



**GHANA TRANSITIONAL INTERIM COUNTRY STRATEGIC
PLAN
(YEAR 2018)**

Duration (starting date – end date)	1 January 2018 – 31 December 2018
Total cost to WFP	10,290,566
Gender and Age Marker Code *	2A

EXECUTIVE SUMMARY

Ghana is a lower-middle income and food-deficit country, with an estimated population of 26.9 million, and a growth domestic product per capita of USD 1,340 in 2015. Despite progress in reducing acute malnutrition and stunting at the national level in recent years, high rates of poverty and stunting persist in the Northern Savannah Ecological Zone.

The Ghana Shared Growth Development Agenda (GSGDA 2014–2017) and the draft Long Term National Development Plan (LTNDP 2018-2057) provide the framework for WFP’s contribution to achieve national food security and nutrition targets. This guides WFP’s interventions and strategy in the context of the Interim Country Strategic Plan during which time Ghana will conduct a Zero Hunger Strategic Review. Once completed, the ZHSR will inform WFP’s strategy for achieving Sustainable Development Goal (SDG) 2 in Ghana. The present Transitional Interim Country Strategic Plan (T-ICSP) is based on current programmes and activities under CP 200247 (2012–2017). The CP will be extended by one year, from 1 January 2018 to 31 December 2018, to allow the Ghana country office sufficient time to undertake consultations for the preparation of its full Country Strategy Plan, which will go to the EB for approval in November 2018.

WFP’s long-term vision in Ghana includes improved food security and reduction of stunting and micronutrient deficiencies in the northern regions. This will be achieved through technical and policy support for the scale up of nutrition-sensitive social protection programming, as well as through public-private sector partnerships for the increased availability, accessibility and affordability of nutritious foods and specialized nutritious foods. WFP will also focus on demand creation through improved awareness and knowledge about good eating habits among targeted populations. WFP will work with relevant government ministries, the Ghanaian private sector and United Nations agencies, and its interventions will specifically target smallholder farmers, small-scale and larger scale food processors, children aged 6–23 months, pregnant and lactating women and girls (PLW/G), adolescent girls, and people living with HIV (PLHIV).

Following consultations with Government and other development partners, the strategic outcomes to which the programme responds are:

- Strategic Outcome 1: Vulnerable women, adolescent girls, people living with HIV and children aged 6-23 months in targeted areas have enhanced nutritional status all year-round.
- Strategic Outcome 2: Targeted populations and communities benefit from enhanced food systems which support nutrition Value Chains by 2020.
- Strategic Outcome 3: National institutions have strengthened capacity to manage food security and safety nets programmes by 2020.
- Strategic Outcome 4: Government efforts towards achieving Zero Hunger by 2030 are supported by effective and coherent policy frameworks.

WFP will leverage all key partnerships – public and private – to deliver the response. The T-ICSP will contribute to the achievement of the Ghana Shared Growth and Development Agenda (2012–2017), the Long-Term National Development Plan (2018–2057), key agricultural and nutrition sector plans and strategies, and Sustainable Development Goals 2 and 17. It is aligned with WFP’s Strategic Results 2, 4, 5 and 6.

1. COUNTRY ANALYSIS

1.1. COUNTRY CONTEXT

1. Ghana has been a multi-party democracy since 1992. With an estimated population of 26.9 million in 2016, it is a lower-middle income and food-deficit country.¹ With a nominal GDP per capita of USD 1,340 in 2015, according to International Monetary Fund (IMF), it is ranked 139th out of 188 countries on the 2016 UNDP Human Development Report, and 131st out of 159 countries on the 2015 Gender Inequality Index (2016 UNDP HDR). In December 2016, Ghana celebrated peaceful parliamentary and presidential elections which resulted in a change of Government.
2. Between 1992 and 2013, poverty levels in Ghana fell by more than half, from 56.5 percent to 24.2 percent of the population living below the poverty line of USD 1.25 per day, thus allowing Ghana to achieve the first Millennium Development Goal. Nevertheless, inequality has been on the rise since 1992, both between and within regions.²
3. About 76.6 percent of adult men and women are literate at the national level (82 percent for men and 71.4 percent for women). Ghana has achieved the gender parity index at the primary level, and the gender parity index is at 0.95 at the secondary level. However, the gender parity index at the secondary level is much lower in the Northern Savannah Ecological Zone, which is also the area with highest incidence of poverty, as well as food and nutrition insecurity. Government policies provide for universal access to primary education, but attendance and retention at secondary levels, especially among girls and in areas most vulnerable to food insecurity and malnutrition, are much lower.

1.2. PROGRESS TOWARDS SDG 2

Access to food:

4. Despite a Global Hunger Index score of 13.9 in 2016, which is classified as “moderate”, food insecurity remains a challenge in the Northern, Upper East and Upper West regions.³ According to the 2012 Comprehensive Food Security and Vulnerability Analysis, 20 to 37 percent of households were food insecure in those regions. The 2016 Emergency Food Security Assessment found the overall prevalence of food insecurity at 15.6 percent, with Upper East Region having 20.8 percent of households either severely or moderately food insecure.⁴
5. Factors that exacerbate vulnerability to food insecurity are intrinsically linked to the inability of households to produce sufficient quantities of staples to meet their food needs due to impoverished soils, unfavourable agro-meteorological conditions, constrained access to inputs, and limited financial resources to expand production. Thus, food insecurity is linked to the low reliance on local production and high dependence on purchased grains at highly fluctuating prices.
6. Women and men are key to achieving zero hunger by 2030, not only as beneficiaries, but also as key actors in the various processes needed to ensure food and nutrition security. This approach de-emphasizes the traditional role of women and children as beneficiaries, and positions them as key actors in the supply chain processes that promote safe, nutritious and sufficient food all year round. Women’s roles as smallholder farmers and food processors

¹ CIA World Fact book, http://www.indexmundi.com/ghana/demographics_profile.html. In 2010, the enumerated population in the 2010 Population and Housing Census was 24.6 million.

² UNICEF, the Ghana Poverty and Inequality Report, 2016

³ Global Hunger Index classification for 2016, <http://ghi.ifpri.org/>

⁴ 2016 Emergency Food Security and Market Assessment, WFP Ghana

come with challenges, such as low agricultural productivity and incomes, unequal access to land and other productive resources, as well as financial services, markets and other opportunities. At the community level, women's participation in programmes that address the negative impacts of dry spells, flooding and other disasters have not received optimal support.

End malnutrition:

7. Ghana made progress in reducing acute malnutrition and stunting at the national level. Global acute malnutrition is below 10 percent in all regions and stunting declined from 33 percent in 1993 to 19 percent in 2014.⁵ Nevertheless, high rates of poverty and stunting persist in the Northern Savannah Ecological Zone, with stunting at 33 percent in the Northern Region. Only 29 percent of women in the Upper East Region meet requirements for minimum dietary diversity, and just 5 percent of children in Upper West aged 6–23 months have a minimum acceptable diet. Countrywide, 42 percent of women of reproductive age and 66 percent of children aged 6–59 months are anaemic. Anaemia among children 6 to 59 months reached 74 percent in the Upper East and Upper West, and 82 percent in the Northern Region.⁶
8. According to the Ghana Fill the Nutrient Gap Analysis, high prevalence of stunting in Northern Region is strongly correlated with poverty and inappropriate nutrition practices, including monotonous diets highly reliant on starch, low consumption of proteins from animal sources due to unaffordability, and low consumption of green leafy vegetables and fruits. It is also correlated to inappropriate complementary feeding of infants.
9. The Ghana Cost of Hunger in Africa (COHA) study, disseminated in 2016, shows that undernutrition negatively impacts education and long-term productivity and costs Ghana 6 percent of its Gross Domestic Product (GDP) annually. The Fill the Nutrient Gap analysis, conducted in 2016, put underscored that nutrition challenges in Ghana will not be solved without tackling behaviours, affordability and availability of nutrient dense and fortified nutritious foods.

Smallholder productivity and incomes:

10. Despite strong government support for the sector, agriculture in Ghana continues to be dominated by smallholder farmers who rely on rain-fed conditions with limited use of improved seeds, fertilizer, mechanization, and post-harvest facilities. Smallholder farmers continue to be highly vulnerable to climate change, including erratic rainfall, and seasonal price fluctuations.
11. Agriculture is the backbone of Ghana's economy and about 80 percent of total agricultural production is attributed to smallholder farmers. However, over the past decade, the performance of the agriculture sector declined from 51 to 36 percent of GDP, with the rural poor now accounting for about three-quarters of all Ghanaians living below the poverty line, and leaving smallholder farmers (whose farms average just 1.2 ha) with limited opportunities for prosperity. Women are the key actors in Ghana's agricultural sector, constituting over half of the agricultural labour force and producing 70 percent of the country's food stock.
12. The Ghanaian Government's vision for the agriculture sector includes a transformation of the peasantry farming system into a sustainable commercial production that is anchored on improved market access. This vision is translated into the Food and Agriculture Sector

⁵ 2014 Ghana Demographic and Health Survey, published in 2015

⁶ 2017 Ghana Demographic and Health Survey

Development Policy (FASDEP II), which adopts a holistic, value chain approach to agriculture development and places greater emphasis on value addition and market access than previous policies.⁷

Sustainable food systems:

13. The Northern Savannah Ecological Zone, where WFP focuses its interventions, is prone to floods and long dry-spells. Other environmental challenges include increasing desertification, land degradation, and decreasing soil fertility. These conditions lead to worsening agricultural productivity and poor yields, exacerbating food insecurity and the effects of climate change.
14. Over the last few years, efforts have been made to strengthen the agricultural sector's capacity to adapt to the effects of climate change as well as to promote practices that improve land and soil quality. Ghana has developed a National Climate Change Policy which provides strategic direction and coordinates issues of climate change in the country. The National Climate-Smart Agriculture and Food Security Action Plan (2016–2020) promotes climate-smart agriculture and operationalizes the National Climate Change Policy of Ghana.

➤ *Macro-economic environment*

15. Gold, cocoa and more recently oil, cashew and palm oil, form the cornerstone of Ghana's economy, and helped fuel an economic boom in recent years, securing Ghana's transition to lower middle income country status in 2011. However, since 2013 its economy has endured a growing public deficit, high inflation, and a weakened currency, resulting in Ghana seeking an IMF bailout in 2015.⁸ Earlier economic growth projections based on expectations of increased oil revenues did not materialize due to low crude oil prices. Lower middle income country status disqualified Ghana from receiving needed grants and donor support, while the IMF bailout means Ghana continues to be fiscally constrained.

➤ *Key cross-sectorial linkages*

16. Achieving zero hunger (SDG 2) is strongly interlinked with a number of other SDGs, namely those relating to poverty (SDG 1), health (SDG 3), education (SDG 4) and gender equality (SDG 5). While some progress has been made on SDGs in the last years, concerted efforts are still required to achieve zero hunger by 2030, especially in order to address the growing problem of geographic and social inequality.
17. Despite significant progress at the national level in poverty reduction over the last 15 years, geographic inequalities are increasing, especially between urban and rural areas and a North and South divide. As UNICEF's Poverty and Inequality Report stresses, if Ghana is to reach zero hunger by 2030, a renewed effort will have to be put towards tackling inequalities and "leaving no one behind".
18. Other areas of progress include the achievement of universal primary education (SDG 4) and closing the gender gap in education at the basic education level (SDG 5). While the gender gap is minimal at the primary level, the gender gap widens significantly at the secondary level, especially in the poorest and most food insecure areas. The support to the girls' education programme, which responds to SDG 4, will be strengthened to include elements of health and nutrition education, and adolescent sexual and reproductive health

⁷ The FASDEP II has six objectives, namely: (i) Food security and emergency; (ii) improved growth in income variability; (iii) increased competitiveness and enhanced integration into domestic and international markets; (iv) sustainable management of land and environment; (v) science and technology and its application in food and agricultural development; and (vi) enhanced institutional coordination.

⁸ BBC Ghana country profile, <http://www.bbc.com/news/world-africa-13433790>.

education. This will result in improved education outcomes and empowerment for the girls in the short to medium term, which in turn will improve their nutritional status and break the inter-generational cycle of stunting in the long term.

19. While WFP's work in Ghana will focus mainly on supporting the Government in achieving SDG 2, it will also contribute in the achievement of SDG 3 (health), SDG 4 (education) and SDG 5 (gender). More specifically, recognizing that educating a girl to at least the secondary level, specifically if she is sensitized with nutrition and sexual and reproductive health education, is critical to breaking the inter-generational cycle of malnutrition. These educated girls will then be less likely to give birth to a low birth weight baby and raise a stunted child.

1.3. HUNGER GAPS AND CHALLENGES

20. The Zero Hunger Strategic Review (ZHSR) will be the first national multi-sectoral review of the food security and nutrition situation, existing policies and programmes, major gaps and challenges, and will provide a high level roadmap of what the Government and its partners need to do to achieve zero hunger by 2030. The review is expected to be finalized during the summer of 2017. Prior to this, consultations and studies have identified the following gaps:

- The increased challenges posed by the combined effects of food insecurity, malnutrition and climate change, and the resulting effects on the poor and vulnerable;
- The persistent and widening inequality gap;
- Insufficient leverage on natural resource endowments and low agriculture productivity;
- Lack of effective handover strategies and the need to promote socio-economic transformation, in ways that enhances broad-based, inclusive and sustainable growth;
- Lack of effective partnerships with the private sector, including Public-Private Partnerships (PPPs) in food security, nutrition, healthcare and sanitation;
- Lack of sustainable programmes on climate change concerns, national planning and implementation, to mitigate the impact of natural disasters, risks and vulnerability; and
- Insufficient capacity for effective implementation of government policies and programmes, including decision-making and the enforcement of rules, regulations and discipline.

1.4. KEY COUNTRY PRIORITIES

➤ *Government priorities*

21. Key policies to which WFP aligns are the National Social Protection Policy, the National Gender Policy, the Nutrition Policy, and the School Feeding Policy, all of which received WFP support. The 2016–2020 National Strategic Plan on HIV/AIDS also guides the implementation of HIV assistance programmes.
22. The Government of Ghana's efforts in achieving zero hunger, under the coordination of the National Development Planning Commission, are captured in the Ghana Shared Growth and Development Agenda (GSGDA) 2014–2017, and in the draft Long Term National Development Plan (LTNDP) 2018–2057. Under the GSGDA and the LTNDP, WFP's work aligns with the following key government priorities:
- GSDA Thematic area 2: Enhanced competitiveness of Ghana's private sector
 - GSGDA Thematic Area 3: Accelerated Agricultural Modernisation and Natural Resource Management
 - GSGDA Thematic Area 6: Human Resource Development, Employment and Productivity
 - LTNDP Goal 1: Build and industrialised, inclusive and resilient economy
 - LTNDP Goal 2: Create an equitable, healthy and disciplined Society

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- LTNDP Goal 3: Build safe, well-planned and sustainable communities

➤ *United Nations and other partners*

23. The Ghana United Nations Development Assistance Framework (UNDAF) presents a unified plan for economic, social and environmental development. In collaboration with national partners, four strategic priorities were agreed for the United Nations in Ghana, and have driven the work plans of individual agencies:
- Food Security and Nutrition;
 - Capacity in Social Services;
 - Sustainable Environment, Energy and Human Settlement; and
 - Transparent and Accountable Governance.
24. A Common Country Assessment and the evaluation of the UNDAF covering the period 2012–2017 were undertaken in 2016. Key recommendations include enhancing the effectiveness of public institutions to implement and enforce policies through technical assistance, South-South cooperation and other innovative approaches. These assessments also recommended leveraging the United Nations convening power to support SDG-based planning across various sectors; a joint strategy to support national efforts to enhance health, education and job creation; coordination of contingency planning for humanitarian response and preparedness; and support for disaggregated data production, use and availability for the SDGs.
25. The Rome-Based Agencies continue to collaborate on food security and nutrition, with relevant support for the delivery of one response to HIV/AIDS. The combined strength of the United Nations will be leveraged to support government poverty reduction strategies, using the Delivery as One (DaO) mechanism.
26. WFP supports the government initiative to include the private sector in planning and implementation of programmes for improved effectiveness, and to set the pace for new partnerships to achieve zero hunger.

2. STRATEGIC IMPLICATIONS FOR WFP

27. WFP established a presence in Ghana in 1963, providing mainly relief assistance, and in 2005 shifted to a five-year development portfolio, including school meals, mother and child health and nutrition, asset and livelihood programmes, as well as emergency preparedness and response programmes. The operational environment has evolved since then, and, together with the Government, WFP is moving towards sustainable outcomes, including strengthening government systems and institutional capacity building at all levels.

2.1. WFP'S EXPERIENCE AND LESSONS LEARNED

28. The mid-term evaluation of the Country Programme (CP) maintained the take-home rations for girls under the support to girls' education, upheld its contribution to gender equality and empowerment, and recommended its continuation. Indeed, the programme undertook an updated analysis of gender parity at the junior high school level, and increased its geographical reach as a result
29. The mid-term evaluation and subsequent nutrition appraisal missions (2015) recommended scaling up interventions for the prevention of stunting and micronutrient deficiencies. Results of the 2014 Ghana Demographic and Health Survey (DHS) showed a decline in global acute malnutrition rates among children under 5 to below the recommended threshold

which would justify WFP intervening to support the treatment of moderate acute malnutrition (MAM).

30. The mid-term evaluation also recommended shifting from imported to local foods and to cash-based transfers (CBT) wherever possible, in order to address the continuous logistics challenges associated with the timely movement of food by the Government. A market assessment, which accompanied the 2016 WFP Emergency Food Security and Market Assessment, confirmed that markets were generally functional and that local conditions were favorable to the implementation of cash-based transfers.
31. The evaluation missions further recommended enhanced support for the local production and processing of Specialized Nutritious Foods (SNFs) to replace imported SNFs. The Purchase for Progress (P4P) final impact evaluation of 2015 and other qualitative studies also confirmed the relevance of continuing support to smallholder farmers and agricultural value chains.
32. The five-year Enhanced Nutrition and Value Chain (ENVAC) initiative (2016–2020), funded by the Government of Canada and mainstreamed into the Country Programme during 2016, is a response to these recommendations and includes technical and financial support to two identified local processors to enhance their capacity to produce safe, fortified SNFs for the Ghanaian population utilizing raw ingredients from local smallholder farmers.
33. As a result of the above, a series of budget revisions were undertaken during 2016 to:
 - Discontinue treatment of MAM and scale up stunting prevention
 - Re-target towards districts with the highest stunting rates for the stunting prevention programme
 - Transition to 100 percent CBT
 - Mainstream the ENVAC initiative into Component 2 (Nutrition) of the CP
34. A Systems Approach for Better Education Results (SABER) assessment was undertaken in December 2015 to evaluate the capacity of Government to effectively implement a home-grown school feeding programme. Furthermore, an operational assessment of the national school feeding programme was jointly conducted with UNICEF and the World Bank in 2016. These assessments concluded that institutional capacity and coordination mechanisms are in place, but that operational implementation of school feeding was weak and required improvement on various fronts, including nutritional quality of school meals, community involvement and oversight, linkages to smallholder farmers and monitoring and evaluation.
35. A Fill the Nutrient Gap analysis was also undertaken during 2016 and showed that different food-based approaches and intervention packages including the promotion of the consumption of SNFs would be required to increase affordability of nutritious diets for vulnerable populations, especially for children under 2, pregnant and lactating women and girls, and adolescent girls. Results from the Fill the Nutrient Gap analysis will be further disseminated during 2017 and during the T-ICSP period to influence the CSP process, key government strategic plans as well as the review of the Nutrition Policy.
36. Similarly, according to the 2016 Ghana COHA, Ghana loses about GHC 4.6 billion each year, equivalent to 6 percent of its GDP, in health, education and productivity by not investing enough in nutrition.⁹ This underscores the importance of girls' education: an educated woman, especially at secondary level, is more likely to make informed decisions on nutrition for the household and more likely to delay the age of her first pregnancy, all of which translate into reduced incidence of “small for gestational age” during pregnancy, which is a direct contributor to giving birth to stunted children.

2.2. OPPORTUNITIES FOR WFP

⁹ The Cost of Hunger in Africa; Social and Economic Impact of Child Undernutrition in Ghana; August 2016.

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37. Priority actions for the Ghana CSP have yet to be identified, as the ZHSR is still ongoing. The prioritization of gender is evidenced by the dedicated gender expert on the research team and the specific focus on gender perspectives within the context of ending zero hunger. There is a dedicated thematic area for the multi-sectoral stakeholder consultations, which included women participants from agricultural institutions. This focus will ensure strong recommendations that will inform the strategic directions for gender-specific and gender-sensitive programming in food and nutrition security to end zero hunger.
 38. For the T-ICSP period, priority actions were identified by recent assessments and evaluations as stated above, as well as recent trends on food security and nutrition derived from national surveys and incorporated into the existing CP through various budget revisions in 2016.
 39. School feeding was completely handed over to the Government in December 2016. Moving forward, and based on the various assessments stated above, WFP will increase its technical support to government institutions, including the national school feeding programme, as well as to support nutrition value chains and local processing capacity using a food systems approach and building on WFP Ghana's successful P4P experience. The ultimate goal is the reduction of stunting and micro-nutrient deficiencies using market and food-based approaches, by building the capacity of national government institutions and the private sector, and by promoting policy coherence through technical assistance that includes South-South cooperation.

2.3. STRATEGIC CHANGES

40. The current CP ends in December 2017 and there are no other active projects in Ghana. During the T-ICSP period, WFP will strategically position itself to align with the new administration's long term plans and strategies, while preparing its CSP based on the results of the currently ongoing ZHSR.

3. WFP STRATEGIC ORIENTATION

3.1. DIRECTION, FOCUS AND INTENDED IMPACTS

41. The Ghana Shared Growth Development Agenda (GSGDA) 2014–2017 and the draft Long Term National Development Plan (LTNDP) 2018–2057 provide the framework for WFP's contribution to achieving national food and nutrition security targets.
42. WFP's long-term vision in Ghana is improved food security and the reduction of stunting and micronutrient deficiencies in the northern regions. The programme will ensure that the direction, focus and intended impacts all include gender equality as a requirement for achieving food and nutrition security. Policies which WFP will support during this period, including agreements and contracts signed by partners, will have explicitly stated commitments for increasing participation and decision-making of women. Action plans derived from WFP's support will recognize the roles of women and men as key actors in promoting food security. This will be achieved through technical and policy support for the scale-up of nutrition-sensitive social protection programming, as well as through the promotion of public-private sector partnerships for the increased availability, accessibility and affordability of nutritious foods and specialized nutritious foods, as well as demand creation through improved awareness and knowledge about good eating habits among the targeted populations.

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43. WFP's interventions will specifically target: i) women in the value chain of food and nutrition security; ii) smallholder farmers, particularly from women farmer groups; iii) small-scale processors, most of whom are women, and larger scale food processors; iv) children aged 6–23 months; v) pregnant and lactating women and girls (PLW/G); and vi) adolescent girls and people living with HIV (PLHIV) located in the Upper East, Upper West and Northern Regions, as well as in parts of the Volta, Ashanti, Brong Ahafo, and Eastern regions. To accomplish this vision, WFP will work with relevant government ministries, the Ghanaian private sector and United Nations agencies.
44. By the end of this T-ICSP period, WFP will have strengthened Ghana's national school feeding programme, particularly school meal quality and linkages to local smallholder farmer agricultural production. Following the mid-term evaluation recommendations, specific attention will be paid to scale up activities that contribute to reducing the gender gap by increasing girls' attendance and retention rates in targeted junior secondary schools, and increasing their knowledge of good nutrition and reproductive health. To further improve the education and nutrition outcomes of the programme, WFP is partnering with relevant agencies within the UN and Government to include knowledge and behaviour change for girls in school. To promote more nutritious eating habits among women and caretakers of children aged 6–23 months, WFP will also support the Government in social and behavioural change communication (SBCC) and to improve the nutrition status of PLHIV, WFP will, provide nutrition support to PLHIV undergoing antiretroviral therapy. Lastly, to improve the availability of nutritious foods, WFP will build the post-harvest handling capacities of targeted smallholder farmers and link them to selected local processors of fortified nutritious foods.
45. Ghana is a lower middle income country and WFP will increasingly focus on policy engagement and capacity development for effective handover to Government and communities in order for them to independently design, implement and manage food and nutrition security programmes by 2030.

3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES

3.2.1. STRATEGIC OUTCOME 1: VULNERABLE WOMEN, ADOLESCENT GIRLS, PEOPLE LIVING WITH HIV AND CHILDREN AGED 6-23 MONTHS IN TARGETED AREAS HAVE ENHANCED NUTRITIONAL STATUS ALL YEAR-ROUND

➤ *Outcome description*

46. In line with WFP's aim to support SDG 2, this strategic outcome aims to improve the nutritional status of vulnerable children aged 6–23 months, adolescent girls, pregnant and lactating women and girls, and people living with HIV in targeted areas throughout the year. The targeted beneficiaries in the districts with highest stunting and/or HIV prevalence will have access to locally produced, specialized nutritious foods and nutrition counselling for their optimal use. Nutrition programme beneficiaries, particularly adolescent girls, mothers and caregivers, will receive nutrition counselling, adolescent sexual and reproductive health and Social and Behavioural Change Communication (SBCC). This will focus on reversing discriminatory practices, and reinforce knowledge that will strengthen positive gender roles, responsibilities and cultural practices for improved nutrition by 2020. Capacity strengthening activities will similarly support government partners to better leverage their ability and resources to improve gender roles for food and nutrition security.
47. This strategic outcome directly supports WFP Strategic Result 2 – End all forms of malnutrition (SDG Target 2.2)

➤ *Focus Areas*

48. This strategic outcome will address the root causes of malnutrition through interventions focusing particularly on the prevention of malnutrition, nutrition education, and capacity strengthening of national institutions.

➤ *Expected outputs*

49. The following outputs of Strategic Outcome 1 also directly support the achievement of SDGs 2.1 (access to food), SDG 3 (ensure health and well-being), SDG 4.1 (free, equitable and quality access to education), SDG 5 (achieve gender equality and the empowerment of women and girls) and SDG 17.9 (capacity building).

The outputs are:

- Adolescent girls in Junior High School (Tier 1) receive education on nutrition and Adolescent Sexual and Reproductive Health in order to improve their nutritional status and improve their health and well-being
- Adolescent girls in Junior High School (Tier 1) receive take home rations in order to reward attendance and improve gender parity
- Pregnant and lactating women and girls, people living with HIV and children 6–23 months (Tier 1) in areas with highest stunting and HIV prevalence receive locally produced nutrient dense foods, including locally produced specialized nutritious foods, in order to prevent malnutrition
- Pregnant and lactating women and girls, and people living with HIV (Tier 1) benefit from increased awareness of proper Infant and Young Child Feeding (IYCF) practices and healthy eating habits in order to prevent malnutrition

➤ *Key activities*

50. Under this strategic outcome WFP's interventions will target adolescent girls, children 6–23 months, pregnant and lactating women and girls (PLW/G), PMTCT/ART clients, Ghana Health Service, and targeted communities as follows.

- Adolescent girls enrolled in Junior Secondary Schools will be provided with take-home rations jointly with nutritional, sexual and reproductive health education.
- Prevention interventions will target children 6–23 months attending health facilities for required preventive visits, PLW/G attending ante-natal or post-natal care in health facilities, and PMTCT/ART clients referred from ART centres.
- Capacity strengthening interventions will target the staff of the Ghana Health Service on Nutrition Counselling, as well as targeted communities.

Activity 1: *Provide take home rations, nutrition education and Adolescent Sexual & Reproductive Health education to adolescent girls in Junior High School [Activity category 4 / Modality: cash & voucher/capacity strengthening]*

51. The households of disadvantaged girls in districts with high gender disparity are targeted with the incentive to encourage them to keep the girls in school, thereby promoting their attendance, retention and completion. The inclusion of sensitization on nutrition and Adolescent Sexual and Reproductive Health (ASRH) in partnership with the UNFPA and Ghana Health Service helps to improve education outcomes while also making the programme nutrition sensitive. The intervention can contribute to the prevention of stunting in the girls' future offspring as the programme targets adolescent girls enrolled in junior secondary schools with nutrition and reproductive health education. Under this activity, 30,000 adolescent girls will receive either commodity vouchers to access beans, vegetable

oil and iodized salt (in peri-urban areas and areas where viable retailers have been identified), or cash (in more rural settings where no capable retailers were identified), under the condition of attending at least 80 percent of the term. Therefore, distributions (in terms of commodity vouchers or cash) will happen after each term and based on qualifiers provided by the schools and based on attendance.

52. WFP will build on partnerships with the Ministry of Education, the Ministry of Gender, Children and Social Protection/Ghana School Feeding Programme, with Partnership for Child Development (PCD), the World Bank, Ghana Health Service, and the UNFPA to carry out this activity and ensure that there is policy support and effective coordination to help address the barriers that impede the attendance and completion of school girls in deprived areas.

Activity 2: *Provide commodity vouchers to access locally produced Specialized Nutritious Foods to pregnant and lactating women and girls, people living with HIV and children 6-23 months [Activity category 6 / Modality: cash & voucher]*

53. The high level of stunting combined with low levels of education and persistent high levels of poverty in the North increase the vulnerability of the women and children in these areas. The Eastern Region of Ghana has the highest prevalence in HIV. PLHIV who are on ART also have additional nutrition requirements. Under this activity, 20,000 pregnant and lactating women and girls, 20,000 children under 2 and 3,000 ART clients will receive commodity vouchers for a specialized nutritious food (a locally produced super cereal for the women and the ART clients, and a locally produced super cereal plus or small-quantity lipid-based nutrient supplements (SQ-LNS) for infants under 2), as well as for vegetable oil and iodized salt for the women and ART clients. Vouchers will be activated monthly and be linked to beneficiaries attending monthly Child Welfare Clinics for the pre and post-natal care services (in the case of pregnant and lactating women and girls), and either monthly or bi-monthly, in conjunction with the ART clients' visits to ART centres to pick up their ARV medication. The exact frequency for the ART client will vary by facility depending on the frequency of clients picking their ARV medication.

54. WFP will build on partnerships with the Ghana Health Service/Ministry of Health, the Ghana Aids Commission, UNAIDS, the private sector (industrial processors), the Food and Drugs Authority, and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to carry out this activity. The combined resources of these partners provide the right policy environment, as well as oversight for coordination, quality and standards to ensure effective delivery of the support.

Activity 3: *Provide capacity strengthening to Ghana Health Service for Nutrition Counselling and Social Behavioural Change Communication (SBCC) [Activity category 9 / Modality: capacity strengthening]*

55. The provision of appropriate health and nutrition education to support increased consumption of locally available nutrient-rich foods to help prevent stunting is an integral part and a priority of the Ghana draft Nutrition Policy. Mothers, children 6–23 months and PLHIVs are the identified ultimate beneficiaries for the SBCC, while the Ghana Health Service staff, as the main channel for the provision of nutrition education and counselling for Infant and Young Child Feeding, need to increase their capacities to deliver proper SBCC. The transfer modality under this activity is capacity strengthening to Ghana Health Service staff.
56. The Ghana Health Service will be supported to develop effective communication materials and messaging to the targeted groups. The Fill the Nutrient Gap study, as well as the nutrient

analysis of locally available nutrient-rich foods, will be leveraged to support an effective communication campaign to promote SBCC.

57. WFP will build on its long term partnership with the Ghana Health Service/Ministry of Health, the Ghana Aids Commission, UNAIDS, the private sector (industrial processors), the Food and Drugs Authority, and GIZ to carry out this activity and effect the needed behaviour change of beneficiaries to consume nutritious products to improve their nutrition.

3.2.2. STRATEGIC OUTCOME 2: TARGETED POPULATIONS AND COMMUNITIES BENEFIT FROM ENHANCED FOOD SYSTEMS WHICH SUPPORT NUTRITION VALUE CHAINS BY 2020

➤ Outcome description

58. In trying to overcome government financial challenges associated with port clearance and transportation of imported food commodities, solutions were identified to enhance local food systems and improve the nutrition value chain. Interventions include provision of technical support to selected community level processors of blended flours, provision of financial and technical support to two industrial processors for equipment upgrade and capacity building, and equipment support for selected farmers to promote good agricultural practices, post-harvest handling and quality assurance.

59. This strategic outcome directly supports WFP Strategic Result 4 – Sustainable food systems (SDG Target 2.4).

➤ Focus Areas

60. This strategic outcome will address one of the main root causes behind stunting and micronutrient deficiencies in Ghana, related to insufficient availability and affordability of fortified specialized nutritious foods due to weak and poorly integrated value chains for nutritious foods.

➤ Expected outputs

61. The following outputs of Strategic Outcome 2 also directly support the achievement of SDG 2, and SDG 17.

The outputs are:

- Community-level small scale processors (Tier 1) benefit from enhanced capacity in order to enhance their livelihoods
- Targeted populations (Tier 3) benefit from a better food system which offers increased availability and affordability of locally produced specialized nutritious foods in order to diversify their diet and prevent stunting.
- Targeted smallholder farmers (Tier 1) increase sales of quality staples to institutional markets and selected processors of specialized nutritious foods in order to improve livelihoods
- Smallholder farmers (Tier 1) benefit from increased training on good agricultural practices and on post-harvest management practices to reduce losses and improve sales to industrial and community-level processors

➤ Key activities

Activity 4: Provide technical support to selected Community Level processors of blended flours [Activity category 8 / Modality: capacity strengthening]

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62. Selected community level processors will be provided with small equipment and capacity building to help them improve the quality of the blended flours they produce. Previous programmes have supported women's groups to increase the availability and consumption of fortified blended flours at community level. This support aims to increase the availability of blended flours at the community level and promote household consumption of safer and more nutritious porridges for children and other household members. Thirty women small scale processing groups are targeted to benefit under ENVAC to produce locally mixed/fortified foods for the local markets.
 63. The transfer modality under this activity is capacity strengthening in the form of trainings, sensitizations and the provision of small equipment.
 64. WFP will partner with the Food Research Institution, the Food and Drugs Authority, Ghana Health Service, Farm Radio International and other similar institutions to deliver appropriate equipment and transfer relevant knowledge in order to ensure that both men and women receive the knowledge relevant to their activities and to ensure equity in the knowledge needed for their products to meet good quality standards.

Activity 5: *Provide financial and technical support to two industrial processors for equipment upgrade [Activity category 9 / Modality: capacity strengthening]*

65. Two local industrial processors will receive sub-grants to augment their production lines to produce specialized nutritious foods for the Ghanaian population in general, and in particular for WFP nutrition programmes in Ghana and the sub-region. The transfer modality under this activity is capacity strengthening to the two industrial processors through the provision of financial support (sub-grants) and the provision of technical support through a WFP hired local food technologist.
66. WFP will partner with the GIZ Affordable Nutritious Foods for Women project, DSM, the Food and Drugs Authority and WFP technological expertise, to ensure that the products meet the highest quality standards. A quality seal for nutritious products specifically formulated for women has been developed under the GIZ Affordable Nutritious Foods for Women project. By distributing one of the specialized foods for women with the seal through its vouchers, WFP will contribute to making the quality seal known among vulnerable populations in high stunting areas, particularly among women in reproductive age, which are targeted specifically by the seal. WFP will also promote the quality seal with the other industrial processor so that more buyers can apply for the seal.

Activity 6: *Provide capacity building & equipment support for smallholder farmers on Good Agricultural Practices, Post-Harvest Handling and Quality Assurance [Activity category 7 / Modality capacity strengthening]*

67. As the first pillar of the nutrition value chain, selected farmers, including women farmers, will be supported to reduce post-harvest losses and produce quality commodities to be supplied to the two industrial processors of SNFs, as well as to other institutional markets. The ENVAC baseline conducted at the beginning of 2017 solicited information concerning the specific needs of both women and men farmers. Farmer organizations with high representation of women, as well as women-only groups cultivating "women crops", such as cowpeas and soybeans, were given priority to be included in ENVAC. They will receive capacity support for improved agricultural practices and post-harvest management, including drying equipment, warehouses and trainings to improve the quality of the grain they sell to the industrial processors and other markets. This is expected to increase their revenues from sales to the processors. The transfer modality under this activity is capacity

strengthening to 10,000 smallholder farmers, including women, through training and equipment support.

68. WFP will partner with the USAID Feed the Future project, MEDA Grow project, Technoserve, ADRA, FAO, IFAD and the Ministry of Food and Agriculture and their related agencies for extension services to deliver this assistance.

3.2.3. STRATEGIC OUTCOME 3: NATIONAL INSTITUTIONS HAVE STRENGTHENED CAPACITY TO MANAGE FOOD SECURITY AND SAFETY NETS PROGRAMMES BY 2020

➤ Outcome description

69. Institutional support will be provided to the Ghana School Feeding Programme Secretariat. They will be supported with technical assistance to be able to provide a nutrition-sensitive school feeding programme, with a strengthened home-grown component, in which the caterers providing the meals source commodities more directly from the smallholder farmers in the communities and districts. Lessons and best practices from the support to girls' education will be shared with the Ghana School Feeding Programme to enable them to include gender-sensitive perspectives in order to strengthen the feeding benefits to girls.

70. This strategic outcome directly supports WFP Strategic Result – Countries strengthened capacities (SDG Target 17.9).

➤ Focus Areas

71. This strategic outcome will address the root causes of weak capacity of national institutions to effectively design and implement social protection interventions that effectively address food security.

➤ Expected outputs

72. The output of Strategic Outcome 3 also supports the achievement of SDG 3 (ensure health and well-being), SDG 4.1 (free, equitable and quality access to education), and SDG 17.9 (capacity building).

The output is:

- Schoolchildren targeted by Ghana's HGSF (Tier 3) benefit from increased capacity of the Government to implement and manage a nutrition-sensitive and smallholder friendly Home Grown School Feeding Programme

➤ Key activities

Activity 7: *Provide technical support to the National School Feeding Programme on policy implementation and monitoring, targeting, nutritious quality of school meals and linkages to smallholder farmers [Activity category 9 / Modality: capacity strengthening]*

73. The key activities will include the implementation of recommendations from the SABER and School Feeding Operational Assessment as follows:

- Technical assistance to the secretariat to include gender equity perspectives in the draft bill on school feeding and incorporate best practices from the support to girls education in school feeding;
- improve monitoring and community oversight for school feeding;
- Work with the Ghana Health Service to improve the nutritious quality of school meals; and

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- Support the programme with technical assistance to improve linkages to smallholder farmers, especially women.

74. The transfer modality through this activity is capacity strengthening through trainings and technical assistance to the National School Feeding Programme.

3.2.4. STRATEGIC OUTCOME 4: GOVERNMENT EFFORTS TOWARDS ACHIEVING ZERO HUNGER BY 2030 ARE SUPPORTED BY EFFECTIVE AND COHERENT POLICY FRAMEWORKS

➤ Outcome description

75. This strategic outcome aims to provide support to gender-sensitive and, where necessary, gender-specific policy frameworks relevant to SDG 2 and in line with UN assistance programmes in middle income countries. These policies will also be aligned with existing national policies that promote gender equity and women's rights. These include the National Gender Policy, Nutrition Policy, Social Protection Policy, School Feeding Policy, and all other strategies that identify the roles and responsibilities of women in their contribution to zero hunger. It supports and strengthens the shifts from direct implementation in programmes to policy support, which – when implemented – impacts the relevant programmes at the national level.

76. This strategic outcome directly supports WFP Strategic Result 6 – Policy Coherence (SDG Target 17.14).

➤ Focus Areas

77. This strategic outcome will address the root causes of a lack of effective and coherent policy frameworks.

➤ Expected outputs

78. The following outputs of Strategic Outcome 1 also directly support the achievement of SR1 (access to food), SR2 (no one suffers from malnutrition), SR3 (smallholder farmers productivity and incomes), SDG 3 (ensure health and well-being), SDG 4.1 (free, equitable and quality access to education), SDG 5 (achieve gender equality and the empowerment of women and girls) and SDG 17.9 (capacity building).

The outputs are:

- School children (Tier 3) benefit from a policy framework that enables implementation of school meals in order to improve access to food and education
- Ghanaians (Tier 3) benefit from adoption of nutrition policy that enables them to improve nutrition status and access nutrition services
- Ghanaians (Tier 3) benefit from adoption of “Quality Seal” to enhance quality of locally produced fortified foods
- Smallholders (Tier 3) benefit from more friendly public procurement act and from adoption of scales and standardized bags, in order to improve their income and livelihoods

➤ Key activities

Activity 8: *Provide technical support for policies & legislation related to social protection, nutrition, local fortification and smallholder farmers to the Government [Activity category 9 / Modality: capacity strengthening]*

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79. Under this activity, technical support will be provided to the National Development Planning Commission and other key stakeholders to complete the Nutrition Policy and the related action plans. Technical support will also be provided to finalize the legislation for school feeding and social protection programmes with the support of the Centre of Excellence of Brazil. The transfer modality through this activity is capacity strengthening through technical and policy support, as well as South-South cooperation.
 80. WFP is partnering with the GIZ Affordable Nutritious Foods for Women project and will support the promotion of the recently launched “Quality Seal” for locally produced fortified foods for women developed with GIZ funding. It will provide this support by distributing the specialized nutritious food for women benefitting from the seal through its voucher system, thus contributing to raising awareness on the importance of women nutrition for the prevention of stunting, and creating demand in more remote areas with high stunting where WFP intervenes. WFP will also support the adoption of the quality seal by the other industrial processor working with WFP.
 81. Technical assistance will also target the Public Procurement Authority, in order to promote more smallholder friendly public procurement by Senior Secondary Schools, as well as district level authorities to pass by-laws that promote the use of weights and standards for staples trade that will directly benefit smallholder farmers.

3.3. TRANSITION AND EXIT STRATEGIES

82. This is a transitional ICSP which maps the current country programme activities. Direct implementation for school feeding and asset creation activities have been phased out, with increased support being provided for capacity development, policy guidance and the implementation of national programmes, in line with the middle income status of Ghana. WFP will institutionalize gender equality as a criteria that has to be met before handing over programmes to Government as part of the exit strategy. This will ensure that the activities which have been handed over also have the relevant gender commitments and are incorporated into ongoing national programmes and development plans, while strengthening the capacity of Government and communities to manage those programmes.

4. IMPLEMENTATION ARRANGEMENTS

4.1. BENEFICIARY ANALYSIS

83. Activity 1 (provide take home rations, nutrition education and ASRH education to adolescent girls in Junior High School) directly targets 30,000 adolescent girls in districts with low gender parity at the Junior High School level with either commodity vouchers to access beans, vegetable oil and iodized salt at local retailers, or cash transfers provided on a quarterly basis to reward regular attendance. These girls are also vulnerable to food insecurity and malnutrition.
84. Activity 2 (commodity vouchers to access locally produced specialized nutritious foods) directly targets 20,000 pregnant and lactating women and girls, 3,000 people living with HIV/AIDS in ART or PMTCT programmes, and 20,000 children under 2 in the two regions with the highest stunting and prevalence of HIV by providing monthly commodity vouchers to be redeemed at local retailers for locally produced specialized nutritious foods, as well as other food commodities, such as vegetable oil and iodized salt.
85. SCOPE will be used for beneficiaries management under Activities 1 and 2.
86. Activity 3 (capacity strengthening to Ghana Health Service for Nutrition Counselling and SBCC) directly targets GHS staff with capacity building activities which will indirectly

benefit pregnant and lactating women and girls and people living with HIV/AIDS with increased awareness on nutrition.

87. Activities 4 and 5 (technical support to selected community level and industrial level processors) directly target selected community level processors (many of which are women or women’s groups) and industrial processors, which will indirectly benefit the women, PLHIV and children receiving vouchers for specialized foods under Activity 2, as well as the general Ghanaian population, by making locally produced nutritious foods more available and affordable.
88. Activity 6 (capacity building and equipment support for smallholder farmers) directly target 10,000 smallholder farmers (half of which are women) and their families with trainings and capacity building activities to improve agriculture and post-harvest management practices.
89. Activity 7 (technical support to the National School Feeding Programme) targets the School Feeding Secretariat, and will indirectly benefit school children across Ghana.
90. Activity 8 (technical support for policies and legislation related to school feeding, social protection, nutrition, local fortification, and smallholder farmers) targets various government institutions and will benefit the Ghanaian population at large.

Strategic Outcome	Activities	Female	Male	Total
Strategic Outcome 1	ACTIVITY 1: Provide take home rations, nutrition education and Adolescent Sexual & Reproductive Health education to adolescent girls in Junior High School	30,000	0	30,000
	ACTIVITY 2: Provide commodity vouchers to access locally produced Specialized Nutritious Foods to pregnant and lactating women and girls, people living with HIV and children 6-23 months	32,000	11,000	43,000
TOTAL		62,000	11,000	73,000

4.2. TRANSFERS

4.2.1. FOOD AND CASH-BASED TRANSFERS

91. WFP Ghana implements a full CBT operation, following a re-orientation of the programme to address government financial challenges which affected the timely port clearance and transportation of food commodities, and following markets assessments which ascertained the existence of functional markets that can support CBT in all intervention areas. This is also in response to recommendations from the mid-term evaluation to transition to CBT to increase efficiency and effectiveness in the delivery of WFP assistance, and is in line with the Government of Ghana social protection programmes that use cash transfers to support most vulnerable segments of the population.
92. The CBT transfer modality will continue during the T-ICSP period.

Strategic Outcome	Strategic Outcome 1					
Activity	Activity 1			Activity 2		
Beneficiary type	Girls			6-23	PLW/G	PLHIV
modality	CBT			CBT	CBT	CBT
cash (US\$/person/day)	0.486			0.09	0.29	0.247
Number of feeding days	270			180	180	180

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE		
Food type / cash-based transfer	Total (mt)	Total (US\$)
Cash-Based Transfers (US\$)		4,366,833
TOTAL (food and CBT value – US\$)		4,366,833

4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION

93. Capacity development and technical assistance will be implemented across all strategic outcomes, as WFP gradually shifts from direct implementation to more capacity strengthening and policy development. Strong partnerships with the Government and private sector will lead to effective handover, national ownership and sustainability.
94. Activities 3 to 8 are exclusively capacity strengthening and technical assistance activities. A peculiar aspect of the Ghana Country Programme under the Enhanced Nutrition and Value Chains (ENVAC) initiative is the strong support (both financial and technical) to the private sector to strengthen nutrition value chains, in the form of sub-grants and technical assistance to two industrial processors of specialized nutritious foods. The strong market based approach and the emphasis on linking supported smallholder farmers to local processors, as well as the emphasis on demand creation through SBCC and nutrition education, strengthens the long term sustainability of the model.
95. WFP will facilitate exchange of knowledge, skills and expertise through South-South cooperation with the WFP Centre of Excellence against Hunger in Brazil to strengthen government and communities' capacity in managing the gender-sensitive school meals programme and support the development of a gender-friendly legislation for school feeding.

4.3. SUPPLY CHAIN

96. Sustainable local solutions have been established through the ENVAC initiative, with the identification and support to industrial processors for the supply of specialized nutritious foods in Ghana for WFP nutrition programmes as well as for the Ghanaian population at large. Supply chain networks are being finalized for Business-2-Business procurement modalities with the identified industrial processors. The key aspect of ENVAC is to consolidate gains made under the previous Purchase for Progress (P4P) Initiative during which selected groups of smallholder/low-income farmers, including women, were trained and provided with various resources to enable them to participate as actors in the maize, cowpea and rice value chains in Ghana. The support provided will be based on the assessed gaps in access to resources by both sexes, in order to address inequalities. The current proposed project links smallholder/low-income to local private sector food processors. The

fact that soybeans and cowpeas are targeted under ENVAC, which are mainly produced by women in the Ghanaian context, means that many of the selected ENVAC farmers are women. The companies as well as the selected smallholder/low-income farmers will receive significant and sustained financial and technical investment under the new project. As part of this incentive package smallholder/low-income farmers will be required to commit to providing a steady supply of quality raw materials (such as soybean, millet and maize) to the companies at an affordable price. The processors will receive financial capital to invest in upgrading their production lines for SuperCereals (SC) and SuperCereals Plus (SC+) and other fortified products, so as to efficiently absorb additional raw materials and consequently produce fortified foods for WFP and other markets.

97. Supplier contracts for non-specialized local food commodities are also being established with local retailers for the cash-based transfer programmes under Activities 1 and 2. For Activity 1 (provision of take home rations to adolescent girls in Junior High School), a combination of cash and vouchers will be implemented to retain flexibility and adapt the transfer modality to the local conditions including availability and capacity of local retailers. Based on retailer assessments and consultations with partners, women will be prioritized for selection as retailers, and voucher based transfers will be implemented in more urbanized areas or areas close to capable retailers, whereas cash will be implemented in more rural settings with limited availability of retailers.

4.4. COUNTRY OFFICE CAPACITY AND PROFILE

98. WFP will maintain its comparative advantage in having a large field presence through one sub-office and two satellite offices, covering the three regions of the North, as well as the Eastern Region. In all the offices, WFP commits to strengthen the gender competencies of all staff in line with the recommendations of the UN Peer Gender Audit. A gender action plan for 2018 will be put in place to ensure that a respectful work environment exists for improved workplace gender relations.
99. Given the strong focus on nutrition and value chains, the country office will require more expertise on value chains, with a specific focus on private sector partnerships management, as well as a food technologist. A qualified national programme manager for the ENVAC initiative at NOC level to replace the current international consultant, as well as a national food technologist, have been budgeted. Special effort will be made to recruit females where gaps exist. Mandatory learning on gender has been instituted for all existing and new staff, and staff are encouraged to undertake additional learning on gender from the WFP knowledge management portal.
100. Overall existing staff knowledge on nutrition, social protection/safety nets as well as on CBT implementation modalities must be further strengthened. There will be a clear road map for the transfer of knowledge and responsibility to national staff, and for increased national staff participation in the country office by 2019.

4.5. PARTNERSHIPS

101. WFP will expand its partnership with the Rome-Based Agencies to achieve the strategic outcomes based upon comparative expertise and complementarities, specifically for the support to smallholder farmers under ENVAC. WFP will continue to partner with REACH agencies and SUN stakeholders to accelerate the finalisation of the Nutrition Policy and action plans. WFP and UNFPA are collaborating to improve education outcomes for adolescent girls in Junior High School. WFP will continue to partner with UNICEF, PCD and the World Bank as well as the National School Feeding Programme on the school meals programme. WFP will continue to participate actively in the UN Gender Team, to leverage combined expertise on gender, and to support WFP gender equality activities.

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102. WFP will strengthen its partnership with the private sector to: i) increase the availability and affordability of specific fortified foods targeted at children and women, and encourage their penetration in rural deprived communities by using the WFP nutrition intervention programmes as a platform for penetration, and ii) mobilise resources in support of WFP-Government initiatives. Under the ENVAC initiative, partnerships were forged with two private sector companies (Yedent and Premium foods) to support their equipment upgrade as well as improved food safety and quality processes as per the recommendations from the technical audits of 2015 and 2016. Partnership will continue with a reliable and responsive local bank for the payment of the WFP beneficiaries under the cash based programmes.
 103. WFP will continue to collaborate with academia and research institutes to support evidence generation for policy processes and development of social behaviour change communication strategy. WFP collaborates with the University for Development Studies and with the Kwame Nkrumah University for Science and Technology (KNUST) on the ENVAC initiative.
 104. Recognising the vulnerability and isolation of the most food insecure people, WFP will seek a stronger collaboration with the Ministry of Gender, Children and Social Protection to promote the sustainability of all the programmes that support the vulnerable populations. WFP will systematically incorporate protection, Gender Equality and Accountability to Affected Populations, including prevention of sexual exploitation and abuse, in all strategic and operational partnerships.

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1. MONITORING AND EVALUATION ARRANGEMENTS

105. Guided by the country office monitoring strategy, WFP Ghana will develop an M&E plan that measures progress towards the strategic outcomes, ensuring accountability, providing evidence of results achieved, and making necessary adjustments.
106. Indicators are collected by male and female WFP and government staff or universities and research institutions where required, and will be disaggregated by sex and age, where applicable. Regular gender-responsive performance monitoring and analyses will be undertaken and published in annual and semi-annual outcome monitoring reports. This will be complemented by monitoring of market prices.
107. The country office has a strong M&E officer who will be deployed regularly in the field for monitoring and evaluation. Government reporting structures will also be adhered to ensure effective communication. Through quarterly meetings, WFP and the Government will measure progress and results against established action plans.
108. A beneficiary feedback mechanism has been established in 2016 and has a dedicated multi-lingual staff who follows up on issues raised by WFP beneficiaries and implementing partners. An information provision action plan will be developed to addresses awareness about WFP programmes amongst beneficiaries.
109. The online tools Country Office Tool for Managing Effectively (COMET) and Monitoring e-Data Collection and Analysis (MDCA) are being used to track performance indicators. SCOPE is being used for beneficiary management under the CBT programmes.

5.2. RISK MANAGEMENT

➤ *Contextual risks*

110. The contextual risks include localised natural disasters. WFP will assist the Government in building its capacity in emergency preparedness and response through the UN inter-agency working group on emergencies. In case of an unforeseen disaster where the support of WFP is necessary to augment the national Government's capacity, WFP will amend this Interim CSP with the addition of a strategic outcome dedicated to the crisis response.

➤ *Institutional risks*

111. Insufficient national budget allocation for the activities handed over and limited capacities are the main institutional risks. WFP will advocate for mobilisation of funds, explore alternative financing solutions with the Government, and develop capacity at all levels.

➤ *Programmatic risks*

112. The major programmatic risk is lack of funding, exacerbated by the delayed government contributions to WFP since 2008. WFP will continue to follow up with the Ministry of Finance for the disbursement of the government counterpart funding, seek to broaden the funding base, and strengthen joint fundraising with other organisations. A prioritisation action plan has been prepared for all outcomes.

113. Ghana is classified as being at United Nations security level zero. WFP country and field offices and operating procedures are in compliance with the minimum operating security standards.

6. RESOURCES FOR RESULTS

6.1. COUNTRY PORTFOLIO BUDGET

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Strategic Outcome 1	6,976,932					6,976,932
Strategic Outcome 2	2,816,693					2,816,693
Strategic Outcome 3	283,771					283,771
Strategic Outcome 4	213,171					213,171
TOTAL	10,290,566					10,290,566

114. The I-CSP has a total budget of USD 10,290,566, reflecting the current programme, which is expected to continue in 2018. It focuses on increased policy and capacity development support, and seeks to ensure sustainability within each of the outcomes.

115. Strategic outcome 1 aims at enhancing the nutritional status of specific vulnerable populations, including adolescent girls, pregnant and lactating women and girls, PLHIV and children under 2, by increasing access to nutrient dense foods and specialized nutritious foods as appropriate, and increasing efforts towards behaviour change. This is the largest outcome with a budget of USD 6,976,932, representing nearly 68 percent of the resources.

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116. Strategic outcome 2 addresses capacity strengthening to community level and industrial level processors and to targeted smallholder farmers, as part of the support to the development of a local sustainable nutrition value chain in Ghana. At a total cost of USD 2,816,693, this outcome makes up to 27 percent of the budget.
117. Strategic outcome 3 promotes increased capacity of institutions that support the effective implementation of school meals in Ghana. In total, USD 283,771 (or 3 percent of the budget) is allocated to this.
118. The fourth strategic outcome focuses on policy coherence in support of food security, smallholder farmers market development, nutrition and wider social protection in Ghana. This strategic outcome requires USD 213,171, representing 2 percent of the total budget.
119. Expenditures linked to gender related activities across all of the strategic outcomes amounts to approximately USD 3,552,530, or 34 percent of the total T-ICSP budget.

6.2. RESOURCING OUTLOOK

120. The T-ICSP is expected to be mainly funded with existing funds from the ENVAC initiative, a five year integrated value chains project funded by the Government of Canada. Outcome 2 is fully funded under the ENVAC's multi-year project, as well as most of Activity 2 & 3 under Outcome 1, and portions of Outcomes 3 and 4.
121. Other existing contributions are earmarked for Activity 1, and further fundraising activities are on-going specifically for Activity 1. WFP is also discussing joint fundraising with GIZ's Affordable Nutritious Foods for Women initiative for subsequent years beyond 2018 for Activities 2 and 3 under Outcome 1. Very recently, WFP Ghana received confirmation of a one year contribution from DSM, which will cover part of 2018, for demand creation activities for nutritious foods in hard to reach rural areas where WFP is to intervene
122. This resourcing will be supplemented by the Ghana Government's Counterpart Cash contributions to WFP, as well as funds to be raised from traditional donors and, to some extent, from the private sector. WFP Ghana's resourcing situation averaged 70–80 percent between 2012 and 2016 and is expected to remain the same. Contributions are mainly multi-year (average 5 years) targeted to specific activities. Donors' interest in supporting sustainable local nutrition value chain programmes is high, making WFP well positioned to maintain similar funding levels until 2021.
123. Based on already confirmed contributions and favourable indications from donors, all strategic outcomes will be adequately resourced for the T-ICSP period (between 79 and 91 percent depending on the Strategic Outcome).

6.3. RESOURCE MOBILIZATION STRATEGY

124. The resource mobilization strategy is being revised to reflect WFP Ghana's new programme re-orientation, in line with its middle income status (MIC) and the Government's planning programme to achieve the SDG targets.
125. The strategy will reflect WFP Ghana's increasing engagement in policy support, community empowerment, capacity development of both Government and selected private sector food processors, and knowledge-generation to ensure sustainability of interventions and handover. Some food assistance, using the CBT modality, will continue to be implemented in nutrition and girls' education in the medium term, in order to consolidate the impact of the nutrition programmes. Such food assistance will progressively phase out as local inputs are introduced.

126. WFP will continue to forge active partnerships with donors including the Government and explore joint funding opportunities with agencies implementing complementary programmes. Regular briefing meetings and field visits will showcase programme results and constraints, and increase accountability and transparency in order to yield greater opportunity for funding. WFP will also source for funding from private sector donors and foundations, some of whom have already shown positive indications for supporting WFP programmes in the future.

ANNEX I: INDICATIVE COST BREAKDOWN

WFP Strategic Results / SDG Targets	SR2/ SDG 2.2	SR4/SDG 5.4	SR5/SDG 17.9	SR6/SDG 17.4	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	
Focus Area	Root Causes	Root Causes	Root Causes	Root Causes	Root Causes
Transfer Value	\$ 4,572,833	\$ 1,674,612	\$ 200,000	\$ 120,050	\$ 6,567,495
Transfer Costs	\$ 421,822	\$ -	\$ -	\$ -	\$ 421,822
Implementation Costs	\$ 943,374	\$ 722,660	\$ 41,516	\$ 61,379	\$ 1,768,928
Adjusted DSC (%)	\$ 582,468	\$ 235,151	\$ 23,691	\$ 17,797	\$ 859,106
Sub-total (WFP Direct Costs)	\$ 6,520,497	\$ 2,632,424	\$ 265,206	\$ 199,225	\$ 9,617,352
ISC (7%)	\$ 456,435	\$ 184,270	\$ 18,564	\$ 13,946	\$ 673,215
TOTAL	\$ 6,976,932	\$ 2,816,693	\$ 283,771	\$ 213,171	\$10,290,566

ANNEX III: ACRONYMS

ART	Anti-Retroviral Therapy
CBT	Cash-Based Transfer
COHA	Cost of Hunger in Africa
CP	Country Programme
DHS	Demographic and Health Survey
ENVAC	Enhanced Nutrition and Value Chain
FASDEP	Food and Agriculture Sector Development Policy
GDP	Gross Domestic Product
GHC	Ghana Cedi
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GSGDA	Ghana Shared Growth and Development Agenda
IMF	International Monetary Fund
LTNDP	Long Term National Development Plan
MAM	Moderate Acute Malnutrition
P4P	Purchase for Progress
PCD	Partnership for Child Development
PLHIV	People Living with HIV
PLW/G	Pregnant and lactating women and girls
PMTCT	Prevention of Mother to Child Transmission
SABER	Systems Approach for Better Education Results
SBCC	Social and Behaviour Change Communication
SDGs	Sustainable Development Goals
SNF	Specialized Nutritious Food
THR	Take-Home Ration
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
ZHSR	Zero Hunger Strategic Review