

Protracted Relief and Recovery Operation
Ghana 200675

Assistance to Ivorian Refugees in Ghana	
Number of beneficiaries	8 500
Duration of project	1 February 2014 to 31 March 2015
WFP food tonnage	1 506 mt

Cost (United States dollars)	
Food and related costs	1 131 857
Cash and vouchers and related costs	0
Capacity development & augmentation	3 000
Direct support cost	323 075
Indirect support cost	102 055
Total cost to WFP	1 559 988

EXECUTIVE SUMMARY

Protracted political crisis in Cote d'Ivoire since 2010 resulted in a humanitarian crisis that led to the influx of thousands of asylum seekers into Ghana. Three years after the crisis began, 9,000 Ivorian refugees still reside in Ghana, 8,500 of them inhabiting three refugee camps in the Brong-Ahafo, Central and Western regions. An October 2013 joint assessment mission (JAM) by United Nations agencies, Government and donor partners indicated that almost all refugees were unwilling to return to Cote d'Ivoire in the near future due to the political situation and continuing security concerns.

Most of the refugees fled Cote d'Ivoire with no assets or money. Since May 2011, they have benefited from WFP food assistance under Emergency Operation 200321 (EMOP) ended in January 2014. Host communities have supported the Ivorian refugees, but that support has declined with time due to diminishing resources. Most refugees who settled in host communities have now relocated to the camps. The October 2013 joint assessment mission (JAM) and September 2013 participatory assessment organized by UNHCR and partners indicated that food is the refugees' most pressing need, followed by shelter and education.

Few refugees have marketable skills for their current context or speak the local language well enough to engage in income-earning activities. The JAM concluded that the likelihood of a protracted stay requires a self-reliance building transition strategy. The Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP have jointly prepared an exit strategy. As per the strategy, training will be provided in English and Twi, the local languages

of trade in and around the camps. UNHCR and partners will run the training programme while WFP provides food assistance. A communication strategy will deliver a consistent message on the withdrawal of unconditional support, and JAM, food security assessment and periodic nutritional assessments will be conducted to monitor impact.

In line with the 2014–2017 WFP Strategic Plan, the PRRO seeks to:

- Save lives by meeting refugees' food security and nutrition requirements (Strategic Objective 1 "Save lives and protect livelihoods in emergencies"); and
- Provide food assistance ensuring refugees' household food security and preventing negative coping strategies during the transition to self-reliance (Strategic Objective 2 "Support food security and nutrition and rebuild livelihoods in fragile settings following emergencies").

The PRRO also addresses Millennium Development Goal (MDG) 1 "Eradicate extreme poverty and hunger".

SITUATION ANALYSIS

Context

1. Cote d'Ivoire's disputed presidential election of November 2010 was followed by fighting between forces loyal to then incumbent President Laurent Gbagbo and his opponent Alassane Ouattara, leading to the influx to Ghana of hundreds of asylum seekers. The five-month impasse ended with Gbagbo's arrest in early 2011 and the inauguration of President Ouattara in May 2011. Although some stability has returned to the country since the inauguration, tensions persist resulting in continuing presence of 9,000 Ivorian refugees in Ghana.
2. Eight thousand of these refugees reside in three camps in the Brong-Ahafo, Central and Western regions. Most fled their homes in May 2011. WFP responded first through Immediate Response EMOP 200278 (IR-EMOP) and then EMOP 200231.
3. Refugees arriving in the Western region came from Abidjan and central, north and western Cote d'Ivoire. While many claimed to have fled due to generalized violence and clashes in Abidjan neighbourhoods, others reported direct threats and abuse due to their perceived political affiliation or religion.
4. The three refugee camps were established during March–May 2011. The Government established the Brong Ahafo and Western region camps following joint missions with United Nations agencies. A third camp was established at Egyekrom in Central region after the Western region camp reached maximum capacity.
5. Lack of resources eventually fatigued Ghanaian host communities and Ivorian refugees started moving to the camps. Assistance for voluntary repatriation provided by UNHCR and partners has not yielded results. Since the signing of a tripartite agreement between Cote d'Ivoire, Ghana and UNHCR in October 2011, only 121 refugees have opted to return with UNHCR assistance (72 in 2012 and 49 in 2013). An intention survey conducted in mid-2012 and participatory assessment findings show that most Ivorian refugees do not intend to return in the foreseeable future.¹
6. Refugees in the camps are heavily dependent on assistance provided by the international community and the Government,² including food, shelter, water and sanitation, health, education and other basic services. Efforts to strengthen refugee self-reliance through

¹ October 2013 JAM.

² October 2013 JAM and UNHCR reports.

skills training have fallen short of planning targets, reaching only 10 percent of the population due to funding challenges. Assessments conducted in 2011 and 2012 by WFP, UNHCR, the Government and partners showed that camp refugees have still not received enough support to establish self-reliance mechanisms substituting for the humanitarian assistance currently provided.³

7. Sexual and gender based violence (SGBV) analysis recently revealed the presence of “survival sex” behaviours—sexual exploitation and domestic physical abuse of women by refugee and host community men. UNHCR and UNFPA trained peer educators in 2013 to sensitize young people about the effect of survival sex. Sensitization efforts and training activities have been initiated for refugee SGBV committees in all camps to follow up on people recruiting girls for survival sex. A taskforce will be established with UN Women and other relevant stakeholders, including WFP, and new partnerships are being explored for increased collaboration in addressing SGBV problems. Self-reliance measures will be set up to provide support to vulnerable categories of the refugee population to improve livelihoods and reduce the possibility of survival sex. WFP will increase monitoring in the camps to monitor the situation closely together with UNHCR and other partners.

The Food Security and Nutrition Situation

8. WFP has provided food assistance to vulnerable Ivorian refugees in Ghana since May 2011 in collaboration with UNHCR. The EMOP ending in January 2014 seeks to save lives by meeting the minimum food and nutrition requirements of refugees and ensuring household food security to avoid negative coping mechanisms.
9. WFP food assistance is the main staple for refugees in the three camps, providing an important support to recipient households. Food commodities have been provided once a month since May 2011. The food basket provided consists of rice, SuperCereal, fortified vegetable oil, beans and iodized salt. SuperCereal, oil and salt are fortified with minerals and vitamins.⁴ The food basket provides 2,146 kcal per person per day, with 10–12 percent protein content.
10. According to JAM findings and the October 2013 participatory assessment organized by UNHCR and partners,⁵ food is the refugees’ most important need, followed by shelter and education. Focus group discussions at the camps indicated that WFP assistance is the main source of food for the refugees. Most families cook once a day due to lack of charcoal and other cooking fuels that are brought to the camps by local vendors.⁶ Families with young children reported eating twice a day, and 70 percent of other families reported eating once a day. This included some households with pregnant and lactating women and children.
11. Partners agreed in April 2012 to reduce food rations by 30 percent for seven months to ensure that food available with limited funding could be stretched to last over a longer period. After several months, a general deterioration in the nutritional status of the

³ October 2013 JAM and UNHCR reports.

⁴ Each beneficiary receives a monthly ration of 12.6 kg rice, 1.5 kg of pulses/beans, 1.5 kg fortified corn soya blend, 0.9 litre vegetable oil and 0.15 kg iodized salt.

⁵ Participatory assessment within the Age Gender Diversity Mainstreaming (AGDM) framework is a standard UNHCR assessment tool engaging inter-agency multifunctional teams in gathering information on beneficiary needs in refugee settings through focus group discussions, individual interviews and semi-structured discussions with members of beneficiary and host communities.

⁶ UNHCR conducted assessments in 2011 and 2013 to mitigate negative environmental impacts. Measures taken include garbage collection, solid waste management, forest protection, water and sanitation and land use management. UNHCR also provides coking fuel to refugees to avoid tree cutting for fuel wood.

refugees was reported and full rations were reinstated in November 2012.⁷ A nutrition survey carried out later in May 2013 in the three refugee camps confirmed the poor nutritional condition of many of the refugees.

12. The May 2013 nutrition survey found prevalence of global acute malnutrition (GAM) of 10.9 percent in Ampain camp, 6.1 percent in Egyeikrom camp and 7.1 percent in Fetentaa camp. Ampain recorded a 2.2 percent increase in GAM—deemed “serious” according to World Health Organisation classification. The nutrition situation is being investigated through a follow up survey.
13. In addition to the targeted treatment of MAM, the JAM concluded that general food rations should continue to provide SuperCereal to prevent further deterioration in acute malnutrition among all the population of the refugees, especially pregnant and lactating mothers.
14. The JAM further determined that 92 percent of refugees employ coping strategies to meet their basic needs—only 8 percent of the Ampain population reported not resorting to negative coping strategies as savings and remittances dwindle. Over 60 percent of refugees at Ampain camp live on credit. Sixty-one percent reduced the quantity and frequency of their meals, and 60 percent sold off personal belongings and other items to supplement their needs. Forty-nine percent resorted to risky and harmful activities. The phenomenon of survival sex among young women is on the increase, as reported in the October 2013 JAM. Compared to the last JAM, the situation does not seem to have improved.
15. Livelihood opportunities for refugees are limited due to lack of proficiency in English and local languages. Refugees engaging in contracts indicate they often face exploitation because contracts are verbal and terms are not respected. In some cases payments are not made. For the refugees engaged in petty trading, the cost of inputs and transportation erodes profits they would otherwise have made in their businesses. The little income generated is not commensurate with food prices and thus insufficient to supplement food rations.
16. Farming or gardening can supplement refugees’ food rations or generate income for food and non-food use. Some refugees were given access to small parcels of land around the Egyeikrom camp for farming activities. The recent death of a local woman on this land, however, has caused locals to ban refugees from the farms. Young people aged 12–18 years unable to continue with secondary education in Ghana—due to the different educational system in Cote d’Ivoire and language barrier—risk engaging in anti-social behaviour for survival. Strengthening self-reliance activities therefore becomes a priority to be implemented through skills training, start-up kits and business management training. These will prepare refugees for income-generating activities and help reduce dependency on humanitarian assistance.

POLICIES, CAPACITIES AND ACTIONS OF THE GOVERNMENT AND OTHERS

Policies, Capacities and Actions of the Government

17. Ghana is a party to international instruments on human rights and refugee protection including the Geneva Convention (1951), Protocol on Refugees (1967) and OAU Convention on Refugees (1969). Refugee protection principles are codified in the Ghana Refugee Law of 1992, and protection of human rights is enshrined in the 1992 Constitution. Ghana guarantees fundamental rights for all refugees. The Commission for

⁷ WFP. Nutrition Survey. September 2013.

Human Rights and Administrative Justice, and the National Commission on Civic Education supervise human rights violations and civic education on fundamental rights.

18. The Government continues to fulfil its international obligations to refugees and provide support for fleeing populations. Primary responsibility for granting asylum and protection lies with the Government's Ghana Refugee Board. The Government has provided land for refugee camps and supplied infrastructure, including electrical power.
19. In February 2012, the Government published its decision granting refugee status on prima facie grounds to Ivorians fleeing conflict in Cote d'Ivoire. The decision excluded suspected ex-combatants to preserve the civilian character of asylum. Ivorians arriving in Ghana after December 2012 are subject to individual determination of whether they are covered by the prima facie recognition.
20. The Ghana Refugee Board issues attestation documents to new arrivals registering with the Government and UNHCR. Ghana's Health Service has set up posts at the camps providing basic health care, and serious cases are reported to district health facilities. Due to Government funding constraints, however, most activities responding to basic beneficiary needs are organized by the United Nations Country Team applying a multi-sectoral approach, using expertise and resources of agencies on the ground.

Policies, Capacities and Actions of other Major Actors

21. The United Nations System in Ghana is working with the Government through the Ghana Refugee Board to coordinate international protection and delivery of humanitarian assistance to asylum seekers and refugees. UNCHR coordinates food rations to refugees and asylum seekers in collaboration with WFP. Funding shortfalls affected WFP's ability to provide food assistance in the last year with a reduction of rations in April–October 2012. There were ad hoc donations of food assistance to refugees from local NGOs at the start of the crisis, but these ceased as the situation became more protracted.
22. Non-governmental organizations (NGOs) are working in the camp with United Nations agencies assisting different sectors. National Catholic Secretariat (NCS) is the cooperating partner working with UNHCR and WFP in providing food assistance. WFP provides capacity training to NCS and camp management authorities on food distribution, commodity and warehouse management, monitoring and reporting.
23. UNHCR currently supports feeding for severe acute malnourished (SAM) children in the camps. In addition, UNHCR's partners and UNICEF provide other complementary activities including WASH (water, sanitation and hygiene) and behaviour change communication to prevent malnutrition.
24. UNHCR, in collaboration with Assemblies of God Relief and Development Services (AGREDS), provides refugees with skills training, orientation on small business set up and management, and start-up kits. Ten percent of beneficiaries aged 12–59 years have received English training and 25 percent have learned some skill or engaged in agriculture; only 14 percent of skills training graduates have received start-up kits.
25. UNHCR and the United Nations Children's Fund (UNICEF) are supporting educational activities through provision of materials including exercise books, "schools in a box", early childhood development kits and plastic sheets for construction of classrooms. UNHCR has provided uniforms, desks, teacher training and remuneration for teachers. Camp primary schools have been run by UNHCR for the past two years. Currently, education for children in the camps has not been integrated yet into the Ghanaian system. Government plans to do this in the next school year make food for education activities impractical at this time.

OBJECTIVES OF WFP ASSISTANCE

26. The PRRO seeks to continue improving the food and nutritional security of food-insecure refugee households that have fled the protracted conflict in Cote d'Ivoire pending establishment of durable solutions by UNHCR and the Government of Ghana. Specific objectives consistent with Millennium Development Goal 1 "Eradicate extreme poverty and hunger" and WFP Strategic Objectives 1 and 2 are: (i) Save lives and protect livelihoods in emergencies; and (ii) Support food security and nutrition and rebuild livelihoods in fragile settings following emergencies.

WFP RESPONSE STRATEGY

Nature and Effectiveness of Food Security-related Assistance to Date

27. The initial EMOP provided food for 17,750 asylum seekers for the six months between August 2011 and January 2012. Based on findings of the December 2011 JAM by WFP and UNHCR, the EMOP was extended for six months to July 2012 for 7,400 beneficiaries who remained in the camps. A March 2012 joint United Nations and Government mission led by the United Nations Resident Coordinator in Ghana confirmed that asylum seekers residing in refugee camps remain highly dependent on assistance and issues identified in the December 2011 JAM persist. The final phase of EMOP assistance is expected to end in January 2014.

Strategy Outline

28. Because the refugees have limited possibilities to provide for their basic needs, general food distribution (GFD) will continue during the implementation of a transition strategy from February 2014 to March 2015. The UNCHR-WFP joint strategy includes a communications campaign informing refugees of the planned withdrawal of assistance and a UNHCR-run expanded intensive skills and language training programme, covering at least 85 percent of the bread earners of the camp population. Training will be done in courses for groups of enrolled trainees and each training course will need from six to nine months to complete. The training package includes a start-up kit. These combined interventions will ensure that food and nutritional needs of the refugees continue to be met while they learn new skills.
29. WFP will provide 80 percent of the refugees' food needs as GFD from February 2014 to December 2014 based on the expectation that families will engage in limited income generating activities to meet the remainder of their food needs. WFP will provide full rations to 15 percent of vulnerable refugees that have no potential to meet their food needs,⁸ including the physically challenged, elderly, and unaccompanied single children. Particular care will be taken to target vulnerable households headed by women, men and single men.
30. The PRRO will replace a portion of the food ration with cash to enable refugees to obtain a wider variety of complementary foods. Cash will also enable refugees to buy preferred, fresh, locally grown foods, contributing to the local economy and enhancing relations between camp residents and the local community. WFP has conducted a market study in the refugee areas and will undertake a feasibility study to determine whether conditions are favourable to cash transfers, leading to possible commencement of these food assistance modalities in May 2014 through a budget revision.

⁸ Based on October 2013 JAM.

31. As per the agreed joint WFP-UNHCR exit strategy, preparation for scaling up of marketable skills training will begin in December 2013 and continue until March 2014, including training in Twi—the local language of the host community and preferred language for trading activities around the camps. Scaled-up skills training for 1,000 participants will start in April–December 2014. This skills training will be provided by UNHCR and its partners; the types of training to be offered will be established after a preliminary market assessment.
32. Following the intensive training programme for marketable skills and language by UNHCR and its partners, there will be a final three-month adjustment phase from January–March 2015. WFP will distribute a 40 percent ration (half of the previous food basket) before complete phase out of food distribution by April 2015. By this time refugees that have acquired marketable skills and language training are expected to integrate into host communities. Vulnerable refugees remaining at the time of the phase out will be below 5,000, within the UNCHR mandate for provision of food assistance. They could also be integrated under Government welfare and safety net programmes for poverty reduction and health insurance.
33. SuperCereal will be maintained in the GFD basket to avoid further deterioration in nutritional status for children and other vulnerable groups. Treatment of children with MAM will be implemented at health centres in the camps or in nearby host communities. Nutrition education on the utilization of the supplementary feeding rations for children and mothers will be reinforced. All children identified with MAM will receive a monthly take-home ration of 6 kg of SuperCereal Plus. WFP will conduct nutrition assessments with UNHCR at least twice during the 14-month reduction period to monitor nutrition status and inform adjustments in food assistance strategies.

Hand-Over Strategy

34. UNHCR, WFP and the Government will collaborate on a joint transition strategy to support refugees in achieving self-reliance. Resource mobilization for food assistance to this group has become increasingly challenging, while the group is not expected to return to Cote d'Ivoire in the foreseeable future. The project supports a rapid but realistic strategy to re-equip households with new skills for engagement in economic activities and meeting their own basic needs. The intensive retraining program will be run by UNHCR as potential income-earners engage in full-time training with WFP providing food support until PRRO completion in March 2015.
35. UNHCR skills training will be integrated with training in microfinance, entrepreneurial skills, and proficiency in English and local languages. Entrepreneurial and business management skill training will target those already engaged in their own small business activities. Agriculture extension services and basic agricultural inputs including seeds and tools will be provided to assist refugees in cultivating kitchen gardens and enhancing their agricultural knowledge and potential as refugee can access to farm land.
36. Animal husbandry and poultry rearing will be encouraged and supported. The Ghana Refugee Board will facilitate opportunities for refugees that are skilled professionals to seek employment on the Ghanaian job market.

BENEFICIARIES AND TARGETING

37. The October 2013 JAM counted 7,778 refugees, but more refugees have left host communities and moved to the camps since that assessment. According to the most recent figures, refugee registrations reached beyond 8,250 in December 2013. This PRRO plans a caseload of 8,500 to accommodate these refugees moving to the camps from host

communities and new arrivals that continue to cross the border. All assisted refugees are located in the three camps—Ampain in the Western region, Egiekrom in Central, and Fetentaa in Brong Ahafo. While the EMOP assumed refugees would return to Cote d'Ivoire after the election, the new planning scenario supposes the long-term or indefinite stay of 8,500 refugees.

TABLE 1: BENEFICIARIES BY ACTIVITY			
Activity	Boys/men	Girls/women	Total
GFD for refugees with lower level of need	3 353	3 872	7 225
GFD for vulnerable refugees	592	683	1 725
Targeted supplementary feeding for MAM for children under 5*	278*	322*	600*
Total (without overlap)	3 945	4 555	8 500

* These children are also covered under GDF and received targeted supplementary feeding for MAM, bringing the number beneficiaries for all components without overlap beyond 8,500.

38. Beneficiary numbers are based on UNHCR and Ghana Refugee Board statistics obtained during the second level registration and subsequently confirmed through the June–July 2012 joint verification exercise. These numbers were verified again during the October 2013 JAM.
39. Refugee youth aged 12–18 years that were unable to continue with secondary education in Ghana due to the different educational system and language barrier run high risks of engaging in anti-social behaviour for survival. Strengthening of self-reliance activities is therefore a priority for this group.
40. Lack of proficiency in English and the local language limit livelihood opportunities for refugees. For refugees engaged in petty trading, the cost of inputs and transportation erodes potential business profits. Access to income generating activities, however, can help supplement food rations.

NUTRITIONAL CONSIDERATIONS AND RATIONS

41. Maize was provided in the initial stages of the emergency but this had to be changed when refugees protested, arguing that rice was their staple food. WFP currently provides a food basket of rice, beans, SuperCereal, fortified oil and iodized salt. SuperCereal will be maintained in the food ration as a preventive measure against increased prevalence of GAM.

TABLE 2: FOOD RATION BY ACTIVITY (g/person/day)				
	GFD (full ration)	GFD (80% of full ration)	GFD (40% of full ration)	Treatment of MAM for children under five years
Rice	420	336	168	
Pulses	50	40	20	
SuperCereal	50	40	20	
SuperCereal plus				200
Vegetable Oil	30	24	12	
Iodized salt	5	4	2	
Cash/voucher (USD/person/day)*	-	-	-	
TOTAL	555	444	222	200
Total kcal/day	2 146	1 716	858	787
% kcal from protein	49.2	40.1	20.1	16.6
% kcal from fat	35.8	28.6	14.3	23.2
Number of feeding days per year	360	330	90	360

* A budget revision may be done during the PRRO to include cash/vouchers transfers.

TABLE 3: TOTAL FOOD REQUIREMENTS BY ACTIVITY (mt)					
	GFD (100%) for 1,275 vulnerable refugees	GFD (80%) for 7,225 refugees with lower level of need	GFD (50% of 80%) for 7,225 non-vulnerable refugees	Treatment of MAM for children under five years	Total
Rice	225	801	109		1 135
Pulses	27	95	13		135
SuperCereal	27	95	13		135
SuperCereal plus				10	10
Vegetable oil	16	57	8		81
Salt	3	10	1		14
TOTAL	298	1 058	144	10	1 510

42. WFP may replace a portion of the food basket with cash transfers to promote self-reliance and enable refugees to purchase preferred, fresh, nutritious foods while contributing to the local economy. Future changes in transfer modality will depend on results of the market and feasibility survey planned for early 2014.

IMPLEMENTATION ARRANGEMENTS

Participation

43. Food distribution committees established in the three camps include at least 60 percent female representation and skills selected for training take gender preferences into account. Women expressed interest in baking, hairdressing, and soap making. WFP is working with cooperating partners and UNHCR to ensure timely monthly food distributions. WFP does not maintain field presence in the camp areas but will conduct regular field monitoring to ensure implementation of correct processes for distribution, monitoring and reporting.

Partners and capacities

44. UNHCR in collaboration with NCS is responsible for distribution of food commodities at the camps and knowledgeable about WFP distribution modalities and reporting requirements. Distributions are done monthly using ledgers generated from the UNHCR beneficiary database. Households are provided with ration cards issued according to family size per WFP policy.
45. Due to financial constraints and constant need to re-prioritize activities, UNHCR is unable to provide complementary food items in support of the WFP food basket, as stipulated in the Global Memorandum of Understanding. UNHCR will continue seeking funding and provide this component if resources become available. WFP will continue to lobby to ensure that adequate and timely NFIs are provided by UNHCR under their mandate. Filling this gap is still a great challenge. It is hoped that refugees could be able to cover the gap after they obtain training in marketable skills.

Procurement

46. Commodities will be purchased locally based on competitive pricing in line with import parity regulations and standard WFP procurement procedures. Limited EMOP carry-over stocks will be used for initial distributions with the possibility of borrowing from other programmes pending arrival of new commodities for the PRRO. Historically, locally produced oil and CSB prices have not been competitive; if this trend continues these commodities will need to be purchased internationally.

Logistics

47. The PRRO benefits from a well-established logistics infrastructure including a combined warehouse capacity of 8,000 mt. WFP is responsible for regional and international transportation of commodities to Ghana and coordinates movements of commodities from the port and entry points to the PRRO warehouse that is presently seeking a strategic location to serve the three camps. WFP covers costs of customs clearance, unloading, internal transport, handling and storage and related technical and administrative supervision. WFP food assistance will be delivered to UNHCR at defined extended delivery points in the Brong Ahafo and Western regions.
48. WFP food items will move from the PRRO warehouse to satellite warehouses in preparation for onward transport by UNHCR implementing partners to the camps on specified distribution dates. Residual food stock will be stored in camp warehouses with improved storage capacities and stock keeping practices.

Non-Food Inputs

49. Nutrition education will be provided at camp child welfare clinics highlighting the importance of SuperCereal for children and mothers. WFP will provide warehouse

management training and distribute calibrated measuring devices to UNHCR and NSC staff to improve distribution efficiency.

50. WFP, UNHCR and other partners will develop a communication strategy before the start of the PRRO to ensure refugees are aware of the transition strategy for shifting from food assistance to self-reliance.

PERFORMANCE MONITORING

51. WFP will work with partners to ensure effective reporting and monitoring throughout the PRRO. The primary cooperating partner has worked with WFP and UNHCR for several years and is familiar with all reporting requirements. WFP and partners will collect feedback from beneficiaries through a complaint mechanism and perform monthly on-site monitoring of food quantities and distributions. WFP and partners will also conduct quarterly post-distribution monitoring to ascertain use of food rations by refugees, including food consumption and diversity. Monitoring will be conducted from the WFP country office with regular field visits to ensure efficient and effective distribution and reporting.

RISK MANAGEMENT

52. Programmatic risks include under-funding of WFP food support leading to decline in the nutritional status of beneficiaries, especially for children under five. WFP will undertake two nutritional assessments following reduction of GFD to monitor the situation. Under-funding of UNHCR skills and language training could impact the PRRO livelihood building objective and exit strategy. WFP is working with the United Nations Resident Coordinator and UNHCR to mobilize local resources to fund the operation.
53. Institutional risks of food diversion can be mitigated through selection of reliable distribution cooperating partners and regular field monitoring to ensure distributions are correctly implemented.

Security Risk Management

54. Ghana is a stable country and no security risks are anticipated for the implementation of the PRRO. Withdrawal of assistance is a sensitive action that will be managed through a strong and extended communication campaign starting one year before the complete phasing out of food rations.
55. The regularly updated inter-agency contingency plan will reflect evolving situations in the field and provide information on changing scenarios. WFP operations in Ghana will comply with relevant mitigation measures, including minimum operating security standards (MOSS) and minimum security telecommunications standards (MISTS). Night travel is prohibited throughout the country.

APPROVAL

..... Date:

Amir Abdulla

Deputy Executive Director and Chief Operating Officer

Drafted by: Nguyen Duc Hoang, Ghana Country Office (Accra)
Cleared by: Pippa Bradford, Ghana Country Office (Accra) on 20 February 2014
Reviewed by: Bob Barad, OMD Regional Bureau (Dakar)
Cleared by: Denise Brown, OMD Regional Bureau (Dakar), 24 February 2014
Reviewed by: [name] Programme Review and Support (ODXPS)

ANNEX I-A

PROJECT COST BREAKDOWN			
	Quantity (mt)	Value (US\$)	Value (US\$)
<i>Food Transfers</i>			
Cereals	1 135	499 251	
Pulses	135	115 050	
Oil and fats	81	80 485	
Mixed and blended food	145	81 730	
Others	9	2 130	
Total Food Transfers	1 506	778 646	
External Transport		80 591	
LTSH		254 464	
ODOC Food		18 156	
Food and Related Costs ⁹			1 131 857
C&V Transfers		-	
C&V Related costs		-	
Cash and Vouchers and Related Costs			-
Capacity Development & Augmentation			3 000
<i>Direct Operational Costs</i>			<i>1 134 857</i>
Direct support costs (see Annex I-B)			323 075
Total Direct Project Costs			1 457 932
Indirect support costs (7.0 percent) ¹⁰			102 055
TOTAL WFP COSTS			1 559 988

⁹ This is a notional food basket for budgeting and approval. The contents may vary.

¹⁰ The indirect support cost rate may be amended by the Board during the project.

ANNEX I-B

DIRECT SUPPORT REQUIREMENTS (US\$)	
WFP Staff and Staff-Related	
Professional staff *	57 750
General service staff **	133 583
Danger pay and local allowances	-
Subtotal	191 333
Recurring and Other	37 250
Capital Equipment	6 000
Security	-
Travel and transportation	63 492
Assessments, Evaluations and Monitoring	25 000
TOTAL DIRECT SUPPORT COSTS	323 075

* Costs to be included in this line are under the following cost elements: International Professional Staff (P1 to D2), Local Staff - National Officer, International Consultants, Local Consultants, UNV

** Costs to be included in this line are under the following cost elements: International GS Staff, Local Staff-General Service, Local Staff - Temporary Assist. (SC, SSA, Other), Overtime

ANNEX II: LOGICAL FRAMEWORK

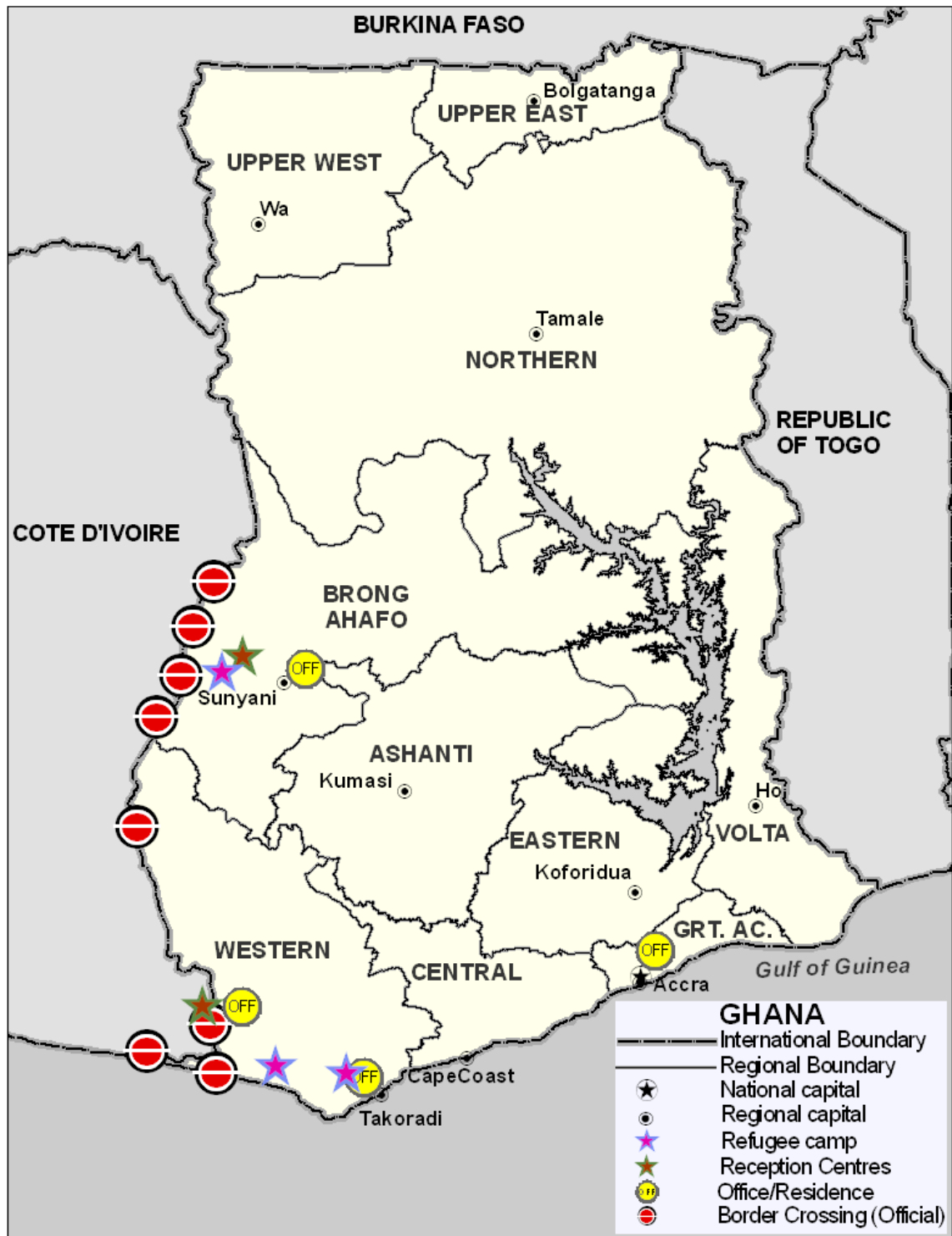
Cross-Cutting Results and Indicators	
Results	Indicators
I. Gender equality and empowerment improved	<p>I.1 Proportion of assisted women, men or both women and men who make decisions over the use of cash, vouchers or food within the household (Target: Project Specific)</p> <p>I.2 Proportion of women beneficiaries in leadership positions of project management committees (Target: > 50%)</p> <p>I.3 Proportion of women project management committee members trained on modalities of food, cash or voucher distribution (Target: > 60%)</p>
II. WFP assistance delivered and utilized in safe, accountable and dignified conditions	<p>II.1 Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP Programme sites (Target: 98%)</p> <p>II.2 Proportion of assisted people informed about the Programme (who is included, what people will receive, where people can complain) (Targets: 70%)</p>
III. Food assistance interventions coordinated and partnerships developed and maintained	<p>III.1 Proportion of project activities implemented with the engagement of complementary partners (Target 80%)</p> <p>III.2 Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks) (Target: USD 500,000)</p> <p>III.3 Number of partner organizations that provide complementary inputs and services (Target: 4)</p>

Results	Performance indicators ¹¹	Assumptions
Strategic Objective 1: Save lives and protect livelihoods in emergencies		
<p>Outcome 1.1</p> <p>Stabilized food consumption over assistance period for targeted households and/or individuals.</p>	<p>1.1.1 Food consumption score, disaggregated by sex of household head</p> <ul style="list-style-type: none"> ➤ Target: Reduced prevalence for poor food consumption of targeted households/individuals by 80% <p>1.1.2 Diet diversity score, disaggregated by sex of household head</p> <ul style="list-style-type: none"> ➤ Target: Increased diet diversity score of targeted households 	<p>Complimentary interventions are provided by partners such as UNHCR, NCS, AGREDS and others to ensure a successful exit strategy.</p> <p>PRRO funding is secured.</p>
<p>Output 1.1</p> <p>Food distributed in sufficient quantity, quality and in a timely manner to targeted beneficiaries</p>	<p>1.1.1 Number of women, men, girls and boys receiving food assistance as a percentage of planned figures</p> <p>1.1.2 Quantity of food assistance distributed, disaggregated by type, as % of planned</p> <p>1.1.3 Number of institutional sites assisted (e.g. GFD sites), as % of planned</p>	

¹¹ Baselines for outcome level indicators will be established three months after the start of the project.

Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies		
<p>Outcome 2.1</p> <p>Adequate food consumption reached or maintained over assistance period for targeted households</p>	<p>2.1.1 Food consumption score, disaggregated by sex of household head</p> <ul style="list-style-type: none"> ➤ Target : Reduced prevalence of poor and borderline food consumption of targeted households by 80% <p>2.1.2 Diet diversity score, disaggregated by sex of household head</p> <ul style="list-style-type: none"> ➤ Target: Increased diet diversity score of targeted households 	<p>Complimentary interventions provided by partners such as UNHCR, NCS, AGREDS and others to ensure a successful exit strategy.</p> <p>Funding for the PRRO is secured.</p>
<p>Output 2.1</p> <p>Food distributed in sufficient quantity, quality and in a timely manner to targeted beneficiaries</p>	<p>2.1.1 Number of women, men, girls and boys receiving food assistance as a percentage of planned figures</p> <p>2.1.2 Quantity of food assistance distributed, disaggregated by type, as % of planned</p> <p>2.1.3 Number of institutional sites assisted (e.g. GFD sites), as % of planned</p>	

ANNEX III: MAP



ACRONYMS USED IN THE DOCUMENT

AGREDS	Assemblies of God Relief and Development Services
CSB	corn soya blend
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
GHS	Ghana Health Service
GRB	Ghana Refugee Board
IR-EMOP	immediate response emergency operation
JAM	joint assessment mission
MDG	Millennium Development Goal
MISTS	Minimum Security Telecommunications Standards
MOSS	Minimum Operating Security Standards
NCS	National Catholic Secretariat
NGO	non-governmental organisation
PRRO	protracted relief and recovery operation
SGBV	sexual and gender based violence
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund

ANNEX IV – LTSH matrix

ANNEX V – Project Budget Plan

ANNEX VI – Project Statistics

