs) and related costs by USD 4,741,569;
 - increase capacity development and augmentation costs by USD 1,500,331; and
 - increase direct support costs by USD 3,375,452, comprising mainly implementation costs in line with the new cost category.

Justification for Extension and Budget Increase

Summary of Existing Project Activities

5. Country programme 200247 comprises three components that support the Government of Ghana in improving the food and nutrition security of vulnerable populations in the northern, Upper East, Upper West, Volta and Brong-Ahafo regions of the Northern Savannah Ecological Zone. These are the country's most food-insecure regions, with high malnutrition and poverty rates and wider socio-economic and gender disparities than in southern parts. The programme also assists beneficiaries in the Eastern and Ashanti regions, and supports smallholder farmers in regions of Ashanti and the Northern Savannah Ecological Zone.
6. Component 1 addresses gender inequalities in education by promoting improved school attendance and retention rates for girls in primary and junior high school.¹ This component also supports the Government by building capacity for the management of sustainable home-grown school feeding and improving the nutritional quality of school meals; links to smallholder farmers – with equal participation of women – support the local economy. Component 2 assists government efforts to prevent stunting and micronutrient deficiencies in pregnant and lactating women, and children aged 6–23 months, and provides nutrition assistance to anti-retroviral therapy (ART) clients through a pilot initiative focusing on the prevention of mother-to-child transmission (PMTCT). Social and behaviour change communication activities targeting men and women are fully integrated into nutrition activities, and nutrition-sensitive value chains are promoted through market linkages between smallholder farmers and local industrial food

¹ Gender disparities in education are exacerbated by poverty, sexual harassment from male peers and leaders, and socio-cultural practices that undermine the value of women's education. Addressing gender disparities at the junior high school level, combined with proper nutrition and sexual and reproductive health education, has great potential to combat stunting in the future by delaying the age of marriage and first pregnancy, and educating future mothers.

processors for the local production of affordable SNFs. Component 3 assists vulnerable communities in increasing their resilience to climate change through the rehabilitation of community assets.² This component was discontinued in the June 2017 budget revision, but asset creation projects initiated in 2016 will continue throughout 2017 while the Government's capacity in asset creation for resilience-building is enhanced in preparation for hand-over.

Conclusion and Recommendations from the Reassessment

7. The mid-term evaluation of the country programme, and subsequent nutrition appraisal missions in 2015 recommended scaling up interventions for the prevention of stunting and micronutrient deficiencies. Results of the 2014 Ghana Demographic and Health Survey showed a decline in global acute malnutrition rates among children under 5 – to below the recommended threshold – and emphasized that micronutrient deficiencies affect women disproportionately. As a result, pregnant and lactating women and girls were prioritized in the programme, and nutrition education and sexual and reproductive health messaging were included for adolescent girls.
8. The mid-term evaluation also recommended shifting from imported to local foods, and to CBTs whenever possible to address the continuous logistics challenges associated with the movement of food by the Government. Foods for the CBT food basket were selected following focus group discussions with the households of girls benefiting from the take-home ration. Pulses were included to address the need for improved nutrition among adolescent girls.
9. The evaluation missions recommended enhancing support for the production and processing of local SNFs to replace imported products. The 2015 final impact evaluation of Purchase for Progress, and other qualitative studies, also confirmed the relevance of continuing support to smallholder farmers and agricultural value chains. Findings of the 2016 gender analysis of markets³ acknowledged gender-specific roles and responsibilities in value chains, which are also influenced by societal factors, such as women producing and trading in agricultural products, and economic factors, such as men dominating in capital-intensive and high-profit products. The study recommended using the Gender Analytical Framework to map gender roles, responsibilities, challenges and capacities throughout value chains, and integrating gender and empowerment considerations into data collection and analysis.
10. The five-year Enhanced Nutrition and Value Chain initiative (2016–2020), funded by the Government of Canada and mainstreamed into the country programme during 2016, addresses these recommendations and includes technical and financial support to two local processors, enhancing their capacity to produce safe, fortified SNFs utilizing ingredients from local smallholder farmers.
11. As a result, a series of budget revisions was undertaken during 2016 to:
 - discontinue treatment of moderate acute malnutrition and scale up stunting prevention;
 - target districts with the highest stunting rates for the stunting prevention programme;
 - transition to 100 percent CBTs; and
 - mainstream the Enhanced Nutrition and Value Chain initiative into component 2 – on nutrition – of the country programme.
12. A Systems Approach for Better Education Results⁴ (SABER) assessment was undertaken in December 2015 to evaluate the Government's capacity for implementing a home-grown school feeding programme. An operational assessment of the national school feeding programme⁵ was also conducted with the United Nations Children's Fund (UNICEF) and the World Bank in 2016. These assessments concluded that institutional capacity and coordination mechanisms are in place, but implementation of school feeding was weak and required

² Projects include the rehabilitation of dams for off-season gardening and construction of irrigation facilities and fishponds in collaboration with United Nations agencies and the Government.

³ Gender & Markets; Vulnerability Analysis and Mapping (VAM) Case Study – Value Chain Development in Ghana.

⁴ SABER Programme Reports – 2015.

⁵ Independent Operational Assessment of the Ghana Home-Grown School Feeding Programme, May 2016.

improvements in the nutritional quality of school meals, community involvement and oversight, linkages to smallholder farmers, and monitoring and evaluation.

13. A Fill the Nutrient Gap analysis undertaken during 2016 showed that different food-based approaches and intervention packages, including the promotion of SNF consumption, would increase the affordability of nutritious diets for vulnerable populations, especially children under 2, pregnant and lactating women, and adolescent girls. Results from this analysis will be disseminated during 2017 and throughout the ICSP period to influence development of the CSP, government strategic plans and the review of WFP's Nutrition Policy.
14. According to the 2016 Ghana Cost of Hunger in Africa Study, the country loses approximately GHS 4.6 billion each year – equivalent to 6 percent of its gross domestic product – in health, education and productivity losses through a lack of investment in nutrition.⁶ This underscores the importance of girls' education: educated women, especially to secondary-school level, are more likely to make informed decisions about household nutrition and to delay the age of first pregnancy. Both of these responses reduce the incidence of "small for gestational age" among fetuses during pregnancy, which is a direct contributor to stunting in children.
15. The findings and recommendations of all of these assessments and evaluations will inform the ICSP.
16. The Ghana zero hunger strategic review is currently under way. Following launch of the zero hunger report during the summer of 2017, preparations for Ghana's full CSP will commence.

Purpose of Extension and Budget Increase

17. There is no major strategic reorientation of the country programme for the interim period of the ICSP: the country office will continue to implement approved activities, incorporating lessons learned and recommendations from assessments and evaluations. Priority actions for Ghana's CSP will be identified by the ongoing zero hunger strategic review.
18. School feeding was fully handed over to the Government in December 2016. During the ICSP period, WFP will continue to increase its technical support to government institutions, including the national school feeding programme, and its support to nutrition value chains and local processing capacity. These efforts will follow a food-systems approach and build on the country office's successful Purchase for Progress experience in Ghana. The goal is to reduce stunting and micronutrient deficiencies using market and food-based approaches by building the capacity of national institutions and the private sector, and promoting policy coherence through technical assistance, including South–South cooperation.
19. WFP's long-term vision in Ghana is improved food security and reduced stunting and micronutrient deficiencies in the northern regions. These will be achieved through technical and policy support for scaling up nutrition-sensitive social protection programming; the promotion of public–private partnerships to increase the availability, accessibility and affordability of nutritious foods and SNFs; and creation of demand through improved awareness of good eating habits among targeted populations. WFP's interventions during the ICSP period will continue to target smallholder farmers, food processors, children aged 6–23 months, pregnant and lactating women, adolescent girls, and people living with HIV. To accomplish its vision, WFP will continue working with government ministries, the Ghanaian private sector and United Nations agencies.
20. By the end of the ICSP period, WFP will have strengthened Ghana's national school feeding programme, particularly school meal quality and links to local smallholder agricultural production. WFP will also have increased girls' attendance and retention rates in targeted junior high schools, and increased the girls' knowledge of good nutrition and reproductive health. To promote nutritious eating habits among women and caregivers of children aged 6–23 months, WFP will continue to support the Government in social and behavioural change communication;

⁶ The Cost of Hunger in Africa: Social and Economic Impact of Child Undernutrition on Ghana's Long-Term Development, August 2016.

and improving nutrition among people living with HIV, including through nutrition support to those undergoing ART. WFP will also continue to build the post-harvest handling capacities of targeted smallholder farmers and link them to selected local processors of fortified nutritious foods.

21. As Ghana is a lower-middle-income country, WFP will focus on policy engagement and capacity development for effective hand-over to the Government and communities, enabling them to design, implement and manage food and nutrition security programmes independently by 2030.

TABLE 1: BENEFICIARIES BY COMPONENT

Component	Beneficiary category	Current			Increase (2018)			Revised		
		Boys/ men	Girls/ women	Total	Boys/ men	Girls/ women	Total	Boys/ men	Girls/ women	Total
1. Support for primary education and girls' education	Primary school children	75 000	75 000	150 000	-	-	-	75 000	75 000	150 000
	Junior high school girls	-	90 000	90 000	-	30 000	30 000	-	120 000	120 000
2. Enhanced nutrition and value chains for the prevention of stunting	Children aged 6–23 months	44 200	44 800	89 000	10 000	10 000	20 000	54 200	54 800	109 000
	Pregnant and lactating women	-	64 000	64 000	-	20 000	20 000	-	84 000	84 000
	Nutrition support for ART and PMTCT clients	3 800	5 200	9 000	1 000	2 000	3 000	4 800	7 200	12 000
	Household support for ART and PMTCT clients	18 100	17 900	36 000	-	-	-	18 100	17 900	36 000
3. Resilience to climate shocks and support for livelihoods	Asset creation – CBTs	50 000	50 000	100 000	-	-	-	50 000	50 000	100 000
TOTAL		346 900	346 900	538 000	11 000	62 000	73 000	202 100	408 900	611 000

Food Requirements

TABLE 2: CASH-BASED TRANSFER REQUIREMENTS BY COMPONENT			
Component	CBTs (USD)		
	Current	Increase	Revised total
1. Support for primary education and girls' education (take-home ration)	7 894 128	2 620 134.02	10 514 262
2. Nutrition support to vulnerable groups/enhanced nutrition and value chains for the prevention of stunting	5 927 458	1 746 698.63	7 674 156
3. Resilience to climate shocks and support for livelihoods	7 369 312	-	7 369 312
TOTAL	21 190 898	4 366 833	25 557 730

ANNEX I-A

BUDGET REVISION COST BREAKDOWN (2018)		
	Value (USD)	Value (USD)
CBTs	4 366 833	
CBT-related costs	374 736	
CBTs and related costs	4 741 569	
Capacity development and augmentation	1 500 331	
Direct operational costs		6 241 900
Direct support costs (see Annex I-B) ¹		3 375 452
Total direct project costs		9 617 352
Indirect support costs (7 percent) ²		673 215
TOTAL WFP COSTS		10 290 566

¹ Indicative figure for information purposes. The direct support cost allotment is reviewed annually.

² The indirect support cost rate may be amended by the Board during the project.

ANNEX I-B

DIRECT SUPPORT REQUIREMENTS (USD)	
WFP staff and staff-related	
Professional staff	1 340 414
General service staff	525 850
Subtotal	1 866 264
Recurring and other	1 040 175
Capital equipment	93 000
Security	55 513
Travel and transportation	220 500
Assessments, evaluations and monitoring¹	100 000
TOTAL DIRECT SUPPORT COSTS	3 375 452

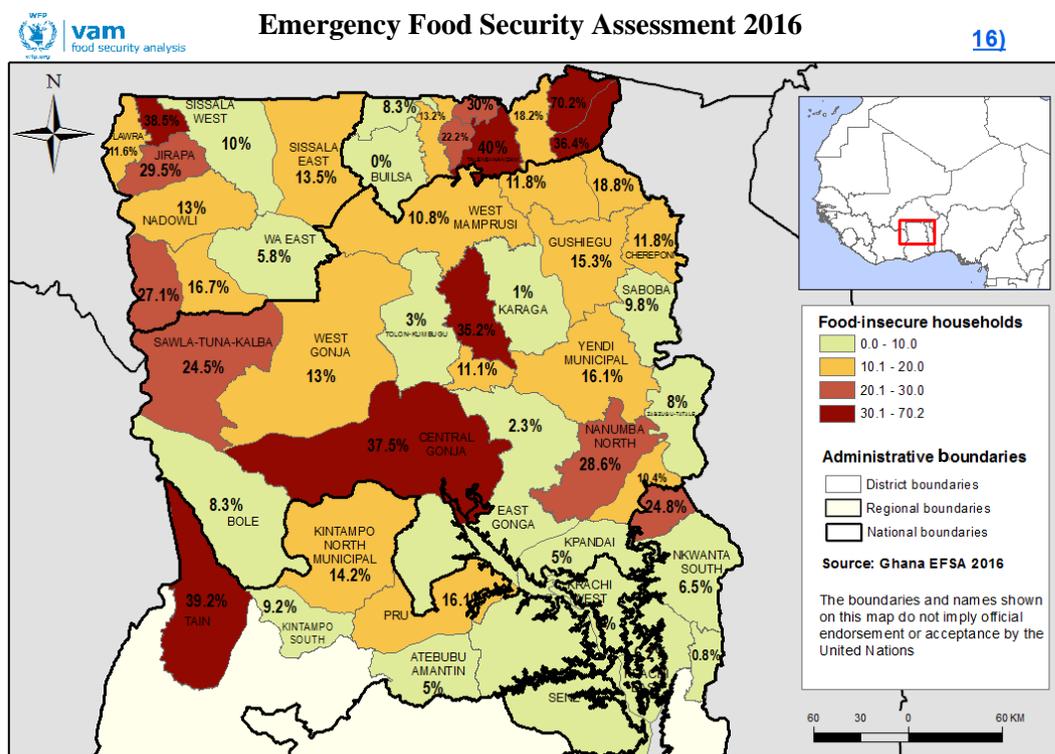
¹ Reflects estimated costs when these activities are performed by third parties.

ANNEX I-C

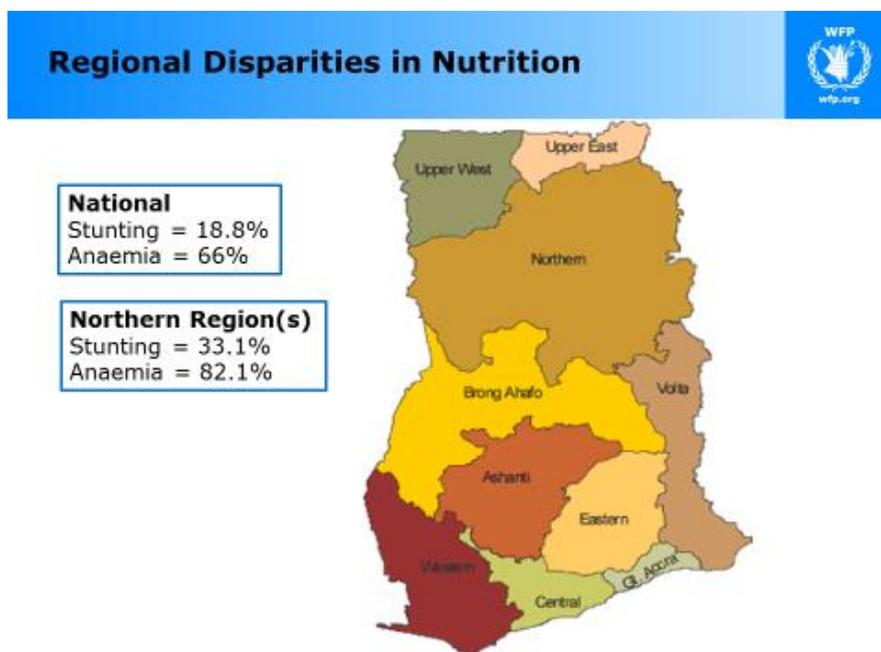
TRANSFER BY STRATEGIC OUTCOME (2018 ICSP) (USD)							
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Component 5	Component 6	Total
CBTs	4 366 833	-	-	-	-	-	4 366 833
Capacity development and augmentation							2 200 662

ANNEX II

Food-Insecure Households in Northern Ghana



Stunting and anaemia prevalence in Ghana (2014 Demographic and Health Survey)



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

Acronyms used in the document

ART	anti-retroviral therapy
CBT	cash-based transfer
CSP	country strategic plan
ICSP	interim country strategic plan
PMTCT	prevention of mother-to-child transmission
SABER	Systems Approach for Better Education Results
SNF	specialized nutritious food
T-ICSP	transitional interim country strategic plan
VAM	vulnerability analysis and mapping