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## Ghana country strategic plan (2024–2028)

|                        |                                 |
|------------------------|---------------------------------|
| Duration               | 1 January 2024–31 December 2028 |
| Total cost to WFP      | USD 137,522,046                 |
| Gender and age marker* | 3                               |

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### Executive summary

Located on the Gulf of Guinea, the Republic of Ghana has a population of 30.8 million, 57 percent of whom reside in urban areas; however, it trails other lower-middle-income countries in terms of its human development indicators.<sup>1</sup> The country enjoyed robust economic growth between 2017 to 2019, when its gross domestic product grew by an average of 7 percent per year. However, growth stalled as a result of the coronavirus disease 2019 pandemic and despite a rebound to 5.4 percent in 2021,<sup>2</sup> the economy grew by just 3.2 percent in 2022<sup>2</sup> when inflation hit a two-decade high of 54.1 percent and food price inflation soared to 59.3 percent.<sup>3</sup> Rising debt and debt servicing costs seriously threaten Ghana's fiscal stability. They have led to cuts in social spending and undermined the private sector growth that is essential if the country is to succeed in its efforts to reduce poverty and address structural inequalities.<sup>4</sup>

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<sup>1</sup> E. Aryeetey and W. Baah-Boateng. 2016. *Understanding Ghana's growth success story and job creation challenges*.

<sup>2</sup> World Bank. *Overview – Ghana*.

<sup>3</sup> Ghana Statistical Service. 2023. *Ghana, December 2022 Consumer Price Index and Inflation*.

<sup>4</sup> Presidency of the Republic of Ghana. 2022. *Address to the Nation by President Nana Addo Dankwa Akufo-Addo on the Economy*.

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Ghana's sustainable social and economic development agenda is enshrined in its national development plan for 2018–2057 and the coordinated programme of economic and social development policies (2017–2024).<sup>5</sup> Plans are under way to update a number of social protection initiatives in the coordinated programme including the national health insurance scheme, the Ghana school feeding programme and the Livelihood Empowerment Against Poverty programme. Other targeted initiatives include those aimed at enhancing the institutional framework for promoting food and nutrition security, establishing nutrition-sensitive food production systems and increasing public awareness of the importance of good nutrition. These initiatives are implemented through a number of flagship programmes such as Planting for Food and Jobs, and the One District One Factory, both aimed at transforming Ghana's food systems.

Through this country strategic plan, WFP will continue its transition from direct implementation to an enabling role, supporting government systems through capacity strengthening, technical assistance and support with policy coherence. The plan is also designed to anticipate and prevent a deepening of vulnerabilities by building resilience and social cohesion. At the same time, WFP will remain ready to respond in the event of a crisis.

WFP will fulfil its mandate in Ghana by achieving the following five country strategic plan outcomes:

- *Outcome 1:* Crisis-affected populations (including refugees and internally displaced) in Ghana are able to meet their essential needs (food, nutrition and non-food) before, during and in the aftermath of crises.
- *Outcome 2:* Nutritionally vulnerable populations in Ghana, including pregnant and breastfeeding women and girls, children, people with disabilities and people living with HIV/AIDS and tuberculosis, have improved diets by 2028.
- *Outcome 3:* Food systems in Ghana, including for nutritious food value chains, are inclusive, provide sustainable livelihoods, meet essential nutrient needs for all and are more resilient to local and global financial, climate and geopolitical shocks and value chain disruptions, by 2028.
- *Outcome 4:* Ghana's social protection system is gender-transformative, nutrition-sensitive, shock-responsive and inclusive and reaches its target beneficiaries more effectively and efficiently by 2028.
- *Outcome 5:* Government and other actors are efficient in delivering their mandates through effective partnerships and streamlined on-demand services.

## **Draft decision\***

The Board approves the Ghana country strategic plan (2024–2028) (WFP/EB.2/2023/7-A/4) at a total cost to WFP of USD 137,522,046.

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<sup>5</sup> Government of Ghana. 2017. *The Coordinated Programme of Economic and Social Development Policies 2017–2024*.

\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. Ghana is a lower-middle-income country located on the Gulf of Guinea. It has a population of 30.8 million, 50.7 percent of whom are women and 49.3 percent are men.<sup>6</sup> Since the restoration of multi-party democracy in 1992, Ghana has experienced peaceful elections and transitions of power. A number of security concerns persist, however, including in connection with chieftaincy-related power struggles in Bawku district in the northeast of the country.
2. Northern Ghana lags behind the rest of the country in terms of socioeconomic development. Conflict frequently stems from the illicit trade in weapons and ammunition, including across the country's porous borders.<sup>7</sup> Violence in southern Burkina Faso has led to an influx of refugees into northern Ghana, placing further strain on the north's limited economic resources. As of 1 March 2023, 2,163 refugees were registered by the Office of the United Nations High Commissioner for Refugees (UNHCR) and the Ghana Refugee Board. WFP stands ready to support refugees in coordination with UNHCR should the Ghana Refugee Board request further assistance.
3. Ghana experienced significant macroeconomic pressure during the coronavirus disease 2019 (COVID-19) pandemic, when the gross domestic product (GDP) growth rate fell from 6.5 percent (2019) to 0.51 percent (2020). Although growth rates rebounded rapidly in the immediate post-pandemic period to 5.4 percent,<sup>8</sup> the impact of the conflict in Ukraine reduced growth to 3.2 percent in 2022,<sup>10</sup> when general inflation rose to a two-decade high of 54.1 percent and food price inflation soared to 59.3 percent.<sup>9</sup> The Ghanaian Cedi (GHS) depreciated from GHS 6 to USD 1 in January 2022 to GHS 14 to USD 1 in December of that same year; wage growth remained largely stagnant over the same period.
4. Rising debt levels and debt servicing costs seriously threaten Ghana's fiscal stability because they have resulted in cuts in social spending and undermined private sector growth, both areas that will prove essential if the country is to succeed in its efforts to reduce poverty and address structural inequalities. In 2021, the debt to GDP ratio stood at 80.1 percent.<sup>10</sup> The Government has set an ambitious target of reducing that ratio to 55 percent by 2028, with debt servicing costs accounting for, at most, 18 percent of annual revenue.<sup>11</sup> The likelihood of achieving this ambitious target is low, and Ghana recently held negotiations on how best to manage its debt with the International Monetary Fund.
5. Poverty is widespread and severe among rural households, more than half of which are multidimensionally poor and self-employed in agriculture.<sup>12</sup> Notwithstanding Ghana's recent economic growth, the northern regions remain the poorest, plagued by slow economic growth, limited development, conflict and climate-related shocks.<sup>13</sup> These

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<sup>6</sup> Government of Ghana, Ministry of Gender, Children and Social Protection and Ghana Statistical Service. 2021. [Ghana 2021 Population and Housing Census – Volume 1, Preliminary Report](#). .

<sup>7</sup> United Nations. 2022. *Common Country Analysis for the Republic of Ghana* (unpublished).

<sup>8</sup> World Bank. 2021. [Ghana GDP per capita \(2021\)](#).

<sup>9</sup> Ghana Statistical Service. 2023. [Ghana, December 2022 Consumer Price Index and Inflation](#).

<sup>10</sup> Ghana News Agency. 2022. [Ghana will reduce public debt to 55 per cent – President Akufo-Addo](#).

<sup>11</sup> Presidency of the Republic of Ghana. 2022. [Address to the Nation by President Nana Addo Dankwa Akufo-Addo on the Economy](#).

<sup>12</sup> Ghana Statistical Service. 2022. [Ghana Annual Household Income and Expenditure Survey. Highlights: 2020 First and Second Quarters – Report on Food Insecurity, Multidimensional Poverty and Labour Statistics](#).

<sup>13</sup> World Bank Group. 2021. [Climate risk country profile: Ghana](#).

challenges are compounded by a severe lack of resources and people's limited access to social services.<sup>14</sup>

6. Ghana's rural, urban and coastal areas face a range of environmental challenges. The costs associated with environmental degradation are high; in 2017, they were estimated at USD 6.3 billion annually, equivalent to 10.7 percent of GDP. Among the causes of environmental damage are air and water pollution, agricultural land degradation, deforestation, illegal mining, overfishing, coastal erosion, flooding and improper solid waste management.<sup>15</sup>
7. Ghana was ranked 130 of 191 countries in 2021 in the Gender Inequality Index, which incorporates indicators on health and on social, political and economic empowerment.<sup>16</sup> According to the most recent census, the proportion of young people (age 15–35) in the population increased from 34.6 percent in 2000 to 38.2 percent in 2022. Young people experience disproportionately high levels of unemployment (19.7 percent)<sup>17</sup> compared with other age groups as well as high levels of precarious work and under-employment, with many employed in low-quality jobs. Social and gender norms remain significant barriers to women's access to basic social services and undermine their decision making autonomy by impeding their access to finance and productive assets. On average, women and girls spend 14.4 percent of their time undertaking unpaid domestic work, as compared to 3.5 percent for their male counterparts.<sup>18</sup>
8. Women comprise a significant proportion of the agricultural labour force (34.4 percent). Findings from WFP's 2022 value chain analysis indicate, however, that women have limited access to arable land and bear the burden of unpaid domestic work, which results in delays in the cultivation and harvesting of crops, in turn decreasing women's productivity and increasing post-harvest losses.

## 1.2 Progress towards the 2030 Agenda for Sustainable Development

9. According to the 2022 voluntary national review report of Ghana, progress towards the achievement of the Sustainable Development Goals (SDGs) has been mixed. Specifically:
  - Ghana is on track to achieve two SDGs by the 2030 deadline: SDG 12 on responsible consumption and production and SDG 13 on climate action.
  - Ghana has made moderate progress on seven other SDGs: SDG 1 on ending poverty, SDG 4 on quality education, SDG 5 on gender equality, SDG 6 on clean water and sanitation, SDG 7 on affordable and clean energy, SDG 8 on decent work and economic growth, SDG 9 on industry, innovation and infrastructure, and SDG 10 on reduced inequalities.
  - Ghana faces significant challenges in connection with the achievement of six SDGs: SDG 2 on zero hunger; SDG 3 on good health and well-being; SDG 11 on sustainable cities and communities; SDG 14 on life below water; SDG 16 on peace, justice and strong institutions; and SDG 17 on partnerships for the goals.
  - Ghana has made negative progress in connection with SDG 15 on life on land, which it is increasingly unlikely to achieve by 2030.

<sup>14</sup> Index Mundi. [Ghana Demographics Profile](#).

<sup>15</sup> World Bank Group. 2021. [Climate risk country profile: Ghana](#).

<sup>16</sup> United Nations Development Programme. 2022. [Human Development Report 2021/2022. Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World](#).

<sup>17</sup> National Development Planning Commission. 2022. [Ghana 2022 Voluntary National Review](#).

<sup>18</sup> United Nations Entity for Gender Equality and the Empowerment of Women. [Ghana country page](#).

### 1.3 Progress towards Sustainable Development Goals 2 and 17

#### *Progress on Sustainable Development Goal 2 targets*

10. *Access to food.* The minimum expenditure basket and Fill the Nutrient Gap analyses undertaken in collaboration with the Government of Ghana have revealed that 55 percent of the population are unable to meet their basic food needs, while at least 44 percent of households are unable to afford the cheapest nutritious diet. Agricultural sector growth of 7 percent has been supported by increased production of major staples and investments in aquaculture. However, despite the production increase, rising inflation rates have weakened Ghanaians' purchasing power and impeded their access to food.
11. Approximately 3.8 million children in primary school should be receiving daily nutritious meals under the national school feeding programme. However, the grant for the programme (GHS 1.20 per child per day) is insufficient to provide 30 percent of the daily calorie intake as recommended. The challenge posed by inadequate funding was corroborated by the findings of the Fill the Nutrient Gap analysis, which set out realistic transfer values and fortification options for the provision of nutrient-adequate daily meals. The challenges associated with the programme have, moreover, been compounded by delays in the provision of financial resources and in the authentication process for the reimbursement of caterers. As a result, the nutritional quality and quantity of school meals remains inadequate, and the programme is characterized by a lack of access to credit and weak commercial linkages between smallholder farmers and caterers.
12. *End malnutrition.* While Ghana reduced stunting prevalence from 23 percent in 2011 to 17.5 percent in 2017, malnutrition remains a concern, with both undernutrition, including micronutrient deficiencies, and overweight/obesity prevalent among Ghanaians.<sup>19</sup>
13. According to the Ghana micronutrient survey conducted in 2017, 25 percent of women in Ghana are overweight, and 14 percent are obese; meanwhile, the 2020 comprehensive food security and vulnerability analysis revealed that the share of Ghanaian women who meet the minimum acceptable level of dietary diversity is 59 percent. Insufficient nutritional intake and infections, caused by the high cost of nutritious foods, the proliferation of processed nutrient-poor foods on the market, social and cultural norms and limited access to water, sanitation and hygiene facilities, particularly among poor households, continue to be major causes of malnutrition in Ghana.
14. Only 12 percent of children aged 6–23 months consume the minimum acceptable diet for optimal growth and development, while 21 percent suffer from vitamin A deficiency and 66 percent from anaemia. Some 42 percent of women of reproductive age (15–49) suffer from anaemia, only 43 percent of infants under 6 months of age are exclusively breastfed and 10 percent of babies have low birth weight.<sup>20</sup>
15. Human nutrition and health decisions are heavily influenced by societal and gender norms. In male-dominated societies, particularly in northern Ghana, household responsibilities and decision-making, including in relation to food allocation and food restrictions, are negatively skewed against women and children. Awareness of the impact of gender on nutrition is essential in order to address nutrition and health inequalities.
16. *Smallholder productivity and incomes.* The index of agricultural expenditure relative to the sector's contribution to GDP was 0.48 in 2017 but declined to 0.25 in 2019 and 0.19 in 2020,<sup>21</sup> suggesting that investments in the agricultural sector are disproportionately low relative to

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<sup>19</sup> Ghana Statistical Service. 2018. *Ghana Multiple Indicator Cluster Survey 2017/18: Survey findings report.*

<sup>20</sup> *Ibid.*

<sup>21</sup> National Development Planning Commission. 2022. *Ghana 2022 Voluntary National Review.*

its contribution to the economy. Sustained sectoral investments are likely to result in high returns and improvements in productivity. Specifically, investments are needed to improve access to agro-technology and to productive resources and services, particularly for smallholder farmers and other vulnerable groups including women, young people and persons with disabilities.

17. *Sustainable food systems.* The Government is committed to transforming Ghana's food systems in order to strengthen their resilience and sustainability, enhancing access to safe and nutritious diets by:<sup>22</sup>
  - Promoting the adoption of climate-resilient seed varieties and sustainable agricultural practices with the aim of achieving a 40 percent increase in the availability of fruits, vegetables and bio-fortified staples.
  - Developing food-based dietary guidelines and a nutrition profiling system.
  - Improving the quality and quantity of local raw material supplies with a view to expanding local production.
  - Enhancing the country's Women's Empowerment in Agriculture Index score by 20 percent.
  - Expanding the area of land under irrigation by between 24 and 34 percent in order to increase fruit and vegetable yields.
  - Promoting seed, breed and land security for Ghanaian farmers.
  - Integrating nutrition into primary healthcare and agricultural extension systems.
18. In its efforts to strengthen food systems, WFP will support the Government on three fronts: developing coherent and evidence-based policies and improving data quality; improving coordination across different sectors; and leveraging additional resources in underfunded areas.

#### **Progress on Sustainable Development Goal 17 targets**

19. *Capacity strengthening.* The Government launched the Ghana COVID-19 Alleviation and Revitalization of Enterprises Support programme to accelerate progress towards the aspiration set out in the Ghana Beyond Aid initiative of economic self-reliance, including in the context of global shocks such as the COVID-19 pandemic.
20. *Diversified resourcing.* Although resource mobilization is essential if Ghana is to achieve the SDGs, between 2016 and 2020 government revenues dropped. This trend was exacerbated by the COVID-19 pandemic. Since 2018, tax revenue has accounted for 12 percent of government revenue, well below the African average of 17 percent,<sup>23</sup> while grants to the Government account for less than 1 percent.

#### **1.4 Hunger gaps and challenges**

21. High food insecurity is closely correlated with suboptimal nutrition outcomes. An estimated 719,000 people were food insecure between June and August 2023, an increase of 158 percent compared to 2022.<sup>24</sup> Micronutrient deficiencies persist across all sociodemographic groups and, according to the 2014 demographic and health survey,<sup>25</sup>

<sup>22</sup> Statement by President Akufo-Addo at the United Nations Food Systems Summit on 23 September 2021.

<sup>23</sup> CEIC. 2022. *Ghana Tax Revenue: % of GDP, 2008–2022*.

<sup>24</sup> Permanent Interstate Committee for Drought Control in the Sahel and others. 2022. *Cadre Harmonise for identifying risk areas and vulnerable populations in Food and Nutritional Insecurity in the Sahel and West Africa: Results of the Current (October to December 2022) and Projected (June to August 2023) Acute Food Insecurity and Nutrition Analysis*.

<sup>25</sup> Ghana Statistical Services. 2015. *Ghana Demographic and Health Survey 2014*.

40 percent of women of reproductive age and 60 percent of children under the age of 5 are anaemic.<sup>26</sup>

22. Although agriculture will prove critical in efforts to address Ghana's hunger challenges, the contribution of the agricultural sector to GDP has decreased in recent years.<sup>27</sup> Some 44 percent of households own or operate a farm, with the proportion of households engaged in agriculture in the five northern regions ranging from 70.6 percent to 83.2 percent. Agriculture is estimated to provide 38.3 percent of total employment, making it the second largest employer after the services sector. Most farmers are small-scale producers<sup>28</sup> and crop cultivation is largely dependent on rainfall.
23. In 2023, fertilizer prices are three times higher than in 2019, a debilitating cost increase for all farmers, particularly those who are resource poor.<sup>29</sup> Fuel costs are also rising: diesel fuel was GHS 15.8 (approximately USD 1.40) per litre in February 2023, compared to GHS 8.11 per litre in February 2022.<sup>30</sup> Stagnant wage growth has further weakened purchasing power and has accelerated the adoption of coping mechanisms that can undermine human health, including reductions in the number of meals eaten and the substitution of nutritionally dense diets for energy-based ones. This has had a particularly hard impact on women, adolescent girls and children.

## 2. Strategic implications for WFP

### 2.1 Achievements, lessons learned and strategic changes for WFP

24. WFP has worked closely with the Ministry of Food and Agriculture on the adoption of a market-based approach to create demand for nutritious foods. Through this partnership WFP has facilitated access to specialized nutritious foods in nine districts with high rates of malnutrition among children aged 6–23 months, pregnant and breastfeeding women, adolescent girls and individuals covered by national social protection programmes. These interventions have positioned the participating districts to meet Ghana's goal of reducing stunting to 12 percent by 2025.
25. WFP has spearheaded two streams of technical support to large specialized nutritious food processors in Ghana: Premium Foods Limited and Yedent Agro Group of Companies Limited. This catalytic support has helped to strengthen the resilience of Ghana's food systems.
26. Premium Foods Limited now has the capacity to function as a WFP-contracted supplier of Super Cereal, which is used to address nutrition crises in humanitarian operations. WFP has procured specialized nutritious foods with a total value of USD 7.5 million since 2021 from Ghana, providing jobs in the processing sector, foreign exchange for the country, a market for farmers and income for those employed in the transport sector. Premium Foods Limited is now expanding its operations with a view to producing Super Cereal Plus.
27. Thanks to the provision of working capital and food safety and quality support, Yedent Agro Group of Companies Limited has established a multi-user facility capable of manufacturing a variety of nutritious food product lines. The use of multi-user facilities is a cornerstone of Ghana's One District One Factory flagship programme and provides greater value for money in the production of diversified nutritious foods for local markets. Yedent has thus helped

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<sup>26</sup> Aryeetey et al. 2021. *Stories of change in nutrition in Ghana: a focus on stunting and anaemia among children under-five years (2009–2018)*.

<sup>27</sup> Government of Ghana. 2022. *Ghana's Agriculture Sector Report. November 2022*.

<sup>28</sup> Ghana Statistical Service. 2019. *Ghana Living Standards Survey 7: Main Report*.

<sup>29</sup> Farmers Review Africa. 2022. "IFDC commits to make fertilizer affordable in Ghana".

<sup>30</sup> Statista. Webpage: [Ghana: weekly diesel fuel prices 2020–2023](#).

Ghana to reduce its dependence on imports and accelerated the localization of high-value food supply chains. The nutritious products produced are made available to institutional users such as the Ghana Health Service, as well as for WFP-supported nutrition and school feeding programmes; they are also sold in commercial markets.

28. WFP has contributed to strengthening Ghana's social protection system by supporting the following two government programmes:
  - Livelihood Empowerment Against Poverty (LEAP) programme, which reaches 346,000 vulnerable rural households with cash transfers to enhance their food consumption. WFP helped to address technical and financial gaps by updating the Ghana national household registry and conducting a LEAP beneficiary reassessment pilot programme to minimize exclusion and inclusion errors. WFP also successfully piloted and intends to scale up programmes linking LEAP beneficiary households to productive activities.
  - The Ghana school feeding programme, which targets 3.8 million children in public primary schools with a view to increasing enrolment and attendance, improving nutrition and supporting smallholder productivity. WFP handed over the programme to the Government in 2015 and since then has established itself as a technical partner and advisor of choice. A major enhancement to the school feeding programme was made in 2016 with WFP support through the adoption of the school feeding policy. However, financial sustainability remains a challenge and will require the policy to be converted into law for the programme to have direct budgetary standing. Several pilots are ongoing with WFP support including a project on the digitization of monitoring tools to enhance operational efficiency, and a Rockefeller Foundation-funded project to improve access to and the consumption of fortified rice by schoolchildren and local communities.
29. To strengthen shock responsiveness and disaster risk management, WFP has continued to support the use of Capacity for Disaster Reduction Initiative diagnosis and training tools within the context of its leadership of the United Nations inter-agency working group on emergencies (IAWGE).
30. Through the country strategic plan (CSP) for 2024–2028, WFP will deepen its partnerships with the private sector, other development partners and other United Nations entities as it shifts from an implementing to an enabling role. Acknowledging the risk of insecurity in the Sahel region, most recently in Burkina Faso, and its potential spillover into Ghana, this CSP includes a contingency crisis response plan to enable WFP to respond swiftly if required.

## **2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks**

31. The CSP is aligned with the United Nations sustainable development cooperation framework (UNSDCF) for 2023–2025, which sets out priorities and supports the integration of national development strategies, sectoral and multisectoral programmes and cross-cutting issues and fosters policy coherence across all activities undertaken by the United Nations in Ghana. In particular, the UNSDCF is aligned with Ghana's coordinated programme of economic and social development policies (2021–2025), the medium-term national development policy framework (2022–2025) and the strategic vision, goals and objectives of the Ghana Beyond Aid aspiration.

## **2.3 Engagement with key stakeholders**

32. The CSP was prepared following consultations held with key partners at the regional, national and community levels to identify strategic priorities, prospective entry points, synergies and opportunities for successful and sustainable cooperative programming. The

consultations helped to define WFP's changing role and identify opportunities for action within the context of the CSP and complementarities among interventions.

### **3. WFP strategic portfolio**

#### **3.1 Direction, focus and intended impacts**

33. WFP seeks to support the Government of Ghana in its efforts to achieve the SDGs through the five outcomes set out in this CSP. The plan articulates the shift in WFP's role from directly implementing activities to enabling them, with an emphasis on its convening capabilities and coordination through United Nations results and working groups. The CSP outcomes directly contribute to the achievement of SDGs 2 and 17 and indirectly support the achievement of SDGs 1, 3, 4, 5, 6, 8, 10, 13 and 16. The CSP outcomes reflect WFP's commitment to leaving no one behind, adopting a human rights-based approach, ensuring gender equality and women's empowerment, building resilience and sustainability and enhancing accountability.
34. CSP outcome 1 focuses on emergency preparedness and includes a contingency activity that will allow WFP to respond in an agile way to any humanitarian needs that may arise during this CSP. Activities under the other four outcomes adopt an integrated humanitarian–development–peace nexus approach and contribute to building resilience and addressing development challenges in areas where WFP has a comparative advantage, for example, market linkages, strategic food procurement, scaling cash-based transfers (CBTs), supply chain optimization, evidence generation and data analysis, targeting and monitoring. Through the integrated nexus approach, WFP seeks to strengthen social cohesion and the social contract between the Government and its citizens. As part of its enabling role, WFP will leverage the comparative advantages of its partners to contribute to the achievement of cross-cutting development and peace objectives.
35. Innovation and technology will be key enablers for the achievement of the outcomes. WFP will promote community engagement to address people's needs effectively and use social and behaviour change initiatives to encourage the adoption of healthier life choices.

#### **3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities**

***Country strategic plan outcome 1: Crisis-affected populations (including refugees and internally displaced) in Ghana are able to meet their essential needs (food, nutrition and non-food) before, during and in the aftermath of crises***

36. This outcome takes into account the potential risks for Ghana stemming from the crisis in the Sahel as well as Ghana-specific vulnerabilities such as the country's vulnerability to climate, economic, health and other shocks. Preparedness and response actions will be informed by assessments of crisis-affected groups and will be coordinated through the IAWGE, which brings government and other actors together to ensure that sufficient assistance is provided to cover both food and non-food needs.

##### ***WFP strategic outcome***

37. CSP outcome 1 is aligned with WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

##### ***Focus area***

38. The focus area of CSP outcome 1 is crisis response.

### **Alignment with national priorities**

39. CSP outcome 1 contributes to UNSDCF outcome 2 on accessible, equitable, inclusive and sustainable quality basic social services and outcome 3 on durable peace and security in Ghana and the subregion.<sup>31</sup>

### **Expected outputs**

40. The following outputs will contribute to the achievement of CSP outcome 1:
- Output 1.1: National institutions receive technical assistance and policy coherence support that enables them to anticipate, prepare for and respond to crises, including through early-warning systems.
  - Output 2.1: Crisis-affected populations are provided with unconditional assistance to meet their food and nutrition and non-food essential needs.

### **Key activities**

*Activity 1: Work with actors at the national, institutional, community and individual levels to strengthen their capacity to enhance gender-sensitive, evidence-based early warning analysis for informed anticipatory action, preparedness, disaster risk reduction and response, including disaster risk financing mechanisms like climate insurance*

41. WFP will use its comparative advantages in emergency preparedness and response, by playing a key leadership role in the IAWGE; in supply chain management, by assisting with contingency planning to safeguard food supply and food security; and in early warning systems, including food security and nutrition analysis and gender assessments, to increase the range of adaptive measures taken in relation to different hazards.
42. WFP will support the development and implementation of government-led anticipatory action, working closely with relevant government entities to enhance their capacity and capability to reliably forecast climate shocks, identify triggers and improve early warning systems. WFP will assist at-risk communities across Ghana in meeting their food, nutrition and other essential needs by disseminating warnings and recommending actions that build their resilience ahead of predicted climate-related shocks.
43. WFP will identify opportunities to provide technical assistance to the Government, relying on South-South and triangular cooperation mechanisms through which government staff benefit from learning opportunities from other countries. WFP will also share its in-country and regional expertise by embedding experts in line ministries.

*Activity 2: Provide unconditional assistance, including social and behaviour change activities to crisis-affected populations*

44. In the event of a crisis, WFP will provide equitable access to context-specific, evidence-based emergency food and nutrition support that reflects the needs, capacities and priorities of affected people and communities, particularly in northern Ghana.
45. WFP will prioritize the use of unrestricted CBTs to meet essential needs, accompanied by social and behaviour change communication initiatives designed to promote the consumption of healthy diets and prevent sexual exploitation and abuse and gender-based violence. Nutritionally vulnerable groups including pregnant and breastfeeding women and girls, children, persons with disabilities and persons living with HIV/AIDS and tuberculosis will receive complementary additional CBTs to further address the risk of undernutrition

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<sup>31</sup> This includes the humanitarian response plan, which was formulated in 2016 and will be updated during this CSP period as part of United Nations emergency preparedness and response activities.

and facilitate access to healthy diets. This activity will be undertaken in coordination with national social protection system stakeholders.

46. The associated targeting and verification strategy, informed by emergency needs assessments, will follow a vulnerability-based approach. Working through the IAWGE, WFP will promote the harmonized delivery of unconditional multi-sectoral assistance to improve effectiveness and efficiency.

### **Partnerships**

47. To achieve CSP outcome 1, WFP will coordinate its activities with its IAWGE partners and the National Disaster Management Organization, an entity established by the Ministry of the Interior to coordinate and manage the country's response to disasters. In this regard, WFP will work closely with the following:

- The Government, through the National Disaster Management Organization, will take the lead in coordinating multisectoral government preparedness and crisis response, including coordinating with the Ghana Meteorological Agency to provide climate information.
- Other United Nations entities, including UNHCR, the International Organization for Migration, the United Nations Children's Fund (UNICEF) and the International Labour Organization, for action on refugees, internally displaced persons, migration, labour issues, emergency responses and social cohesion.
- Private sector actors, for support on emergency preparedness and response based on lessons learned from the COVID-19 pandemic.
- Development *partners* and international financial institutions (IFIs), to strengthen and augment institutional capacity.
- Non-governmental organizations (NGOs), to implement activities that will strengthen the resilience of local communities to mitigate the impact of shocks, including those related to climate change, and support community-level initiatives, advocacy, awareness-raising activities and peace building initiatives.
- Civil society organizations (CSOs), to facilitate the implementation of community-level initiatives, advocacy, awareness-raising activities and training and collaborate on activities to strengthen the capacity and resilience of local communities to mitigate the impact of shocks including those related to climate change.
- Research and academic institutions, to carry out monitoring activities, periodic data collection and research studies.
- Communities, to provide early warning, promote information dissemination and work with first responders.

### **Assumptions**

48. To achieve CSP outcome 1, the following assumptions must hold:
- The Government of Ghana invests in its capacity to anticipate and respond to crises.
  - Ghana holds democratic elections in 2024, which are followed by a peaceful transition of power.
  - Resources are mobilized to support planned activities.

### **Transition/handover strategy**

49. WFP will maintain its contingency crisis response capacity in Ghana while simultaneously strengthening the national emergency preparedness and response system and shock-responsive social protection mechanisms.

***Country strategic plan outcome 2: Nutritionally vulnerable populations in Ghana, including pregnant and breastfeeding women and girls, children, people with disabilities and people living with HIV/AIDS and tuberculosis, have improved diets by 2028***

50. To ensure that Ghana reaches its nutrition goals by 2030, WFP will provide evidence-based nutrition support to vulnerable groups including pregnant and breastfeeding women and girls, carers of children aged 6–23 months and adolescent girls and will take steps to create an enabling environment that promotes access to and the consumption of nutritious food. Striving to leave no one behind, WFP will provide direct nutritional support while shifting its focus to institutional strengthening, prevention and behaviour change. This outcome is linked to the other outcomes of this CSP, which will strengthen social protection mechanisms and livelihoods, thereby improving choices for vulnerable groups.

***WFP strategic outcome***

51. CSP outcome 2 is aligned with WFP strategic outcome 2: People have better nutrition, health, and education outcomes.

***Focus area***

52. The focus area for CSP outcome 2 is root causes.

***Alignment with national priorities***

53. CSP outcome 2 contributes to UNSDCF results area 1 on inclusive sustainable economic growth and transformation and results area 2 on accessible, inclusive and sustainable quality basic social services.

***Expected outputs***

54. The following outputs will contribute to the achievement of CSP outcome 2:
- Output 3.1: Households, including those with nutritionally vulnerable people, have increased capacity and are economically empowered to improve their diets, including knowledge about good nutrition.
  - Output 3.2: National and local institutions and authorities, along with communities, have strengthened capacity to create an enabling environment by providing better support for the development and adoption of coherent policies on access to and the consumption of nutritious foods throughout Ghana.

***Key activities***

*Activity 3: Promote nutrition-sensitive policies, programmes and social and behaviour change initiatives at the national, local, institutional and individual levels to create an enabling environment that supports people in Ghana to have healthy diets and healthy lifestyles*

55. This activity will be undertaken in line with a catalytic and transformative social and behaviour change strategy that will be integrated in all outcomes to improve the capacity of people living in Ghana to make informed nutritional choices. Clear messages will be delivered through traditional and innovative channels in order to address the structural root causes of gender inequality in the context of food insecurity and malnutrition.
56. For poor and nutritionally vulnerable households, social and behaviour change communication activities will be bundled with CBT top-ups (for example, by increasing the LEAP basic cash benefit) and linked to other nutrition-sensitive and livelihoods programmes with the objectives of enhancing incomes, promoting access to healthy diets and improving shock responsiveness.
57. Using a food systems approach to addressing malnutrition, WFP will pursue opportunities to improve the nutrient quality of locally grown crops through biofortification and

fortification and create demand through social and behaviour change communication, school feeding programmes and nutrition interventions for vulnerable pregnant and breastfeeding women, while supporting initiatives to improve nutritious food supply chains including through innovative solutions to address storage, transportation and retail challenges.

### **Partnerships**

58. The achievement of CSP outcome 2 will necessitate collaboration with the following entities:

- *Government*: the National Development Planning Commission and Ghana Health Service will coordinate the activities of line ministries and agencies working on activities under CSP outcome 2.
- *Private sector actors*: the Association of Ghana Industries will support the Scaling Up Nutrition Business Network and facilitate the production and supply of fortified foods.
- *Academic institutions*: these institutions will play a leading role in evidence generation to facilitate the production of safe, affordable nutritious foods, including through home-grown fortification, with a view to enhancing nutrition value chains.
- *Development partners*: these partners will strengthen and augment institutional capacity.
- *Communities*: with local communities, WFP will co-create context-specific interventions that address food security and nutrition needs in a holistic manner.
- *CSOs and NGOs*: these cooperating partners will facilitate and carry out critical advocacy work.
- *United Nations entities, including the Food and Agriculture Organization of the United Nations, (FAO), UNICEF and the World Health Organization*: working within the framework of the UNSDCF, these entities will align their activities to increase their reach and impact.

### **Assumptions**

59. To achieve CSP outcome 2, the following assumptions must hold:

- The Government of Ghana has put in place effective cross-institutional coordination mechanisms and can ensure policy coherence.
- Members of targeted communities are engaged in decision making around improved nutrition and have the means to make improved choices.
- Targeted vulnerable communities do not resort to negative coping strategies in the face of crises.
- Local markets, including those established by smallholder farmers, can produce and supply the quantity of nutrient-enriched foods required to adequately supplement the current food supply.

### **Transition/handover strategy**

60. WFP will work with national institutions to advocate and operationalize gender- and nutrition-sensitive policies and programmes. At the same time, WFP will engage with private sector stakeholders to support the production and delivery to the last mile of fortified foods.

**Country strategic plan outcome 3: Food systems in Ghana, including for nutritious food value chains, are inclusive, provide sustainable livelihoods, meet essential nutrient needs for all and are more resilient to local and global financial, climate and geopolitical shocks and value chain disruptions, by 2028**

61. Activities under this outcome aim to support food security and nutrition in a way that is inclusive of vulnerable smallholder farmer households and environmentally sustainable and that facilitates access to affordable, safe and nutritious food for all Ghanaians. This will be achieved through improved coordination and collaboration with the Government, other United Nations entities (particularly the other Rome-based agencies), private sector actors, local communities and development partners with a view to supporting agricultural productivity and value chains.

**WFP strategic outcome**

62. CSP outcome 3 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods.

**Focus area**

63. The focus area of CSP outcome 3 is resilience building.

**Alignment with national priorities**

64. CSP outcome 3 relates to UNSDCF results area 1 on inclusive sustainable economic growth and transformation; results area 2 on accessible, inclusive and sustainable quality basic social services; and results area 3 on durable peace and security in Ghana and the subregion.

**Expected outputs**

65. The following outputs will contribute to the achievement of CSP outcome 3:
- Output 4.1: Food systems actors have improved knowledge, skills, tools and access to employment opportunities, other support services (inputs, mechanization, irrigation, digitalization, information) and structured markets, which enable them to improve their livelihoods, nutrition and incomes in a climate-smart manner.
  - Output 4.2: National and local institutions, along with communities, have strengthened capacity to create an enabling environment for resilient food systems, including policy coherence support, and thereby to enhance food security, nutrition and environmental outcomes.
  - Output 4.3: Households, along with communities and vulnerable people, including pregnant and breastfeeding women and girls, people with disabilities, children and people living with HIV/AIDS and tuberculosis, have equitable access and control over productive assets, skills and knowledge that enable them to improve their income and diets.
  - Output 4.4: Food systems value-chain actors, including smallholder farmers, have access to climate-smart agriculture and climate-risk financing and are able to improve their productivity and resilience in the face of climate shocks.

**Key activities**

*Activity 4: Work with national actors to equitably provide knowledge, skills, tools, de-risking instruments and links that will enable them to strengthen food systems and agrifood value chains, in accordance with demand and in line with national priorities*

66. WFP will provide comprehensive technical support to food system value chain actors to promote climate-smart agriculture, facilitate access to improved inputs, enhance product safety and quality standards and adopt improved and innovative post-harvest handling technologies.
67. WFP will leverage digital technology to enhance the skills of food systems value chain actors including for business development and improved access to weather data and finance. WFP

will prioritize partnerships that address key constraints to help increase investments in the food sector, thereby creating employment opportunities and enhancing livelihoods.

68. WFP will leverage its convening capabilities to advocate sustainable, inclusive and nutritionally-sensitive food system policies and their implementation in order to create a more equitable, effective and efficient environment for private sector entities.
69. WFP will target vulnerable households and communities that are susceptible to climate shocks and food insecurity, including smallholder farmers and border communities, to improve their self-reliance and resilience. WFP will simultaneously work on improving access to nutritious food and strengthening livelihoods, incomes and savings through innovative financing models and agricultural insurance.
70. WFP will address gender inequalities that inhibit the meaningful participation and decision-making of women and young people in food systems value chains.

### **Partnerships**

71. The achievement of CSP outcome 3 will necessitate collaboration with the following entities, under the leadership of the Ministry of Food and Agriculture:
  - *Government:* WFP will collaborate with the Ghana Commodity Exchange and other institutions to coordinate activities and address barriers to investment and job creation.
  - *Research and academic institutions:* these entities will assist in monitoring and data collection including data to support policies and strategies that encourage regenerative agriculture, restore biodiversity, increase carbon sequestration and restore soil fertility to enhance resilience of smallholder farmers in Ghana.
  - *Private sector:* stakeholders from the private sector can provide services and employment, invest in the production of organic fertilizer, purchase food from smallholder farmers and invest in and promote the development of nutritious food systems.
  - *Development partners:* WFP will work with development partners on institutional capacity strengthening.
  - *CSOs and NGOs:* these organizations will be involved in project implementation and conduct advocacy and sensitization activities.
  - *Communities:* local communities will co-create, own and support the implementation of projects.
  - *United Nations organizations and IFIs:* WFP will work with FAO, the United Nations Industrial Development Organization, the International Fund for Agricultural Development and the African Development Bank on joint programming and resourcing and on leveraging comparative advantages in order to maximize the reach and impact of projects, create demand and foster an enabling environment for private sector growth in organic fertilizer production.

### **Assumptions**

72. To achieve CSP outcome 3, the following assumptions must hold:
  - Adequate food value chain technical capacity is available in-country or through South-South and triangular cooperation.
  - There is adequate engagement with and interest from the private sector.
  - Complementary and joint programming is carried out with relevant United Nations agencies, in particular with the other Rome-based agencies.

**Transition/handover strategy**

73. WFP will work with multiple actors from the private and public sectors to ensure the sustainability of interventions. In particular, it will support the creation of market incentives to encourage sustainable private sector investment in food value chains, including through government policies.

**Country strategic plan outcome 4: Ghana's social protection system is gender-transformative, nutrition-sensitive, shock-responsive and inclusive and reaches its target beneficiaries more effectively and efficiently by 2028**

74. The national social protection system safeguards and promotes the capacity of individuals to meet their food security, nutrition and other basic needs, as well as their ability to withstand shocks and manage risks. Ghana must consistently deliver social protection services and benefits, in line with people's needs, capacities and vulnerabilities, to ensure that no one living in Ghana is left behind.
75. WFP will adopt a system-wide partnership approach to help strengthen national and local government capacities. WFP will need to use knowledge of its partners' operational footprint to maximize the reach and impact of its operations.

**WFP strategic outcome**

76. CSP outcome 4 is aligned with WFP strategic outcome 4: National programmes and systems are strengthened.

**Focus area**

77. The focus area of CSP outcome 4 is resilience building.

**Alignment with national priorities**

78. CSP outcome 4 is aligned with UNSDCF results area 2 on accessible, inclusive and sustainable quality basic social services.

**Expected outputs**

79. The following outputs will contribute to the achievement of CSP outcome 4:
- Output 5.1: National social protection systems are strengthened through advocacy for sustained funding, from both traditional sources and non-traditional sources such as the private sector, anchored in evidence-based policy formulation, emergency preparedness and planning, programme design, targeting and delivery, while enhancing an integrated nutrition-sensitive and shock-responsive approach.
  - Output 5.2: Within the broader social protection system, the national school feeding programme is strengthened to improve links to local farmers, including women farmers and communities, improve diets for children and enable improvement of education outcomes.
  - Outcome 5.3: Household members who are recipients of nutrition-sensitive social protection services and benefits, including children, pregnant and breastfeeding women and girls, young people, persons with disabilities and persons living with HIV/AIDS and tuberculosis, have improved financial inclusion and contextually relevant knowledge and skills that enable them to obtain demand-driven employment opportunities and other productive livelihoods.

**Key activities**

*Activity 5: Work with relevant actors to strengthen capacity at the national, community and individual levels to assist in creating an environment that fosters policy coherence and efficiency in the implementation of equitable and inclusive national social protection systems, including the Ghana school feeding programme*

80. WFP will build on ongoing work with the Government including its efforts to strengthen access to financial services for LEAP beneficiaries (a Bill and Melinda Gates Foundation-funded project), the distribution of cash to LEAP beneficiaries to help mitigate the challenges stemming from the COVID-19 pandemic, and efforts to enhance school meals monitoring using digital tools (a project supported by the Japan Association for WFP). Upcoming WFP assistance under this CSP will be informed by the joint identification and formulation of systems strengthening priorities.
81. WFP will collaborate with partners to strengthen social protection policy and financing frameworks. Advocating the Ghana school feeding programme and other social protection initiatives could help unlock alternative funding sources.
82. WFP's collaboration with the Rockefeller Foundation presents a unique opportunity to further integrate nutrition into school meals programmes and deepen understanding across local communities of the importance of good nutrition using social and behaviour change communication initiatives and increasing the availability of whole grains and fortified rice. Findings from a pilot project will inform advocacy on addressing micronutrient deficiencies and create economic opportunities, particularly for women.
83. WFP will continue to support:
  - The Ghana school feeding programme, including through its support for the Government's digitalization efforts that aim to improve evidence generation to enhance the efficiency and accountability of the programme.
  - The LEAP programme, through periodic reassessment and verification exercises designed to promote the use of context-relevant eligibility criteria, minimize inclusion and exclusion errors and facilitate a transition to livelihood-focused interventions.
84. The repercussions of the COVID-19 pandemic highlighted the need to ensure that social protection systems are shock-responsive. Accordingly, WFP will support dialogue and capacity strengthening aimed at formulating a national vision on shock-responsive social protection, promote flexible operational modalities, including within the context of the LEAP programme, and encourage the development of flexible delivery tools.
85. WFP will support efforts by the Ministry of Gender, Children and Social Protection to provide training on the use of digital tools to LEAP beneficiaries, persons with disabilities, persons living with HIV/AIDS and tuberculosis and other vulnerable groups in order to promote financial inclusion and women's economic empowerment with a view to addressing structural barriers that impede equitable participation in the labour market and in decision-making.

**Partnerships**

86. WFP will continue to leverage its working relationship with the Ministry of Gender, Children and Social Protection and will enhance its collaboration with:
  - Government agencies, in order to facilitate the implementation of school feeding programme activities.
  - Academic institutions including universities, in order to carry out monitoring activities and conduct thematic studies.

- The private sector, in order to mobilize high-impact investments and provide services and employment opportunities that further gender equality and women's economic empowerment.
- Development partners, in order to strengthen and augment institutional capacity.
- CSOs and NGOs, in order to help implement projects and conduct advocacy and sensitization activities that address barriers to inclusion and foster equitable participation in decision making and economic activities.
- United Nations entities (including UNICEF, FAO, the Joint United Nations Programme on HIV/AIDS) and IFIs, in order to mobilize resources and provide support to government initiatives with a view to maximizing their reach and impact.

### **Assumptions**

87. To achieve CSP outcome 4, the following assumptions must hold:
- The government institutions responsible for the delivery of social protection take the lead in systems strengthening efforts.
  - The Government can allocate or leverage adequate resources for social protection.

### **Transition/handover strategy**

88. WFP will support the Government of Ghana by looking for innovative and sustainable funding solutions to sustain the country's social protection system. At the same time, WFP will facilitate the creation of employment opportunities to increase the self-reliance of vulnerable populations and increase government revenues raised through taxes on private sector enterprises.

### **Country strategic plan outcome 5: Government and other actors are efficient in delivering their mandates, through effective partnerships and streamlined on-demand services**

89. WFP will provide services for its partners in the areas of administration (including in transport and common services), supply chain management (including procurement and logistics), CBTs, monitoring and evaluation, data analytics and digital solutions. These services will be made available on request in order to bolster national capacity and to support the Government of Ghana as well as humanitarian and development partners.

### **WFP strategic outcome**

90. CSP outcome 5 is aligned with WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective.

### **Focus area**

91. The focus area of CSP outcome 5 is resilience building.

### **Alignment with national priorities**

92. CSP outcome 5 is aligned with UNSDCF results area 2 on accessible, inclusive and sustainable quality basic social services.

### **Expected outputs**

93. The following output will contribute to the achievement of CSP outcome 5:
- Output 6.1: Government and other actors utilize on-demand services, including supply chain, administration and management, technology, cash transfer, monitoring and evaluation and data and analytic services, to improve the efficiency and effectiveness of interventions.

**Key activities**

*Activity 6: Provide on-demand services to government and other actors to enhance efficiency, effectiveness and coordination in the implementation of interventions*

94. To support the full range and value of its partners' humanitarian and development activities, WFP will leverage its expertise in specific areas through its on-demand service catalogue. These efforts will be in line with the United Nations Secretary-General's development system reforms and will increase WFP's value proposition in the context of development.

**Partnerships**

95. The achievement of CSP outcome 5 will necessitate collaboration with the following entities:
- Financial service providers.
  - Goods and service providers.
  - Government actors and development and humanitarian partners.

**Assumptions**

96. To achieve CSP outcome 5 and deliver on output 6.1, the following assumption must hold:
- WFP retains its capacity to source goods and services from reliable vendors under long-term agreements that are adaptable (and therefore resilient to future shocks) and beneficial to all parties.

**Transition/handover strategy**

97. Whenever appropriate and practical, WFP will layer service delivery with a capacity-strengthening component for local partners.

**4. Implementation arrangements****4.1 Beneficiary analysis**

98. WFP plans to reach 213,000 direct beneficiaries. Under CSP outcome 1, WFP will provide assistance when required to refugees and host communities, including those affected by seasonal and climate shocks. Under CSP outcome 2, WFP will provide nutritional support to children and pregnant and breastfeeding women and girls. Under CSP outcome 3, WFP will provide CBTs to smallholder farmers.
99. Over the course of the CSP, WFP will also reach up to 12.4 million beneficiaries indirectly through its work on social protection, food systems and nutrition. Under CSP outcome 4, those beneficiaries will include 3.8 million children and cooks, caterers and local communities benefitting from the school meals programme, 1.5 million LEAP programme beneficiaries and 6.2 million vulnerable Ghanaians included in the national social registry. Under CSP outcome 3, more than 400,000 Ghanaians will benefit from social and behaviour change initiatives launched in the context of WFP's technical support to the Ghana Health Service and other national stakeholders, while 550,000 family members of food system actors will benefit from WFP's capacity-strengthening initiatives.
100. Food security and nutrition assessments and other multidimensional complementary analysis – such as integrated context analysis and integrated food security phase classification, which layer gender and protection perspectives – will inform the targeting and prioritization of both crisis response and resilience building activities.

**4.2 Transfers**

101. The choice of transfer modality is informed by the operational context, feasibility assessments including market assessments, and beneficiary preferences. WFP will provide

unconditional assistance using CBTs and/or vouchers. Gender equality, protection risks and good practices that can strengthen accountability to affected populations will be taken into consideration.

102. Transfer values will be determined using WFP's essential needs approach, whereby Fill the Nutrient Gap analysis will be layered to ensure nutrition sensitivity. WFP will closely monitor transfer values against prevailing market trends and adjust when necessary to mitigate the impact of high inflation rates.
103. The WFP country office will prioritize the use of unrestricted cash transfers through mechanisms that facilitate financial inclusion.

### **4.3 Country office capacity and profile**

104. WFP will continue to maintain a country office in Accra and a sub-office in Tamale in Northern Region, where needs are greatest. Provisions are made under this CSP to open a temporary sub-office on a contingency basis in Bolgatanga in Upper East Region to assist communities affected by the influx of refugees from Burkina Faso. If, on the basis of assessments conducted twice a year, it is determined that assistance is no longer required, operational oversight will transition back to the Tamale office.
105. Through the 2022 strategic workforce planning exercise, WFP has reviewed its workforce and staff profiles and has recruited new staff with the skills required to successfully achieve the outcomes set out in this CSP, including a gender and youth inclusion officer.

### **4.4 Partnerships**

106. Partnerships with government entities and programmes, including the National Disaster Management Organization, the National Development Planning Commission, the Ghana Health Service, the Ministry of Foreign Affairs, the Ghana school feeding programme and the Ministry of Gender, Children and Social Protection, will be strengthened at the technical and senior management levels to position WFP as their partner of choice. The Ministry of Finance will be maintained as a strategic partner to align WFP's programme with key government priorities. Relationships with IFIs will be deepened with a view to strengthening advocacy, information sharing and programme convergence while research and academic institutions will act as technical and knowledge partners contributing to WFP's enabling role in evidence generation.
107. Established partnerships with government donors will be maintained and new ones cultivated. Partnerships with private sector stakeholders will increase the diversity of WFP's resource portfolio and sustain programmatic impact through the adoption of market-based approaches. Established catalytic partnerships with foundations will strengthen WFP's enabling value proposition and enhanced partnerships with CSOs and NGOs will foster sustainability and continuity by building their capacity in anticipatory action, preparedness and response, with activities informed by a comprehensive capacity strengthening needs assessment.
108. The UNSDCF for 2023–2025, which facilitates enhanced coordination and cooperation in relation to the country's development priorities, will guide partnerships with other United Nations entities with the aim of building synergies around shared objectives.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

109. WFP will continue to enhance its monitoring, evaluation, research and learning activities using a gender-responsive approach that provides for data disaggregation by sex, age and disability status. Enhancing policy and programme formulation will require additional resources and capacity, with technical support from the regional bureau and headquarters.

110. Monitoring activities at the outcome and output levels will be guided by the revised corporate results framework for 2022–2025 and the joint UNSDCF monitoring and evaluation framework to ensure alignment with national priorities and strengthen the visibility of WFP's contribution to the SDGs, especially SDGs 2 and 17. Process monitoring will enhance learning opportunities and will be conducted using WFP's harmonized monitoring toolkit. Baselines and targets will be set based on the corporate results framework, UNSDCF indicators and the operating environment, and performance and accountability tracking will be assured through assessments and research.
111. Data collection and monitoring will be jointly undertaken with the Government, other United Nations entities and WFP partners. WFP will strengthen its collaboration with academic institutions through third-party monitoring arrangements as part of its broader efforts to strengthen institutional systems in the areas of food security and nutrition. WFP will use corporate tools and methodologies to monitor the provision of its technical assistance to the Government and other national stakeholders. WFP will also use innovative technologies to strengthen national monitoring systems, as set out in its five-year monitoring and assessment plan.
112. WFP will support efforts by the Government, academic institutions and its development partners to increase the use of real-time data collection and reporting technologies. To further strengthen its accountability to affected populations, WFP will develop a community engagement plan and reinforce its complaints and feedback mechanism to enhance the reporting, management, escalation and resolution of cases; this will also apply to complaints gathered through the implementation of processes and activities. This aligns with recommendations made in the evaluation of the previous CSP.
113. This CSP will be subject to an independent country strategic plan evaluation by the WFP Office of Evaluation in 2027 in order to assess the performance of the country portfolio and to inform future strategic programmatic orientation. This will be complemented by a mid-term review and two decentralized evaluations; the first will focus on the national school feeding programme and be conducted in cooperation with the Government of Ghana, and the second will assess gender and digital financial inclusion in WFP interventions.

## **5.2 Risk management**

### ***Strategic risks***

114. There is a risk that the Government of Ghana will not have sufficient financial resources to respond effectively to a large-scale crisis or emergency without additional support. Working through the IAWGE and the Regional Bureau for Western Africa, WFP will support the development of an emergency contingency plan, a resource mobilization strategy and a rapid response plan.
115. The 2024 elections in Ghana may result in a transition of power to a new government with new priorities. WFP will, however, continue to engage with actors across the political spectrum in the country.
116. Staff skill sets may not be adequate to further WFP's enabling role. WFP will therefore continue to build the capacity of staff members through re-skilling exercises; the organization will also leverage its partners' comparative advantages and, as a last resort, onboard new staff.

### ***Operational risks***

117. WFP will face a reputation risk if, despite adequate resources, it is unable to deliver results in a timely manner. To mitigate that risk, WFP will put in place robust planning and monitoring processes and agree advance contracts or memorandums of understanding

with partners, financial service providers, retailers and educational and research institutions.

118. There is a risk that WFP interventions may increase the likelihood of gender-based violence or of sexual exploitation and abuse for women, girls, men and boys. WFP will work with the United Nations Prevention of Sexual Exploitation Abuse and Harassment network in Ghana to conduct training and awareness-raising sessions for WFP partners and staff and will strengthen its procedures for addressing sexual exploitation and abuse. Affected community members will be made aware of WFP's complaints and feedback mechanism and its determination to address concerns regarding exploitation and abuse. Data from the complaints and feedback mechanism will be used to adjust programming as appropriate. Some 0.3 percent of the budget is planned for the prevention of sexual exploitation, abuse and harassment including systems strengthening.

#### ***Fiduciary risks***

119. WFP has adopted robust anti-fraud and anti-corruption policies and ensures that its staff, partners and vendors are aware of those policies and comply fully with their provisions. WFP maintains zero tolerance for inaction in cases of fraud or corruption.

#### ***Financial risks***

120. Loss of purchasing power due to inflation may lead to contract defaults, especially in connection with contracts for the purchase and delivery of imported equipment and could cause delays in programme implementation. In consultation with WFP procurement services, the country office will take steps to reduce risks in that regard, including by increasing its cross-border purchases.

### **5.3 Social and environmental safeguards**

121. Through South–South and triangular cooperation, WFP, in partnership with the Government, will endeavour to replicate innovative approaches in order to achieve zero waste while also strengthening capacity and creating employment opportunities for young people and women. WFP, FAO and their partners will promote environmentally sustainable inputs, including fertilizer and seeds that comply with government standards.
122. WFP will promote awareness among beneficiaries of environmentally sustainable disposal methods for waste generated as a consequence of food distribution. WFP will also work with retailers to promote the adoption of environmentally sensitive packaging, recycling and disposal practices.
123. Climate adaptation will be integrated into training on good agricultural practices to help lessen the impact of climate change on communities. WFP will also encourage the adoption of micro-irrigation and innovative crop insurance schemes.
124. To ensure accountability to affected populations, the community engagement strategy developed by WFP will be adopted to ensure high quality programming tailored to the specific needs and priorities of beneficiaries including men, women, girls, boys, people with disabilities and people living with HIV/AIDS and tuberculosis.
125. Working with its partners, WFP will strive to implement programmes that are gender responsive in order to reduce gender inequality and will endeavour to improve access to opportunities for the most vulnerable populations including people with disabilities.

## 6. Resources for results

### 6.1 Country portfolio budget

| COUNTRY PORTFOLIO BUDGET (USD) |          |                   |                   |                   |                   |                   |                    |
|--------------------------------|----------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Country strategic plan outcome | Activity | 2024              | 2025              | 2026              | 2027              | 2028              | Total              |
| 1                              | 1        | 2 118 825         | 1 967 770         | 1 517 203         | 1 523 676         | 1 520 608         | <b>8 648 083</b>   |
|                                | 2        | 10 626 514        | 10 651 271        | 10 230 241        | 10 340 512        | 10 300 460        | <b>52 148 998</b>  |
| 2                              | 3        | 5 001 644         | 4 993 406         | 3 973 202         | 4 050 790         | 3 830 840         | <b>21 849 882</b>  |
| 3                              | 4        | 7 512 188         | 6 079 807         | 4 921 352         | 4 995 218         | 5 010 577         | <b>28 519 142</b>  |
| 4                              | 5        | 4 146 326         | 3 334 281         | 2 520 184         | 2 582 218         | 2 444 465         | <b>15 027 475</b>  |
| 5                              | 6        | 2 277 345         | 2 291 346         | 2 246 673         | 2 264 202         | 2 248 900         | <b>11 328 467</b>  |
| <b>Total</b>                   |          | <b>31 682 842</b> | <b>29 317 882</b> | <b>25 408 856</b> | <b>25 756 616</b> | <b>25 355 850</b> | <b>137 522 046</b> |

126. The total budget for the CSP is USD 137.5 million, of which 10.38 percent is allocated to implementing gender-transformative approaches designed to reduce the gender gap in digital and financial inclusion, knowledge and skills and specific interventions tailored to women to improve their productivity and well-being. WFP will, moreover, offer on-demand services as described under CSP outcome 5.

### 6.2 Resourcing outlook and strategy

127. The CSP for 2019–2023 was reasonably resourced, and WFP intends to enhance its existing partnerships and establish new ones in order to strengthen its role as an enabler. This will include efforts to collaborate with a range of traditional and non-traditional partners and engagement with the private sector to develop innovative, catalytic and sustainable financing models.

128. WFP will reinforce its joint fundraising and advocacy efforts with the Government, other United Nations entities and private sector stakeholders pursuing similar objectives. This will enhance opportunities for joint programming and increase the flexibility of WFP to pivot and respond in the event of a crisis, thus optimizing resources for maximum impact.

**ANNEX I****LOGICAL FRAMEWORK FOR GHANA COUNTRY STRATEGIC PLAN (2024–2028)****SDG 2: Zero hunger****SDG target 2.1: Access to food**

**Country strategic plan outcome 1: Crisis-affected populations (including refugees and internally displaced) in Ghana are able to meet their essential needs (food, nutrition and non-food) before, during and in the aftermath of crises**

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

**Assumptions**

UNSDCF is signed; government partnerships are stable and buy-in is sustained under the UNSDCF; elections in 2024 are credible and transition of power is peaceful; the Government continues to collaborate with WFP after the elections; and donor funding for proposed activities is adequate.

**Outcome indicators**

Consumption-based coping strategy index, reduced CSI

Emergency preparedness capacity index

Food consumption score

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity-strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South–South and triangular cooperation support

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity-strengthening support

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity-strengthening support

## Activities and outputs

### **1. Work with actors at the national, institutional, community and individual levels to strengthen their capacity to enhance gender-sensitive, evidence-based early warning analysis for informed anticipatory action, preparedness, disaster risk reduction and response, including disaster risk financing mechanisms like climate insurance (EPA-1.1: Emergency preparedness and early action)**

1.1 National institutions receive technical assistance and policy coherence support that enables them to anticipate, prepare for and respond to crises, including through early-warning systems (Output category A: Resources transferred, Standard output 1.1: Food-insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 National institutions receive technical assistance and policy coherence support that enables them to anticipate, prepare for and respond to crises, including through early-warning systems (Output category C: Capacity development and technical support provided, Standard output 1.1: Food-insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 National institutions receive technical assistance and policy coherence support that enables them to anticipate, prepare for and respond to crises, including through early-warning systems (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 1.1: Food-insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

### **2. Provide unconditional assistance, including social and behaviour change activities to crisis-affected populations (URT-1.2: Unconditional resource transfer)**

2.1 Crisis-affected populations are provided with unconditional assistance to meet their food and nutrition and non-food essential needs (Output category A: Resources transferred, Standard output 1.1: Food-insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2.1 Crisis-affected populations are provided with unconditional assistance to meet their food and nutrition and non-food essential needs (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 1.1: Food-insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

**SDG target 2.2: End malnutrition**

**Country strategic plan outcome 2: Nutritionally vulnerable populations in Ghana, including pregnant and breastfeeding women and girls, children, people with disabilities and people living with HIV/AIDS and tuberculosis, have improved diets by 2028**

WFP strategic outcome 2: People have better nutrition, health and education outcomes

Nutrition-sensitive

Focus area: root causes

**Assumptions**

The Government supports policy formulation and implementation; national institutions cooperate on evidence generation and fortification; Ghanaians are willing to improve nutrition; local markets and food systems are willing to adopt and supply nutritious food; and resources for implementation are adequate.

**Outcome indicators**

Consumption-based coping strategy index, reduced CSI

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Minimum diet diversity for women and girls of reproductive age

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity-strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity-strengthening support and/or advocacy

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity-strengthening support

Proportion of children 6-23 months of age who receive a minimum acceptable diet

Proportion of eligible population reached by nutrition preventive programme (coverage)

Proportion of target population who participate in an adequate number of distributions (adherence)

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity-strengthening support

## Activities and outputs

### **3. Promote nutrition-sensitive policies, programmes and social and behaviour change initiatives at the national, local, institutional and individual levels to create an enabling environment that supports people in Ghana to have healthy diets and healthy lifestyles (NPA-1.3: Malnutrition prevention programme)**

3.1 Households, including those with nutritionally vulnerable people, have increased capacity and are economically empowered to improve their diets, including knowledge about good nutrition (Output category A: Resources transferred, Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

3.1 Households, including those with nutritionally vulnerable people, have increased capacity and are economically empowered to improve their diets, including knowledge about good nutrition (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

3.2 National and local institutions and authorities, along with communities, have strengthened capacity to create an enabling environment by providing better support for the development and adoption of coherent policies on access to and the consumption of nutritious foods throughout Ghana (Output category C: Capacity development and technical support provided, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

## SDG target 2.4: Sustainable food systems

**Country strategic plan outcome 3: Food systems in Ghana, including for nutritious food value chains, are inclusive, provide sustainable livelihoods, meet essential nutrient needs for all and are more resilient to local and global financial, climate and geopolitical shocks and value chain disruptions, by 2028**

WFP strategic outcome 3: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

## Assumptions

The Government continues to collaborate with WFP after the 2024 elections; resources adequate to support proposed activities are mobilized; the technical capacity required to implement proposed activities is available in-country or through South-South and triangular cooperation; private sector and other national stakeholders are willing and able to collaborate and support; youth interest in agriculture and related value chains is stimulated; funding requirements are met; Ghanaians are willing to improve their nutrition status; government policies are effectively implemented.

**Outcome indicators**

Average percentage of smallholder post-harvest losses at the storage stage

Climate adaptation benefit score

Climate resilience capacity score

Climate services score

Consumption-based coping strategy index (average)

Food consumption score

Investment capacity index

Livelihood coping strategies for food security

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity-strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity-strengthening support

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity-strengthening support

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

## Activities and outputs

### **4. Work with national actors to equitably provide knowledge, skills, tools, de-risking instruments and links that will enable them to strengthen food systems and agrifood value chains, in accordance with demand and in line with national priorities (SMS-1.8: Smallholder agricultural market support programmes)**

4.1 Food systems actors have improved knowledge, skills, tools and access to employment opportunities, other support services (inputs, mechanization, irrigation, digitalization, information) and structured markets, which enable them to improve their livelihoods, nutrition and incomes in a climate-smart manner (Output category A: Resources transferred, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

4.1 Food systems actors have improved knowledge, skills, tools and access to employment opportunities, other support services (inputs, mechanization, irrigation, digitalization, information) and structured markets, which enable them to improve their livelihoods, nutrition and incomes in a climate-smart manner (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

4.1 Food systems actors have improved knowledge, skills, tools and access to employment opportunities, other support services (inputs, mechanization, irrigation, digitalization, information) and structured markets, which enable them to improve their livelihoods, nutrition and incomes in a climate-smart manner (Output category F: Smallholder farmers supported, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

4.2 National and local institutions, along with communities, have strengthened capacity to create an enabling environment for resilient food systems, including policy coherence support, and thereby to enhance food security, nutrition and environmental outcomes (Output category C: Capacity development and technical support provided, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

4.3 Households, along with communities and vulnerable people, including pregnant and breastfeeding women and girls, people with disabilities, children and people living with HIV/AIDS and tuberculosis, have equitable access and control over productive assets, skills and knowledge that enable them to improve their income and diets (Output category D: Assets created, Standard output 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

4.3 Households, along with communities and vulnerable people, including pregnant and breastfeeding women and girls, people with disabilities, children and people living with HIV/AIDS and tuberculosis, have equitable access and control over productive assets, skills and knowledge that enable them to improve their income and diets (Output category F: Smallholder farmers supported, Standard output 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

4.4 Food systems value-chain actors, including smallholder farmers, have access to climate-smart agriculture and climate-risk financing and are able to improve their productivity and resilience in the face of climate shocks (Output category A: Resources transferred, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4.4 Food systems value-chain actors, including smallholder farmers, have access to climate-smart agriculture and climate-risk financing and are able to improve their productivity and resilience in the face of climate shocks (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

## **SDG 17: Partnerships for the goals**

### **SDG target 9: Capacity building**

**Country strategic plan outcome 4: Ghana's social protection system is gender-transformative, nutrition-sensitive, shock-responsive and inclusive and reaches its target beneficiaries more effectively and efficiently by 2028**

WFP strategic outcome 4: National programmes and systems are strengthened

Nutrition-sensitive

Focus area: resilience building

### **Assumptions**

The Government continues to collaborate with WFP after the 2024 elections; government agencies continue to play strong leading roles in social protection; incorporation of civil society in monitoring and quality assurance is sustained; sustainable and sufficient resources are mobilized to support planned activities.

### **Outcome indicators**

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity-strengthening support and/or advocacy

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity-strengthening support

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity-strengthening support

## Activities and outputs

### **5. Work with relevant actors to strengthen capacity at the national, community and individual levels to assist in creating an environment that fosters policy coherence and efficiency in the implementation of equitable and inclusive national social protection systems, including the Ghana school feeding programme (SPS-1.10: Social protection sector support)**

5.1 National social protection systems are strengthened through advocacy for sustained funding, from both traditional sources and non-traditional sources such as the private sector, anchored in evidence-based policy formulation, emergency preparedness and planning, programme design, targeting and delivery, while enhancing an integrated nutrition-sensitive and shock-responsive approach (Output category C: Capacity development and technical support provided, Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes, contributing to the achievement of zero hunger and other SDGs)

5.2 Within the broader social protection system, the national school feeding programme is strengthened to improve links to local farmers, including women farmers and communities, improve diets for children and enable improvement of education outcomes (Output category C: Capacity development and technical support provided, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

5.3 Household members who are recipients of nutrition-sensitive social protection services and benefits, including children, pregnant and breastfeeding women and girls, young people, persons with disabilities and persons living with HIV/AIDS and tuberculosis, have improved financial inclusion and contextually relevant knowledge and skills that enable them to obtain demand-driven employment opportunities and other productive livelihoods (Output category C: Capacity development and technical support provided, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

## **SDG target 17.3: Diversified resources**

**Country strategic plan outcome 5: Government and other actors are efficient in delivering their mandates, through effective partnerships and streamlined on-demand services**

WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective

Nutrition-sensitive

Focus area: resilience building

## **Assumptions**

WFP remains a partner of choice due to the high standard of the services it delivers; national stakeholders are aware of and interested in WFP's on-demand services; WFP is able to obtain goods and services from reliable vendors under long-term agreements that are adaptable and mutually beneficial.

**Outcome indicators**

Percentage of users satisfied with services provided

**Activities and outputs****6. Provide on-demand services to government and other actors to enhance efficiency, effectiveness and coordination in the implementation of interventions (ODS-2.4: On-demand services)**

6.1 Government and other actors utilize on-demand services, including supply chain, administration and management, technology, cash transfer, monitoring and evaluation and data and analytic services, to improve the efficiency and effectiveness of interventions (Output category H: Shared services and platforms provided, Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

## **SDG 17: Partnerships for the goals**

### **CC.1. Protection**

#### **Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity-strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

### **CC.2. Accountability**

#### **Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

### **CC.3. Gender equality and women's empowerment**

#### **Cross-cutting indicators**

CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

CC.3.2: Percentage of food assistance decision making entity members who are women

CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

**CC.4. Environmental sustainability****Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

**CC.5. Nutrition integration****Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

## **SDG 2: Zero hunger**

### **CC.1. Protection**

#### **Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity-strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

### **CC.2. Accountability**

#### **Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

### **CC.3. Gender equality and women's empowerment**

#### **Cross-cutting indicators**

CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

CC.3.2: Percentage of food assistance decision making entity members who are women

CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

**CC.4. Environmental sustainability****Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

**CC.5. Nutrition integration****Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

## ANNEX II

| BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS) |        |          |                   |                |               |               |               |               |                |
|--|--------|----------|-------------------|----------------|---------------|---------------|---------------|---------------|----------------|
| Country strategic plan outcome   | Output | Activity | Beneficiary group | 2024           | 2025          | 2026          | 2027          | 2028          | Total          |
| 1  | 2.1    | 2        | Girls             | 11 400         | 11 400        | 11 400        | 11 400        | 11 400        | <b>20 520</b>  |
|  |        |          | Boys              | 11 650         | 11 650        | 11 650        | 11 650        | 11 650        | <b>20 970</b>  |
|  |        |          | Women             | 13 950         | 13 950        | 13 950        | 13 950        | 13 950        | <b>25 110</b>  |
|  |        |          | Men               | 13 000         | 13 000        | 13 000        | 13 000        | 13 000        | <b>23 400</b>  |
|  |        |          | <b>Total</b>      | <b>50 000</b>  | <b>50 000</b> | <b>50 000</b> | <b>50 000</b> | <b>50 000</b> | <b>90 000</b>  |
| 2  | 3.1    | 3        | Girls             | 2 501          | 1 786         | 1 250         | 894           | 0             | <b>3 751</b>   |
|  |        |          | Boys              | 1 499          | 1 071         | 750           | 535           | 0             | <b>2 249</b>   |
|  |        |          | Women             | 3 000          | 2 143         | 1 500         | 1 071         | 0             | <b>4 500</b>   |
|  |        |          | Men               | 0              | 0             | 0             | 0             | 0             | <b>0</b>       |
|  |        |          | <b>Total</b>      | <b>7 000</b>   | <b>5 000</b>  | <b>3 500</b>  | <b>2 500</b>  | <b>0</b>      | <b>10 500</b>  |
| 3  | 4.1    | 4        | Girls             | 19 950         | 5 700         | 0             | 0             | 0             | <b>25 650</b>  |
|  |        |          | Boys              | 20 389         | 5 825         | 0             | 0             | 0             | <b>26 214</b>  |
|  |        |          | Women             | 24 323         | 6 950         | 0             | 0             | 0             | <b>31 273</b>  |
|  |        |          | Men               | 22 838         | 6 525         | 0             | 0             | 0             | <b>29 363</b>  |
|  |        |          | <b>Total</b>      | <b>87 500</b>  | <b>25 000</b> | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>112 500</b> |
| <b>Total (without overlap)</b>   |        |          |                   | <b>144 500</b> | <b>80 000</b> | <b>53 500</b> | <b>52 500</b> | <b>50 000</b> | <b>213 000</b> |

Note: Girls (0–17 years); boys (0–17 years); women (18 years and above); men (18 years and above).

## ANNEX III

| CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY |                                     |                            |                                  |                        |                                  |                                  |
|---|-------------------------------------|----------------------------|----------------------------------|------------------------|----------------------------------|----------------------------------|
|   | Country strategic plan outcome 1    |                            | Country strategic plan outcome 2 |                        |                                  | Country strategic plan outcome 3 |
|   | Activity 2                          |                            | Activity 3                       |                        |                                  | Activity 4                       |
| Beneficiary type  | Crisis response (includes refugees) | Crisis response (seasonal) | Adolescent girls                 | Children (6–23 months) | Pregnant and breastfeeding women | Smallholder farmers              |
| Modality  | CBTs                                | CBTs                       | Value voucher                    | Value voucher          | Value voucher                    | CBTs                             |
| Cash  | 0.35                                | 0.35                       | 0.58                             | 0.21                   | 0.67                             | 0.35                             |
| Cash (nutrition top-up): adolescent girls   | 0.58                                | 0.58                       |                                  |                        |                                  |                                  |
| Children  | 0.21                                | 0.21                       |                                  |                        |                                  |                                  |
| Pregnant and breastfeeding women and girls  | 0.67                                | 0.67                       |                                  |                        |                                  |                                  |
| People living with HIV/AIDS and tuberculosis  | 0.46                                | 0.46                       | 0.46                             |                        |                                  | 0.46                             |
| Persons with disabilities   | 0.46                                | 0.46                       | 0.46                             |                        |                                  | 0.46                             |
| Number of feeding days per year   | 360                                 | 180                        | 180                              | 180                    | 180                              | 90                               |

Note: Transfer value for cash calculated using minimum expenditure basket analysis; cash (nutrition top-up) calculated using Fill the Nutrient Gap analysis.

**ANNEX IV**

| <b>TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE</b> |                   |                    |
|--|-------------------|--------------------|
| <b>Food type/cash-based transfer</b>                         | <b>Total (mt)</b> | <b>Total (USD)</b> |
| Cereals  | 0                 | 0                  |
| Pulses   | 0                 | 0                  |
| Oil and fats   | 0                 | 0                  |
| Mixed and blended foods                                      | 0                 | 0                  |
| Other  | 0                 | 0                  |
| <b>Total (food)</b>  | 0                 | 0                  |
| Cash-based transfers   |                   | 43 541 518         |
| <b>Total (food and cash-based transfers value)</b>           | 0                 | <b>43 541 518</b>  |

## ANNEX V

| INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD) |   |   |   |  |  |                    |
|---|---|---|---|--|--|--------------------|
|   | SDG target<br>2.1/WFP<br>strategic<br>outcome 1 | SDG target<br>2.2/WFP<br>strategic<br>outcome 2 | SDG target<br>2.4/WFP<br>strategic<br>outcome 3 | SDG target<br>17.9/WFP<br>strategic<br>outcome 4 | SDG target<br>17.3/WFP<br>strategic<br>outcome 5 | Total              |
|   | CSP<br>outcome 1                                | CSP<br>outcome 2                                | CSP<br>outcome 3                                | CSP<br>outcome 4                                 | CSP<br>outcome 5                                 |                    |
| Focus area  | Crisis<br>response                              | Root causes                                     | Resilience<br>building                          | Resilience<br>building                           | Resilience<br>building                           |                    |
| Transfer  | 47 748 787                                      | 15 284 218                                      | 19 706 583                                      | 11 260 383                                       | 10 000 000                                       | <b>103 999 971</b> |
| Implementation  | 4 297 488                                       | 3 415 848                                       | 4 703 244                                       | 1 600 073  | 328 978  | <b>14 345 632</b>  |
| Adjusted direct<br>support costs                                  | 5 040 186                                       | 1 816 254                                       | 2 368 710                                       | 1 249 849  | 999 488  | <b>11 474 488</b>  |
| <b>Subtotal</b>   | 57 086 461                                      | 20 516 321                                      | 26 778 537                                      | 14 110 305                                       | 11 328 467                                       | <b>129 820 090</b> |
| Indirect support<br>costs (6.5 percent)                           | 3 710 620                                       | 1 333 561                                       | 1 740 605                                       | 917 170  | 0  | <b>7 701 956</b>   |
| <b>Total</b>  | <b>60 797 081</b>                               | <b>21 849 882</b>                               | <b>28 519 142</b>                               | <b>15 027 475</b>                                | <b>11 328 467</b>                                | <b>137 522 046</b> |

## Acronyms

|          |  |
|----------|--|
| CBT      | cash-based transfer  |
| COVID-19 | coronavirus disease 2019                                     |
| CSO      | civil society organization                                   |
| CSP      | country strategic plan                                       |
| FAO      | Food and Agriculture Organization of the United Nations      |
| GDP      | gross domestic product                                       |
| GHS      | Ghanaian cedi  |
| IAWGE    | inter-agency working group on emergencies                    |
| IFI      | international financial institution                          |
| LEAP     | Livelihood Empowerment Against Poverty                       |
| NGO      | non-governmental organization                                |
| SDG      | Sustainable Development Goal                                 |
| UNHCR    | Office of the United Nations High Commissioner for Refugees  |
| UNICEF   | United Nations Children's Fund                               |
| UNSDCF   | United Nations sustainable development cooperation framework |