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Ghana country strategic plan (2019–2023)

Duration	1 January 2019–31 December 2023
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Gender and age marker*	3

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

Executive summary

Ghana is a lower-middle-income country with a population of 28 million; per capita gross domestic product was USD 1,340 in 2015. Despite recent reductions in extreme poverty, development gains are unevenly distributed, with major inequality in poverty and nutrition indicators. The food and nutrition security outlook is improving but micronutrient deficiency is widespread, particularly among women and children, with increasing stunting, overweight and obesity.

A 2017 zero hunger strategic review identified the following priorities:

- addressing the triple burden of malnutrition;
- reducing post-harvest losses;
- improving linkages between smallholder farmers and markets;
- enhancing value and food safety in value chains;
- mapping food-insecure populations to improve the targeting of social protection, nutrition security and emergency preparedness and response interventions; and
- building government capacities to implement food and nutrition security policies and programmes.

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This country strategic plan is informed by the zero hunger strategic review and evaluations and is aligned with government policies, particularly the Coordinated Programme of Economic and Social Development Policies (2017–2024), Planting for Food and Jobs and One District, One Warehouse. Through this country strategic plan, WFP Ghana will continue its transition from its former role to one of enabling and supporting the Government.

WFP's long-term vision includes efficient, equitable, resilient and inclusive food systems contributing to the reduction of stunting and micronutrient deficiencies achieved through technical and policy support for scaling up nutrition-sensitive and gender-responsive social protection programming and public-private partnerships to increase the availability, accessibility and affordability of nutritious foods, including specialized nutritious foods. WFP will work with ministries and private sector actors to improve awareness of good eating habits, targeting smallholder farmers, food processors, children aged 6–23 months, pregnant and lactating women and girls and adolescent girls.

The strategic outcomes of the country strategic plan are:

- Strategic outcome 1: Vulnerable populations including children and women of reproductive age in the regions with the highest numbers of stunted children have improved nutrition status in line with national targets by 2025.
- Strategic outcome 2: By 2030, targeted populations and communities benefit from efficient, inclusive and resilient food systems that support nutrition value chains.
- Strategic outcome 3: Local and national institutions have strengthened capacity to target and manage food security, nutrition and social protection programmes by 2030.
- Strategic outcome 4: Government efforts to achieve zero hunger by 2030 are supported by advocacy and coherent policy frameworks.

The country strategic plan involves: enhancing private-sector capacity and willingness to produce and market affordable and safe fortified nutritious foods; building awareness and demand for nutritious foods through social and behaviour change communication; and on strengthening market-based approaches to enhancing nutrition among populations with purchasing power, and ensuring that social protection programmes respond to the nutritional needs of the most vulnerable. WFP's public-private partnerships will focus on smallholder farmers with a view to enhancing post-harvest management to satisfy private-sector quality requirements, on domestic food processors to improve food safety and quality and on establishing effective supply chains. Public sector entities will work through the Ghana Health Service on social and behaviour change communications; the Food and Drugs Authority will be supported in its efforts to improve quality checks on fortified flour. The Rome-based agencies will work with the Ministry of Food and Agriculture to promote sound agricultural and post-harvest management, post-harvest loss reduction and linkages between farmers and markets. The country strategic plan will contribute to climate risk management by building government capacities to enhance the early-warning system for disaster risk reduction and emergency preparedness and response. The school feeding programme will benefit from technical support after complete hand-over to the Government in December 2016.

The country strategic plan contributes to the Coordinated Programme of Economic and Social Development Policies (2017–2024), agricultural and nutrition sector plans and Sustainable Development Goals 2 and 17. It is aligned with WFP's Strategic Results 2, 4, 5 and 6.

Draft decision*

The Board approves the Ghana country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/4) at a total cost to WFP of USD 72,047,570.

1 Country analysis

1.1 Country context

1. Ghana is a lower-middle-income country with a population of 28 million in 2016.¹ Per capita gross domestic product (GDP) was USD 1,340 in 2015.² The United Nations Sustainable Development Partnership (UNSDP) 2018–2022 reports that standards of living and public services are generally not at middle-income standards.³ Ghana ranks 139th of 188 countries in the Human Development Index. It has a score of 0.899 on the Gender Development Index⁴ and its 0.695 gender parity score places it 72nd of 144 countries in the 2017 Global Gender Gap Index.⁵
2. Ghana has consolidated multi-party democracy in the past two decades and is a leader in Africa in press freedom and free speech.⁶ Poverty levels fell from 56.5 percent in 1992 to 24.2 percent in 2013, but there is increasing income inequality, including between men and women and from region to region, and uneven distribution of development gains.⁷ The fifth and sixth surveys of living standards in Ghana suggest that the 35 percent of households headed by women fare better than those headed by men; survey 6 specifies that poverty incidence among households headed by men is 25.9 percent, whereas among those headed by women it is 19.1 percent.
3. Ghana achieved the Millennium Development Goal targets of universal access to basic and primary education and attained gender parity in primary and junior high schools; its aim is to improve student retention and the quality of education.⁸ Free senior high school education commenced in 2018. The national school meals programme serves 2,174,000 pupils in 7,950 public primary schools – 49 percent of total enrolment.
4. The Constitution guarantees gender equality and freedom from discrimination and gender-based violence. The 2015 National Gender Policy addresses marginalization and aims to mainstream gender equality concerns into national development processes. Ghana enacted its Persons with Disability Act in 2006 and has ratified the Convention on the Rights of Persons with Disabilities and the African Decade for Persons with Disabilities, but gaps remain in the freedoms, human rights and dignity of people with disabilities and other vulnerable groups such as marginalized girls and women.

* 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 See: <http://www.worldbank.org/en/country/ghana/overview>.

² International Monetary Fund. 2016. *World Economic Outlook*.

³ There are large differences in economic conditions and living standards between urban and rural areas and in different regions. See: Ecker, O. and van Asselt, J. 2017.

⁴ United Nations Development Programme (UNDP). 2016. *Human Development Report*. New York.

⁵ The Global Gender Gap Index measures gaps between women and men in health, education, economy and politics.

⁶ See: <http://www.worldbank.org/en/country/ghana/overview>. Only 12.7 percent of parliamentarians are women.

⁷ See:

<http://documents.worldbank.org/curated/en/327991468749359208/pdf/P1142640PID0Ap031201201328048722359.pdf>

⁸ See: <http://gh.one.un.org/content/unct/ghana/en/home/global-agenda-in-ghana/millennium-development-goals.html>.

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

Access to food

5. Poverty is a major cause of hunger and malnutrition. Despite rapid urbanization, poverty and food insecurity are a largely rural problem related to inefficient food systems. Farmers face challenges from climate change, low prices, inadequate markets, insufficient education and knowledge, unsustainable farming systems and socio-cultural factors affecting women farmers.
6. Hunger has decreased by 75 percent since the 1990s, with the number of malnourished people falling from 7 million to under 1 million in 2015 (2018 zero hunger strategic review). The Northern, Upper East and Upper West regions, however, are particularly affected by hunger and malnutrition: between 20 percent and 37 percent of households are food-insecure, and households headed by women are twice as likely to be food-insecure than those headed by men (2012 comprehensive food security and vulnerability analysis). In 2016, 20.8 percent of households in the Upper East region were severely or moderately food-insecure.⁹ In June, July and August 2018 an estimated 3,775,679 people will be vulnerable and 174,778 will be in crisis in the Northern, Upper East and Upper West regions.¹⁰

End malnutrition

7. The proportion of stunted children under 5 fell from 35 percent in 2003 to 19 percent in 2014, but the triple burden of malnutrition – stunting, overweight/obesity and micronutrient deficiency – persists. Among children under five in the Northern Region, 33 percent are stunted; Ashanti Region, with a larger population, has the second highest number. Overnutrition is emerging in all demographic groups: the 2014 demographic and health survey estimated that 40 percent of women were overweight or obese¹¹ – in towns the figure was 49 percent.¹² Northern Ghana has the lowest prevalence.
8. A 2017 analysis by the International Food Policy Research Institute noted that "... food and nutrition insecurity and the nutritional consequences – in particular, micronutrient malnutrition – remain the most pressing nutrition-related problems in Ghana, although overnutrition is rising rapidly". The 2014 demographic and health survey found a 67 percent prevalence of anaemia among children under 5; in Northern Region the rate was above 82 percent. Nationally 42 percent of women of reproductive age and 47.7 percent of girls aged 15–19 are anaemic, and only 13 percent of children under 2 receive the minimum acceptable diet.
9. Rural women and children under 2 are most affected by conditions associated with undernutrition. In Upper East, only 29 percent of women meet minimum dietary diversity requirements, and 5 percent of children aged 6–23 months in Upper West aged 6–23 months have a minimum acceptable diet.¹³ Food insecurity, gender inequalities, inadequate feeding practices, lack of dietary diversity and low access to health services are some of the causes of childhood undernutrition; cultural factors also influence nutrient intake.¹⁴

⁹ WFP. 2016. *Emergency Food Security and Market Assessment, Ghana*.

¹⁰ March 2018 *Cadre Harmonisé* for identifying risk areas and food-insecure populations in the Sahel and West Africa.

¹¹ The prevalence of overweight and obesity among men is 16 percent.

¹² See: <http://extwprlegs1.fao.org/docs/pdf/gha145267.pdf>.

¹³ WFP. 2018. *Ghana Transitional Interim Country Strategic Plan*. Rome.

¹⁴ 2018 zero hunger strategic review.

Smallholder productivity and incomes

10. Agriculture is dominated by smallholder farmers who rely on rainfall and make limited use of improved seeds, fertilizers, machinery and post-harvest facilities. Women constitute 52 percent of the agricultural labourers, 70 percent of crop growers and 85 percent of food distributors. Limited access to land,¹⁵ labour, technology and credit limits their productivity, however, with negative implications for community and national development.¹⁶
11. Despite modest productivity gains for maize, rice, cassava, yam and soybeans, productivity and supporting research in traditional staple crops such as plantain, cocoyam, sorghum, millet, groundnuts and cowpeas are declining. This is a concern because such crops are critical to adequate nutrition for rural and urban families.
12. The high production costs of smallholder agriculture keep the sector uncompetitive and incomes low. This constitutes a disincentive for young people and fuels their migration to urban areas in search of work. Lack of awareness of the importance of local foods in improving nutrition hinders increases in productivity and hence incomes.¹⁷

Sustainable food systems

13. The zero hunger strategic review found food systems to be unsustainable and inefficient, with high post-harvest losses. In 2010 the Ministry of Environment, Science, Technology and Innovation estimated that half of the food crops produced did not reach the final consumer.
14. Agricultural productivity is declining as a result of decreasing availability of land: this is caused by population pressure, competing land uses, soil degradation, water scarcity, desertification and climate change,¹⁸ the last of which particularly affects small-scale farmers dependent on rainfall. The Northern Savannah Ecological zone, prone to floods and dry spells, is particularly vulnerable to climate change.
15. The African Development Bank noted that in 2013 Ghana lost 3.2 million mt of food valued at USD 8.9 billion as a result of poor post-harvest management.¹⁹ This and the lack of linkages in food value chains pose a challenge to food and nutrition security, and the high rate of post-harvest losses diminishes the benefits of agricultural investments. Ghana has been rated as the only country with high stability, an under-performing food system and a medium-level hunger burden.²⁰

Macroeconomic environment

16. The 2018 African Economic Outlook noted that economic growth fell from 14 percent in 2011, when oil production started, to 3.5 percent in 2016 – the lowest in two decades.²¹ Growth in 2017 recovered to 6.3 percent, but growing socioeconomic inequalities are reflected in a Gini index of 42. Forecasts suggest that economic growth will accelerate to 8.5 percent in 2018 and then moderate to 6.2 percent in 2019. Higher oil production,

¹⁵ Men and women lack equal access to land even where gender barriers have been lifted.

¹⁶ There is a gender-based division of labour, with men responsible for decision-making and mechanized agriculture. See Opare J. & Wrigley-Asante C. 2008. *Assessment of the Gender and Agricultural Development Strategy*. Ministry of Food and Agriculture; Coalition on the Women's Manifesto for Ghana. 2004. *The Women's Manifesto for Ghana*. <http://library.fes.de/pdf-files/bueros/ghana/02983.pdf>; and FAO. 2018. *National gender profile of agriculture and rural livelihoods – Ghana*. <http://www.fao.org/3/i8639en/i8639EN.pdf>

¹⁷ This situation affects the incomes of women, who are predominant in this sector. See FAO, 2018.

¹⁸ See: <http://www.rtb.cgiar.org/blog/2016/04/01/agri-food-systems-research-and-poverty-in-ghana/>

¹⁹ See: <https://docs.wfp.org/api/documents/WFP-0000069833/download/>

²⁰ WFP. 2016. *Systemic Food Assistance. Fighting Hunger through a Food Systems Approach*. Rome.

²¹ See: https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/African_Economic_Outlook_2018_-_EN.pdf

controlled expenditures and improvements in tax collection could boost government revenues.

17. As a lower-middle-income country, Ghana is ineligible for grants or concessional financing²² and faces further fiscal constraints because of the limited government expenditure and borrowing that come with being under an International Monetary Fund programme. Domestic resource mobilization is low²³ and there is a risk of debt distress because of a debt-to-GDP ratio of 73.3 percent.²⁴ The Government's fiscal consolidation programme therefore prioritizes debt sustainability and increased mobilization of domestic resources.

Key cross-sector linkages

18. The Sustainable Development Goals (SDGs) are integrated into national development policies. Achieving zero hunger (SDG 2) is linked to other SDGs, especially SDG 1 on poverty, SDG 3 on health, SDG 4 on education and SDG 5 on gender equality. SDG 17 will leverage multi-stakeholder partnerships to increase knowledge, expertise, technology and financial resources for the attainment of all SDGs.
19. Despite progress in health indicators such as the incidence of HIV/AIDs and malaria infections, maternal²⁵ and childhood health remain a public health concern. Malnutrition is a significant indirect cause of child mortality.
20. Food and nutrition security is a multi-disciplinary concept that affects all sectors, especially agriculture, health, nutrition and social protection in the achievement of zero hunger. An interministerial committee of the Office of the President will be created in 2018 to support work to achieve SDG 2.

1.3 Hunger gaps and challenges

21. Food insecurity affects 5 percent of the population – 1.2 million people – with the highest prevalence in the three northern regions.²⁶ The zero hunger strategic review identified the following food-security challenges:
- inadequate capacities and poor understanding of policies, strategies and plans at the regional and district levels;
 - a weak evidence base;
 - poor targeting of policies, strategies and plans;
 - donor-driven programmes with limited coverage and poor long-term orientation;
 - weak linkages between agriculture, nutrition and social protection at the production and consumption levels;
 - gender inequality and inadequate understanding of gender roles and generational concerns;
 - inadequate attention to micronutrient malnutrition despite extremely high levels of anaemia among women and children;

²² Official development assistance as a percentage of GDP decreased from an average of 12.5 percent between 2000 and 2005 to 0.8 percent in 2016.

²³ Tax-to-GDP ratio is low at about 16 percent.

²⁴ African Development Bank. 2018. *African Economic Outlook*. https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/African_Economic_Outlook_2018_-_EN.pdf

²⁵ Maternal mortality is falling but is still above the Millennium Development Goals target of 185/100,000 live births. Between 1995 and 2015 maternal mortality fell from 650/100,000 to 385/100,000 live births.

²⁶ WFP. 2009. *Comprehensive Food Security and Vulnerability Analysis Survey*.

- insufficient attention to overnutrition and obesity;
 - weak inter-ministerial collaboration; and
 - inadequate promotion of bio-fortified foods.
22. The 2016 Cost of Hunger in Africa: Ghana study estimated the opportunity costs in health, education and productivity caused by under-investment in nutrition at 6 percent of GDP annually.²⁷

1.4 Country priorities

Government

23. The 2017–2024 Coordinated Programme of Economic and Social Development Policies (CPESDP) articulates the Government's vision for sustainable economic and social development. Food and nutrition security interventions include preventing farm-level food losses; promoting production and consumption of nutritious local foods; strengthening early-warning and emergency preparedness systems; reducing malnutrition at all levels and eliminating child and adult overweight and obesity; and promoting research and development.
24. The CPESDP economic development policy identifies four programmes presenting opportunities for WFP:
- Planting for Food and Jobs to stimulate food production, increase yields and generate incomes
 - One District, One Warehouse, aimed at the construction of 1,000 mt capacity warehouses in all 216 districts, minimizing post-harvest losses and the storage of surpluses under the Planting for Food and Jobs initiative
 - One Village, One Dam, to promote year-round farming, especially in the dry northern regions
 - One District, One Factory, to establish at least one industrial food processing enterprise in each district.
25. Private-sector involvement is essential. Farmers and agricultural businesses such as input dealers, aggregators, processors, marketers and financiers are essential to ensuring that food value chains function effectively. WFP supports partnerships with the private sector to achieve zero hunger.

United Nations and other partners

26. The 2018–2022 UNSDP is aligned with the CPESDP. The United Nations adds value in Ghana by supporting the enhancement of institutional capacities to implement food and nutrition security policies and programmes. Three results areas are relevant to WFP:
- A shared prosperous economy. This promotes increased productivity by smallholder farmers and small businesses through support for the production and consumption of nutritious foods.
 - Social investment in people. This enhances technical capacities in the health and education sectors with a view to improving quality, improving access for the most vulnerable people and expanding the reach of social protection schemes.
 - A protected and safe environment. This will build resilience to climate change and improve emergency preparedness and response.

²⁷ Government of Ghana et al. 2016. *The Cost of Hunger in Africa: Social and Economic Impact of Child Undernutrition in Ghana*.

27. In line with the United Nations Delivering as One initiative, the Rome-based agencies will support food and nutrition security interventions in Ghana.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

28. WFP established a presence in Ghana in 1963 to provide relief assistance. In 2005 it shifted to a five-year development portfolio of school meals, mother and child health and nutrition, asset and livelihood programmes and emergency preparedness and response. Since 2016 it has been gradually moving from operational support to an enabling role, decreasing food assistance and increasing capacity strengthening and policy support; this will continue during the term of the country strategic plan (CSP).
29. A 2015 mid-term evaluation of the country programme²⁸ noted that take-home rations had a positive impact on girls' education by narrowing the gender gap in school attendance. Surveys have shown that most WFP-assisted schools have attained gender parity and improved girls' pass rates. The country office will discontinue the take-home ration programme by December 2018, but will continue to provide technical support on advocacy and social and behaviour change communication (SBCC).
30. The mid-term evaluation and a subsequent nutrition appraisal recommended a reduction in the number of areas where WFP makes direct transfers; improved integration of programme components; the scaling up of interventions to prevent stunting and micronutrient deficiencies; support for the production and consumption of local nutritious foods, including specialized nutritious foods (SNFs); and a transition to cash-based transfers (CBTs).
31. WFP's support contributed to improved government capacities for managing the school meals programme; reduced gender gaps in education; and improved data management, notably through the use of SCOPE²⁹ and mobile data collection and analytics. During 2016 the country office shifted to 100 percent CBTs, and a purchase for progress pilot was mainstreamed through an enhanced nutrition and value chain (ENVAC) initiative.
32. The school meals programme was handed over to the Government in December 2016.³⁰ WFP discontinued food assistance for assets programmes at the end of 2017, and will discontinue take-home rations for schoolgirls and nutritional support for people living with HIV/AIDS programmes by the end of 2018.
33. A 2016/17 fill the nutrient gap analysis found that most households, especially those with adolescent girls, could not afford sufficient nutritious food. This CSP will focus on nutrition for adolescent girls using the Government's Livelihood Empowerment Against Poverty (LEAP³¹) safety net programme as an entry point.
34. A 2015 joint evaluation of the Renewed Efforts Against Child Hunger programme found that it helped to increase awareness and establish a national commitment to nutrition but suffered from weak implementation of joint communication and advocacy strategies. Under

²⁸ See: <https://documents.wfp.org/stellent/groups/public/documents/reports/wfp274793.pdf>

²⁹ WFP's digital platform for beneficiary information and distribution management.

³⁰ Since January 2017 WFP Ghana has been providing technical assistance in legislation, nutritional quality and linkages with smallholder farmers.

³¹ The LEAP programme was introduced in 2008 as a conditional cash transfer programme that also provided free health insurance to extremely poor households. Eligibility is based on poverty status and on having a household member in at least one of three demographic categories (single parent with an orphan or vulnerable child, elderly poor person or person with an extreme disability unable to work). Pregnant women, and children under 1 have since been incorporated as a specific target group. Most LEAP beneficiaries are women.

the Scaling Up Nutrition programme, WFP is committed to the completion of a joint advocacy strategy for nutrition. Support for multi-sector nutrition planning and coordination at the regional level will continue under the CSP.

35. A 2016 final assessment of the impact of purchase for progress activities³² confirmed the relevance of supporting smallholder farmers, particularly women, and agricultural value chains. The CSP will focus on strengthening smallholder farmers' capacities with regard to post-harvest management and meeting the food safety and quality requirements of food processors and other institutional buyers. Lessons learned from implementing a women's food fortification programme will be leveraged.
36. A 2015 systems approach for better education results assessment and a 2016 operational assessment of the school meals programme funded by WFP and the United Nations Children's Fund (UNICEF) praised institutional and coordination mechanisms but cited weak implementation. They recommended improvement in the nutritional quality of school meals, community involvement, linkages with smallholder farmers and improved monitoring and evaluation. The CSP will increase technical support for the school meals programme in these areas.
37. The zero hunger strategic review calls for a "food systems" paradigm encompassing the entire value chain from farm to fork. The country office will therefore adopt a nutrition-sensitive food systems and value chain approach to addressing nutrition challenges and achieving zero hunger by 2030.

2.2 Opportunities for WFP

38. This CSP is informed by the findings and recommendations of the zero hunger strategic review and thematic evaluations of country programmes; it is aligned with the Government's plans and policies.
39. The zero hunger strategic review identified the following priorities for achieving zero hunger by 2030:
 - Addressing the triple burden of malnutrition;
 - Reducing post-harvest losses at the farm level and along supply chains;
 - Improving linkages between smallholder farmers and markets and make agriculture profitable and thus attractive to young people;
 - Improving the entire value chain by enhancing value and food safety;
 - Mapping food-insecure and at-risk populations at the national level to improve the targeting of social protection and food security and nutrition interventions; and
 - Building government capacities to implement food and nutrition security policies and programmes, especially at the district level.
40. The Government considers WFP to be a major partner in addressing nutrition challenges, supporting the enhancement of food systems, improving warehouse management capacities to reduce post-harvest losses and linking farmers with markets. It recognizes WFP's comparative advantage in reaching the most vulnerable people and providing food security and vulnerability analysis to optimize targeting and emergency preparedness and response.

³² WFP. 2016. *Ghana Impact Assessment Report (2016): The Impact of the P4P Pilot Programme: Evidence from Ghana.*

2.3 Strategic changes

41. WFP recognizes that lasting solutions to food and nutrition security lie in strengthening national capacity to address the root causes of vulnerability and responding to transitory livelihood shocks. Through this CSP, WFP will continue to shift to an enabling and supporting role as national stakeholders acquire the capacity to address the needs of beneficiaries. WFP will discontinue blanket food distribution for the prevention of stunting and will target the poorest beneficiaries under LEAP, combining CBTs with vouchers for nutritious foods. It will urge the Government to include nutritious foods in the LEAP package to address malnutrition among the poorest women, adolescent girls and children.
42. The prevention of stunting and micronutrient deficiencies will continue, with some adjustments. WFP will target Ashanti Region, which has the second highest number of stunted children and Northern Region, which has the highest number of stunted children and prevalence of stunting in response to requests from the Ghana Health Service. On the basis of fill the nutrient gap recommendations, WFP will focus on the nutrition of adolescent girls.
43. Capacity building in SBCC for the Ghana Health Service will continue to include girls in and out of school and pregnant and lactating women attending health facilities, focusing on improving awareness of and access to local nutritious foods including specialized nutritious foods. Partnerships with local industrial and community processors will help to make such foods available and affordable.
44. The ENVAC initiative will be reinforced: WFP will support smallholder farmers in improving the quality of their output, reducing post-harvest losses and selling surpluses to institutional buyers and food processors. Targeted industrial and community food processors, most of whom are women's groups, will be supported in upgrading production lines and meeting food safety and quality standards; one of the priorities will be preventing post-harvest losses. Proven approaches and technologies will be made available through WFP-sponsored model warehouses in support of the One District, One Warehouse programme. Technical support will be provided for the national reserves and warehouse network, and the warehouse receipts system will be upgraded.³³
45. Capacity enhancements will include food security and vulnerability assessments, emergency preparedness and response and support for regulatory food safety and quality assurance bodies. South-South cooperation will address zero hunger strategic review priorities. Data relevant to capacity strengthening and assessment will be disaggregated by sex and age.
46. The country strategic plan advances the advocacy and policy coherence work of the transitional interim country strategic plan by promoting market linkages between smallholders and public procurement, markets and institutional feeding under the Planting for Food and Jobs and One District, One Factory initiatives.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

47. WFP's vision is efficient, equitable, resilient and inclusive food systems leading to improved food security and reduced stunting and micronutrient deficiencies, particularly in Northern and Ashanti regions. This will be achieved through technical and policy support for the scale-up of nutrition-sensitive and gender-responsive social protection

³³ To contribute to the National Climate Change Policy and National Climate-Smart Agriculture and Food Security Action Plan, smallholder farmers will be encouraged to support biodiversity by protecting endangered species, reducing soil erosion, supporting reforestation and adopting natural ways of controlling insects and pests.

programming, and by promoting public-private partnerships to increase the availability and affordability of nutritious foods and SNFs to improve awareness of good eating habits among the targeted populations. By the end of the CSP, WFP will have contributed to making food systems more smallholder-friendly, gender-transformative and inclusive, efficient and responsive to the nutritional needs of vulnerable groups, in collaboration with the Government and the private sector. The availability, affordability and consumption of specialized nutritious foods in Ghana will be enhanced through a public-private partnership involving support for smallholder farmers regarding quality, post-harvest handling and market linkages; for food processors regarding food safety and quality standards; for the Ghana Health Service regarding SBCC to promote healthy diets among vulnerable populations; and for regulatory bodies such as the Food and Drugs Authority (FDA) regarding food safety surveillance for selected specialized nutritious foods.

48. By the end of the CSP, WFP will have helped to enhance the nutrition value of school meals by promoting local sourcing from smallholder farmers and to promote investment in school feeding and enabling legislation. It will have helped to improve the targeting of government food and nutrition security programmes by building capacity in food security analysis and mapping and advocating for nutrition-sensitive social protection programmes. It will have demonstrated the effectiveness of combining cash transfers with vouchers for specialized nutritious foods for certain groups at risk of malnutrition.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

49. The CSP is built around four strategic outcomes and five activities that work together in achieving the zero-hunger goal. Thus support for local farmers and processors of specialized nutritious foods under outcome 2 contributes to increasing the availability, affordability and safety of food that can be used for nutrition-specific interventions under outcome 1, while social and behaviour change communication under outcome 1 reinforces outcome 2 by increasing awareness and demand for nutritious foods, including specialized nutritious foods, among the general population. Outcomes 3 and 4 further support outcomes 1 and 2 by building local and national institutional capacities and promoting zero hunger relevant policies through a food systems approach.

Strategic outcome 1: Vulnerable populations, including children and women of reproductive age, in the regions with the highest numbers of stunted children have improved nutrition status in line with national targets by 2025

50. This strategic outcome aims to address the triple burden of malnutrition in target areas by combining e-vouchers for locally produced specialized nutritious foods for the poorest households under LEAP with capacity support for the Ghana Health Service on SBCC to promote healthy diets.

Focus area

51. This strategic outcome addresses inadequate knowledge of nutritious diets and their unaffordability as root causes of malnutrition, along with systemic gender inequalities.

Expected outputs

52. WFP assistance will contribute to strategic outcome 1 through two key outputs:
- Vulnerable pregnant and lactating women and girls, adolescent girls and children aged 6–23 months under government safety net programmes in areas with the highest rates of stunting and anaemia receive e-vouchers for nutrient dense foods that prevent malnutrition, including locally produced specialized nutritious foods (SDG 3)
 - Pregnant and lactating women and girls, adolescent girls and caregivers of children aged 6–23 months and their households in areas with high numbers of stunted children benefit from SBCC from the Ghana Health Service (SDG 3).

Key activities

Activity 1: Provide cash and vouchers for specialized nutritious foods and/or micronutrient-dense fresh foods for vulnerable children aged 6–23 months, adolescent girls and pregnant and lactating women through government safety nets and support the Ghana Health Service with regard to social and behaviour change communication to promote healthy diets in high burden areas.

53. WFP will provide e-vouchers for locally produced specialized nutritious foods for up to 20,000 children aged 6–23 months, 20,000 pregnant and lactating women and girls and 5,000 adolescent girls. It will gradually shift to targeted support for the poorest households under LEAP in districts with the highest rates of malnutrition in Ashanti and Northern regions. Adolescent girls will be targeted on the basis of the Fill the Nutrient Gap analysis in view of prevailing gender inequalities and harmful practices. WFP will also work to improve awareness of and access to nutritious foods by strengthening the Government's capacity in gender-informed social and behaviour change communication and through partnership with industrial and community food processors to increase the availability and affordability under strategic outcome 2, targeting direct beneficiaries and husbands, families and opinion leaders who influence nutritional practices.
54. WFP will collaborate with the Ministry of Health and the Ghana Health Service to provide nutrition counselling and gender-informed SBCC; with the Ministry of Gender, Children and Social Protection to facilitate targeting by providing data disaggregated by sex and age for the poorest populations; with the Ministry of Education and the Ghana Education Service; with the Food and Drugs Authority on quality and safety checks for food bought with vouchers; with companies producing fortified foods; and with academic and research institutions.
55. WFP will work with UNICEF on adolescent nutrition and linkages between nutrition and social protection, and will continue its collaboration with the Ghana Standards Authority and the Association of Ghana Industries on the quality seal project.³⁴ WFP is distributing the locally produced *TomVita* Supercereal product bearing the seal.

Strategic outcome 2: Targeted populations and communities in Ghana benefit from more efficient, inclusive and resilient food systems that support nutrition value chains by 2030

56. Under this outcome local food systems are made more efficient, equitable, inclusive and resilient by minimizing post-harvest losses; improving food safety and quality by upgrading storage practices; enabling smallholder farmers to meet the food quality requirements of food processors and institutional markets; improving resilience to climate change; and strengthening nutrition value chains.

Focus area

57. Activities under this strategic outcome will be aimed at enhancing the resilience of food systems in Ghana through improved efficiency and the inclusion of smallholder farmers in structured, efficient, climate-smart and nutrition-sensitive food systems.

Expected outputs

58. The four outputs are:
 - Targeted populations benefit from strengthened capacities of industrial and community food processors to improve access to specialized nutritious foods at affordable prices and to safe milled and blended flour.

³⁴ The project enables food processors to attach a quality seal to nutrition products for women of reproductive age.

- Targeted smallholder farmers improve their incomes and livelihoods through increased purchases by institutional markets and processors of specialized nutritious foods.
- Targeted smallholder farmers benefit from the use of hermetic silos and enhanced post-harvest handling to reduce post-harvest losses.
- Smallholder farmers benefit from enhanced warehouse inventory management under the One District, One Warehouse programme to reduce post-harvest losses.

Key activities

Activity 2: Provide technical support for community and industrial production of fortified flour and for food safety and quality assurance. This includes technical support on food safety and quality for up to 30 community milling and blending concerns, predominantly women's groups, in the three northern regions and financial and technical support for two industrial fortified flour producers in Brong Ahafo and Ashanti regions.

Activity 3: Link smallholder farmers with the One District, One Warehouse programme by providing training and equipment to minimize post-harvest losses and facilitate quality assurance and market linkages with processors and institutional customers.

59. Activity 3 will directly benefit 20,000 women and 25,000 men smallholder farmers and their families through up to 500 aggregation schemes involving warehouses managed by the National Food Buffer Stock Company (NAFCO) in Upper East, Upper West, Northern, Brong Ahafo and Ashanti regions. Indirect beneficiaries will be 5,000 market actors, including traders' associations, transporters, porters and market queens.³⁵
60. Women and men smallholder farmers will benefit equitably from improved market linkages with private sector and other feeding operations, more efficient warehouses and improved post-harvest handling. Aggregators and food processors, entities such as NAFCO and the warehouse receipts system will benefit from high-quality grain produced by supported smallholder farmers.
61. WFP will partner with food processors who will produce specialized nutritious foods and safer milled and blended flour in targeted areas; with FAO, the International Fund for Agricultural Development, the Alliance for a Green Revolution in Africa, the United States Agency for International Development and the Ministry of Food and Agriculture to promote sound agricultural practices and access to agricultural inputs and extension services for smallholder farmers; with the Ministry of Local Government and Rural Development to ensure coordination at the district and community levels; with the Ministry of Trade and Industry, the Ghana Standards Authority, the Ghana Grains Council and the FDA to provide the regulatory framework for the warehouse receipts system; and with the Ministry of Food and Agriculture and the Women in Agricultural Development Directorate to support nutrition-sensitive and gender-transformative agriculture initiatives for women's groups such as growing sweet potatoes.

³⁵ A network of private women traders who dominate markets at the local and regional levels through bulk procurement of commodities for retail sale.

62. WFP will use its supply chain expertise to support the procurement, storage and distribution of food. Support for NAFCO will include assessments of warehousing infrastructure and standard operating procedures and systems and training in food handling, safety and quality and warehouse inventory management.

Strategic outcome 3: Local and national institutions have enhanced capacity to target and manage food security, nutrition and social protection programmes by 2030

63. Activities under this strategic outcome will be aimed at enhancing the capacity of local and national food and nutrition security institutions and social protection programmes through technical assistance in food security assessment and mapping, emergency preparedness and response, food safety and quality and promotion of healthy diets based on local produce; gender will be embedded.

Focus area

64. Activities under this strategic outcome will address the root causes of weak capacity of national and local institutions to design and implement interventions that effectively address food security.

Expected outputs

65. The five outputs are:
- i) Schoolchildren benefit from strengthened capacities in the national school meals programme to provide nutritious school meals based on local ingredients [SDG 3, SDG 4].
 - ii) Populations benefit from updated national assessment and mapping of food-insecure and vulnerable groups to improve access to social protection services.
 - iii) Populations benefit from enhanced food security and nutrition monitoring integrated with early-warning systems that facilitate timely government assistance in emergencies.
 - iv) Populations benefit from the enhanced capacity of the Food and Drugs Authority for food safety checks and the labelling of nutritious foods to ensure access to safe food of good quality [SDG 3].
 - v) Populations benefit from enhanced research into local foods and dietary guidelines to improve nutrition practices [SDG 3].

Key activities

Activity 4: Provide technical support, including through South–South cooperation, for the national school meals programme, the Ministry of Food and Agriculture, the National Disaster Management Organization, the Food and Drugs Authority and the Ghana Health Service to optimize the nutritional quality of school meals; food security monitoring; the early-warning system; disaster risk reduction and emergency preparedness, food safety and quality and food-based dietary guidelines.

66. The capacities of ministries and agencies in emergency preparedness and response and social protection will be enhanced, benefiting the whole population and especially schoolchildren, smallholder farmers and vulnerable groups; gender will be an integral part of all activities.
67. WFP will strengthen partnerships with the school meals programme, the Ministry of Gender, Children and Social Protection, the Ministry of Food and Agriculture, the Ghana Statistical Service, NAFCO, the National Disaster Management Organization, the United Nations Humanitarian Response Depot, the Food and Drugs Authority, the Ghana Health Service, the Ghana Aids Commission and the National Development Planning Commission.

68. Early-warning systems will be strengthened with an alert system for floods, drought, fires and changes in food prices and crop production. WFP will support the National Disaster Management Organization, the Ministry of Food and Agriculture and other stakeholders in linking with the African Risk Capacity to combine satellite imagery with market price monitoring and food security monitoring data. Under Ghana's transitional interim CSP, WFP is leading a joint pilot scheme with the United Nations Development Programme (UNDP) and FAO to enable the National Disaster Management Organization and the Ministry of Food and Agriculture to communicate real-time data on rainfall, crop yields, drought, food prices and pests to farmers through mobile telephones and radio; this will be scaled up during the CSP subject to funding. WFP will explore possible links with forecast-based action and financing to minimize the effects of climate shocks on food systems and value chains.
69. WFP will support the Ghana Statistical Service and the Ministry of Food and Agriculture in assessments of national food security and vulnerability to improve the targeting of food and nutrition security and safety net programmes.
70. The partnership with the Ministry of Gender, Children and Social Protection will focus on school feeding and the development of related legislation. WFP will continue to work with academia to analyse the nutrient content of local foods under a pilot on local food-based approaches to improved nutrition funded by Japan.

Strategic outcome 4: Government efforts to achieve zero hunger by 2030 are supported by advocacy and coherent policy frameworks

71. Activities under strategic outcome 4 will be aimed at supporting policy frameworks relevant to SDG 2 in line with United Nations assistance programmes in middle-income countries that seek to shift from direct implementation to policy support for national programmes.

Focus area

72. Activities under the strategic outcome will address the root causes of a lack of effective and coherent policy frameworks.

Expected outputs

73. The five outputs are:
- Populations benefit from support for national institutions in the development of a gender-transformative nutrition policy and school meals legislation that meet their basic food and nutrition needs.
 - Populations benefit from nutrition-sensitive and gender-responsive social protection programmes that meet their basic food and nutrition needs.
 - Smallholder farmers benefit from pro-smallholder public procurement policies and procedures that increase their incomes.
 - Smallholder farmers benefit from technical and policy support from the Government and private sector in the development of an effective warehouse receipts system.
 - Populations benefit from advocacy on nutrition-sensitive agriculture under the One Village, One Dam programme to improve access to nutritious food.

Key activities

Activity 5: Advocate for the promulgation and enforcement of policies and legislation on school feeding, gender equality, nutrition, food safety, weights, measures and standards, smallholder-friendly public procurement and market support.

74. WFP will partner with the school meals programme, the Ministry of Gender, Children and Social Protection, the Ministry of Food and Agriculture, NAFCO, the Public Procurement Authority, the Ministry of Planning and the National Development Planning Commission.

The partnership with the Ministry of Health will revise the national nutrition policy and relevant legislation. WFP will help to gather evidence for enhanced nutrition-sensitive and gender-responsive social protection in partnership with the Ministry of Gender, Children and Social Protection, the Ghana Health Service and UNICEF. The partnership with the Ghana AIDS Commission will advocate for HIV-sensitive social protection and nutrition support for people living with HIV; collaboration with the school meals programme and the Ministry of Gender, Children and Social Protection will lead to the development of relevant legislation with the support of the Brazil centre of excellence. On the basis of various studies³⁶ this activity will include advocacy for increased government investment and community involvement, using the findings from a cost benefit analysis of the school meals programme planned for 2018 with the support of the Mastercard Foundation.

3.3 Transition and exit strategies

75. Gradual exit from direct operational support began with the handover of the school meals programme to the Government in December 2016. Food assistance for assets was phased out in 2017; take-home ration support for girls' education and nutritional support for people living with HIV will be discontinued at the end of 2018. WFP is increasing technical and capacity strengthening support for local and national institutions. Specific attention will be paid to the strengthening of policies, strategies and legislation that support the removal of barriers to gender equality and improve women's empowerment. All partnership and handover agreements will include annexes to ensure that gender considerations are addressed.
76. Transfers for the prevention of stunting will continue under the CSP but will shift to targeted distributions for the poorest and most vulnerable households under the LEAP programme in Ashanti and Northern regions, consistent with Ghana's status as a middle-income country.
77. The exit strategy depends on enhancing private-sector capacity and willingness to produce and market nutritious, affordable and safe foods; building awareness and demand for nutritious foods through social and behaviour change communication; using market-based approaches to enhancing nutrition among populations who can afford a nutritious diet; and progress towards gender equality. Direct nutrition support for vulnerable populations who cannot afford a nutritious diet will continue until social protection programmes such as LEAP can respond to their nutritional needs. WFP's public-private partnership strategy rests on investment by food processors in improved food safety and quality and the establishment of supply chains in intervention areas. The public sector, mainly the Ghana Health Service, will provide the relevant social and behaviour change communication.
78. WFP aims to exit from direct nutrition support by 2030.

³⁶ The 2016 Cost of Hunger in Ghana; the 2017 Fill the Nutrient Gap update; the 2015 Systems approach for better education results (SABER); the UNICEF/WFP 2016 Operational Assessment of School Feeding; and the WFP 2017 Nutrition Survey of School Feeding.

4. Implementation arrangements

4.1 Beneficiary analysis

	Activity	Girls	Boys	Women	Men	Total
Strategic outcome 1	Activity 1	75 000	50 000	100 000	N/A	225 000
Total without overlap		75 000	50 000	100 000	N/A	225 000

79. Malnutrition at the regional and subregional levels is the main targeting criterion for strategic outcome 1. Poverty and other socioeconomic indicators are used to identify vulnerable groups. The selection of beneficiary groups is based on the first 1,000 days concept and the life-cycle approach: 100,000 pregnant and lactating women and girls, 100,000 children aged 6–23 months and 25,000 adolescent girls will be targeted. Communities in the target areas will benefit from enhanced local processing capacities at industrial- and community processors under strategic outcome 2 to maximize the integration of programme components.
80. The capacity of the Ghana Health Service in SBCC and maternal, infant and young child nutrition and health will be enhanced to enable it to operate independently.

4.2 Transfers

Food and cash-based transfers

	Strategic outcome 1		
Activity	Activity 1		
Beneficiary type	Children aged 6–23 months	Pregnant and lactating women and girls	Adolescent girls
Modality	CBT	CBT	CBT
Total kcal/day	108	1 043	1 043
Cash (USD/person/day)	0.18	0.44	0.44
No. of feeding days per year	180	180	180

	Total (mt)	Total (USD)
CBT (USD)	-	13 071 808
Total food and CBTs (USD)		13 071 808

Capacity strengthening including South–South cooperation

81. WFP uses a multi-stakeholder, holistic, systems-strengthening and gender-transformative approach to support stakeholder capacities in policies and legislation; institutional effectiveness and accountability; planning and financing; programme design, delivery, monitoring and evaluation; and community and private sector engagement; and fostering a national research agenda. WFP will help stakeholders to develop partnerships with WFP and among themselves along the food value chain.
82. Under strategic outcome 1 WFP will strengthen the capacity of the Ghana Health Service for SBCC in the intervention areas.
83. While taking into account gender considerations strategic outcomes 2, 3 and 4 will focus on capacity strengthening, technical and policy support in sustainable food systems; local processing of nutritious foods; smallholder farmer aggregation and market support; post-harvest handling; food safety and quality assurance and surveillance; food security assessment; emergency preparedness and early warning; nutrition-sensitive social protection; and promotion of structured trading systems such as the warehouse receipts system.
84. WFP and the Brazil Centre of Excellence will support the development of legislation for school feeding and will collaborate with WFP's post-harvest knowledge centre to promote technologies that reduce post-harvest losses. Such South–South Cooperation may involve exchange visits for national and sub-national Government institutions.

4.3 Supply chain

85. Under strategic outcome 1 WFP's supply chain will use business-to-business arrangements with local processors of specialized nutritious foods to deliver food to beneficiaries and will build local retailers' capacities to deliver safe food assistance.
86. Under strategic outcomes 2, 3 and 4, WFP will transfer supply chain expertise to aggregators, warehouse operators and local food processors to enable them to provide safe and nutritious food; it will also support the One District, One Warehouse programme.
87. Ghana's food supply chain is impeded by bottlenecks that make it inefficient and cause significant food waste. Accurate identification and assessment of these bottlenecks will be the first step in addressing the gaps.
88. A supply chain assessment during the planning of this CSP identified the following needs:
 - physical infrastructure to better connect production areas to markets;
 - more and better storage facilities;
 - improved supply-chain capacities in food production and processing industries;
 - enforcement of food safety, hygiene and traceability standards;
 - more efficient public food procurement and distribution organizations to reduce price volatility;
 - greater participation and efficiency of third-party logistics entities and retailers; and
 - professionalization of the business models of middlemen, traders, aggregators and out-growers.
89. The Government requested WFP's support to facilitate access to regional markets for Ghanaian maize in the region. Ghana has the potential to become a procurement and logistics hub for WFP and the capacity to source grains, including specialized nutritious foods like Supercereal, but this requires competitive pricing and international quality standards. There is therefore a need to invest in the efficient production of specialized nutritious foods

based on maize and soybeans; this was a target of the ENVAC initiative in 2017 and it will continue under strategic outcome 2.

90. The Government also requested WFP to assist with management training for warehouse operators. Under strategic outcome 2 WFP will increase its support for farmers' organizations, aggregators, government licensed buyers and warehouse operators in food handling, storage and quality management. Current Government efforts to set up modern standard warehouses adequately equipped, staffed, and managed will enhance transparency, efficiency and quality assurance.

4.4 Country office capacity and profile

91. To prepare for the CSP the country office will ensure that there is regular communication among staff; its organizational structure is suited to implementing the CSP and all relevant positions are filled by staff with the requisite skills who are trained in the new systems; and contract modalities are updated.
92. The changes will include nationalization of finance and administration, merging of the Head of Programme and Deputy Country Director positions and strengthening of the national staffing profile in the country office and field offices by abolishing some international positions and replacing them with qualified national staff to manage capacity strengthening of national institutions and increased technical support for food systems, food safety, smallholder farmers' post-harvest management and supply chains. Local consultants will be recruited for short-term requirements. The country office will build a performance culture through training, coaching and clarification of roles and responsibilities.

4.5 Partnerships

93. Partnerships with the Government, United Nations agencies, the private sector, civil society and academia will seek complementarities to avoid duplication in enabling the relevant policy, legal and institutional environment for food and nutrition security, education, social protection and agricultural development.
94. WFP will coordinate with UNICEF, the World Health Organization and the United Nations Population Fund on strategic outcome 1, with FAO and the International Fund for Agricultural Development on strategic outcome 2 and with UNDP on strategic outcome 3. Joint United Nations initiatives under the transitional interim CSP – whose continuity depends on continuous funding – include the UNICEF/WFP/United Nations Population Fund pilot programme for model schools in Northern, Upper East and Upper West regions and the WFP, UNDP and FAO pilot for enhancing early-warning systems.
95. WFP's market-based approach to nutrition will require local food processors to improve the production, safety and quality of specialized nutritious foods and the establishment of effective supply chains. The Ghana Standards Authority and FDA will ensure adherence to national and international production standards as the Ghana Health Service provides social and behaviour change communication using infant and young child feeding material developed by UNICEF.
96. The Ministry of Gender, Children and Social Protection, the Ministry of Health and the Ghana Health Service will include WFP vouchers for specialized nutritious foods in the LEAP programme. Academic institutions will conduct research on the outcome of this inclusion; UNICEF will lead advocacy on the integration of nutrition into social protection programmes.
97. The Ministry of Food and Agriculture will be WFP's main partner on food systems. WFP will work with the Rome-based agencies and the Alliance for a Green Revolution in Africa to develop complementary programmes to reduce post-harvest losses and improve

food production. Women's groups being supported in improving blended flour will receive complementary training under the FAO programme for dietary diversity among women in the food value chain.

98. WFP will work with the Public Procurement Authority and NAFCO to increase market access for smallholder farmers. Joint advocacy with the Ghana Standards Authority will promote adherence to standards, weights and measures. Partnerships with civil society organizations such as the Peasant Farmers Association will advocate on food and nutrition security among smallholder farmers. WFP will work with the National Disaster Management Organization, the Ministry of Food and Agriculture, African Risk Capacity and others to combine satellite imagery with market price and food security data as part of the upgrade of the early-warning system.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

99. The country office will develop a gender-responsive monitoring and evaluation plan and budget³⁷ that will provide data disaggregated by sex and age, focusing on gender analyses, efficiency, effectiveness and accountability. Outcomes will be monitored jointly with partners each year for each strategic outcome. Findings will be published in quarterly bulletins and at regular stakeholder and steering committee meetings.
100. The monitoring and evaluation team will promote the use of data-collection technology such as mobile data collection and analytics, the open data kit and GIS mapping and will align all indicators with the Corporate Results Framework (2017–2021); training in relation to this will be provided for WFP staff, field monitors and partners. Data gathered in regular gender-responsive performance monitoring will be analysed and published in annual reports and complemented by monitoring of market prices for setting CBT values and by an alert and traceability system for smallholder farmers and industrial processors.
101. The Office of Evaluation will conduct an independent country portfolio evaluation in 2022 to assess CSP performance and results and to inform WFP's future orientation. It will be complemented by a mid-term review and by two decentralized evaluations, one to compare the cost-efficiency of the cash-only and voucher modalities for providing specialized nutritious foods and the second to provide a final evaluation of the ENVAC initiative.
102. Protection of and accountability to affected populations will be part of all WFP-supported activities. Indicators have been included in the logical framework, and a beneficiary feedback mechanism with multilingual staff that has been in place since 2016 will follow up issues raised by beneficiaries and partners.

³⁷ The plan will include routine process monitoring through regular beneficiary contact monitoring, post-distribution monitoring and monitoring of routine child health data under the stunting prevention programme by the Ghana Health Service using mobile data collection and analytics.

5.2 Risk management

Contextual risk

103. Because climate change may exacerbate the frequency and intensity of natural disasters, with significant repercussions for people, especially women and children, strategic outcomes 2 and 3 aim to build long-term resilience and improve food systems, with a focus on the role of women as actors in the value chain. Activities under strategic outcome 3 aim to help national and local institutions to map food-insecure and at-risk populations to better respond to disasters. WFP will continue to support the National Disaster Management Organization's efforts to ensure food security and the early warning system for managing these risks.
104. Contextual risks include persistent and systemic gender inequalities; depreciation of the Cedi, the Ghanaian currency; price fluctuations; and increased transport costs. These could affect transfers to beneficiaries, budget plans and financial resources. Average inflation rates have been used to plan transfer values; market price data will be monitored regularly to adjust values where needed. Strategic outcomes 3 and 4 will support national policies and strategies to help address systemic gender inequalities, in collaboration with the United Nations and other partners. Protection measures will be put in place in locations where direct implementation takes place.

Institutional risks

105. The Integrated Road Map is a relatively new concept and requires new skills. The new financial framework requires an aggressive resource-mobilization strategy, particularly for development programmes in middle-income countries, and timely mobilization of resources may hence be a challenge. To mitigate these challenges the country office will liaise with headquarters on resource mobilization and ensure regular training for all staff on the systems required by the Integrated Road Map.
106. WFP may be perceived to be focusing on two of the 17 SDGs and hence unlikely to engage with partners on SDGs for health, education and gender equality: it will therefore emphasize in interagency and other discussions that linkages with other relevant SDGs are in place.

Programmatic risks

107. Ministerial changes may delay implementation because incoming ministers may have to re-sign agreements and memoranda of understanding, which may in turn affect the Government's commitment to ongoing programmes. WFP will therefore work in partnership with the United Nations Systems Coordination Unit at the Ministry of Finance to ensure that documentation is up to date in the relevant ministries.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	2019	2020	2021	2022	2023	Total	% of total budget
1	4 925 244	4 423 069	4 644 459	4 466 532	4 640 519	23 099 822	32
2	5 171 933	7 517 461	5 909 492	7 355 053	3 448 252	29 402 191	41
3	4 832 572	2 576 213	2 345 607	2 755 662	2 080 452	14 590 504	20
4	1 171 097	1 393 171	898 262	684 455	808 069	4 955 055	7
Total	16 100 846	15 909 913	13 797 819	15 261 702	10 977 292	72 047 570	100
% by year	22	22	19	21	15	100	

	Total	Strategic Result 2	Strategic Result 4	Strategic Result 5	Strategic Result 6
		Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4
Transfers	50 030 469	16 698 781	19 847 955	10 184 363	3 299 370
Implementation costs	9 926 486	2 482 444	4 649 766	1 967 491	826 784
Direct support costs	7 693 345	2 508 748	3 109 968	1 548 150	526 479
Subtotal	67 650 300	21 689 974	27 607 689	13 700 004	4 652 634
Indirect support costs	4 397 270	1 409 848	1 794 500	890 500	302 421

108. The CSP budget of USD 72,047,570 is similar to that of country programme 200247 (2012–2016). Capacity strengthening accounts for 80 percent of the total and direct transfers under strategic outcome 1 account for 20 percent. Strategic outcomes 1, 3 and 4 account for 59 percent of the budget and are 80 percent funded for the first and second year. Strategic outcome 2 accounts for 41 percent and is also 80 percent funded for the first two years. Expenditures linked to gender equality, especially under strategic outcomes 1 and 2, account for 13 percent of the total.

6.2 Resourcing outlook

109. The CSP budget reflects an average annual cost of USD 14 million for five activities under four strategic outcomes. The Government recently paid its counterpart cash contributions covering the past eight years of commitments and is committed to continuing annual payments.

110. Discussions with donors to Ghana indicate their commitment to continued funding for the nutrition programme, including the strengthening of the private sector capacity to produce and market specialized nutritious foods. They are keen to see this model replicated elsewhere.

111. Possible new donors have indicated interest in funding for joint programmes with the Government, which in turn recognizes WFP's expertise in food systems and has asked for assistance in warehousing, post-harvest handling and market access.

112. Donors are expected to fund the CSP because it is aligned with the UNSDP and national priorities aimed at transforming economic and social agendas so that Ghana no longer requires aid. These Government expectations were expressed during the various consultations during the CSP formulation process.

6.3 Resource mobilization strategy

113. WFP is confident about mobilizing resources for all four strategic outcomes, and it has already identified funding for the first year and part of the second. Funding is expected mainly from:

- contributions from the Government;
- continuous funding from traditional donors such as Canada and Japan;
- joint resource mobilization with the Government and potential donors;
- international financial institutions such as the African Development Bank and the World Bank; and
- joint resource mobilization with the other Rome-based agencies for food systems and with UNICEF for nutrition.

ANNEX I**LOGICAL FRAMEWORK FOR GHANA COUNTRY STRATEGIC PLAN**

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 1: Vulnerable populations, including children and women of reproductive age in high burden regions have improved nutritional status in line with national targets by 2025

Outcome category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: root causes

Assumptions:

Funding is available and Government and partners commitment

Outcome indicators

Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)

Food Consumption Score – nutrition

Food expenditure share

Minimum Dietary Diversity – women

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

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Activities and outputs

- 1. Provide cash and vouchers for specialized nutritious foods and/or micronutrient-dense fresh foods for vulnerable children aged 6-23 months, adolescent girls, pregnant and lactating women under government safety nets, and support the Ghana Health Service with regard to social and behaviour change communication to promote healthy diets in high burden areas (NPA: Malnutrition prevention activities)**

Pregnant and lactating women and girls, adolescent girls and caregivers of children aged 6-23 months and their households in areas with high numbers of stunted children benefit from SBCC from the Ghana Health Service (E: Advocacy and education provided)

Vulnerable pregnant and lactating women and girls, adolescent girls and children aged 6-23 months under government safety net programmes in areas with the highest rates of stunting and anaemia receive e-vouchers for nutrient-dense foods that prevent malnutrition, including locally produced specialized nutritious foods (A: Resources transferred)

Vulnerable pregnant and lactating women and girls, adolescent girls and children aged 6-23 months under government safety net programmes in areas with the highest rates of stunting and anaemia receive e-vouchers for nutrient-dense foods that prevent malnutrition, including locally produced specialized nutritious foods (B: Nutritious foods provided)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 2: Targeted populations and communities in Ghana benefit from more efficient, inclusive and resilient food systems that support nutrition value chains by 2030

Outcome category: Supported inclusive commercial food system functions and services

nutrition sensitive

Focus area: resilience building

Assumptions:

Funding is available and Government and partners commitment

Outcome indicators

Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)

Food Consumption Score

Food expenditure share

Percentage increase in production of high-quality and nutrition-dense foods

Percentage of default rate of WFP pro-smallholder farmer procurement contracts

Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Rate of post-harvest losses

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Volume of specialized nutritious foods produced by the supported processors

Activities and outputs

3. Link smallholder farmers with the One District, One Warehouse programme by providing training and equipment to minimize post-harvest losses and facilitate quality assurance and market linkages with processors and institutional customers (SMS: Smallholder agricultural market support activities)

Smallholder farmers benefit from enhanced warehouse inventory management under the One District, One Warehouse programme to reduce post-harvest losses (C: Capacity development and technical support provided)

Targeted smallholder farmers improve their incomes and livelihoods through increased purchases by institutional markets and processors of specialized nutritious foods (C: Capacity development and technical support provided)

Targeted smallholder farmers improve their incomes and livelihoods through increased purchases by institutional markets and processors of specialized nutritious foods (F: Purchases from smallholders completed)

Targeted smallholder farmers benefit from the use of hermetic silos and enhanced post-harvest handling to reduce post-harvest losses (F: Purchases from smallholders completed)

2. **Provide technical support for community and industrial production of fortified flour and for food safety and quality assurance. This includes technical support on food safety and quality for up to 30 community milling and blending concerns, predominantly women's groups, in the three northern regions and financial and technical support for two industrial fortified flour producers in Brong Ahafo and Ashanti regions (CSI: Institutional capacity strengthening activities)**

Targeted populations benefit from strengthened capacities of industrial and community food processors to improve access to specialized nutritious foods at affordable prices and to safe milled and blended flour (C: Capacity development and technical support provided)

Targeted populations benefit from strengthened capacities of industrial and community level food processors to improve access to specialized nutritious foods at affordable prices and to safe milled and blended flour (L: Infrastructure and equipment investments supported)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs

Strategic outcome 3: Local and national institutions have enhanced capacity to target and manage food security, nutrition and social protection programmes by 2030

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: root causes

Assumptions:

Funding is available and Government and partners commitment

Outcome indicators

Zero Hunger Capacity Scorecard

Activities and outputs

- 4. Provide technical support, including through South–South cooperation, for the national school meals programme, the Ministry of Food and Agriculture, the National Disaster Management Organization, the Food and Drugs Authority and the Ghana Health Service to optimize the nutritional quality of school meals; food security monitoring; the early-warning system; disaster risk reduction and emergency preparedness, food safety and quality, and food-based dietary guidelines (CSI: Institutional capacity strengthening activities)**

Populations benefit from enhanced food security and nutrition monitoring integrated with early-warning systems that facilitate timely government assistance in emergencies (C: Capacity development and technical support provided)

Populations benefit from updated national assessment and mapping of food-insecure and vulnerable groups to improve access to social protection services (C: Capacity development and technical support provided)

Populations benefit from the enhanced capacity of the Food and Drugs Authority for food safety checks and the labelling of nutritious foods to ensure access to safe food of good quality (C: Capacity development and technical support provided)

Populations benefit from enhanced research into local foods and dietary guidelines to improve nutrition practices (C: Capacity development and technical support provided)

Schoolchildren benefit from strengthened capacities in the national school meals programme to provide nutritious school meals based on local ingredients (C: Capacity development and technical support provided)

Strategic Result 6: Policies to support sustainable development are coherent

Strategic outcome 4: Government efforts to achieve zero hunger by 2030 are supported by advocacy and coherent policy frameworks

Outcome category: Supported inclusive and sustained food security and nutrition policy reform processes

Focus area: root causes

Assumptions:

Funding is available and Government and partners commitment

Outcome indicators

Number of new or improved plans, policies, regulations, pieces of legislation and programmes to enhance food security and nutrition

Proportion of targeted sectors and government entities participating in national zero hunger strategic reviews

Activities and outputs**5. Advocate for the promulgation and enforcement of policies and legislation on school feeding, gender equality, nutrition, food safety, weights, measures and standards, smallholder-friendly public procurement and market support (CSI: Institutional capacity strengthening activities)**

Populations benefit from advocacy on nutrition-sensitive agriculture under the One Village, One Dam programme to improve access to nutritious food (J: Policy reform identified/advocated)

Populations benefit from nutrition-sensitive and gender-responsive social protection programmes that meet their basic food and nutrition needs (J: Policy reform identified/advocated)

Populations benefit from support for national institutions in the development of a gender-transformative nutrition policy and school meals legislation that meet their basic food and nutrition needs (J: Policy reform identified/advocated)

Smallholder farmers benefit from technical and policy support from the Government and private sector in the development of an effective warehouse receipts system (C: Capacity development and technical support provided)

Smallholder farmers benefit from pro-smallholder public procurement policies and procedures that increase their incomes (J: Policy reform identified/advocated)

Strategic Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

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

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

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

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 2	Strategic Result 4	Strategic Result 5	Strategic Result 6	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Transfers	16 698 781	19 847 955	10 184 363	3 299 370	50 030 469
Implementation	2 482 444	4 649 766	1 967 491	826 784	9 926 486
Direct support costs	2 508 748	3 109 968	1 548 150	526 479	7 693 345
Subtotal	21 689 974	27 607 689	13 700 004	4 652 634	67 650 300
Indirect support costs	1 409 848	1 794 500	890 500	302 421	4 397 270

Acronyms used in the document

CBT	cash-based transfer
CPESDP	Coordinated Programme of Economic and Social Development Policies
CSP	country strategic plan
ENVAC	enhanced nutrition and value chain
FAO	Food and Agriculture Organization of the United Nations
FDA	Food and Drugs Authority
GDP	gross domestic product
LEAP	Livelihood Empowerment Against Poverty
NAFCO	National Food Buffer Stock Company
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SNF	specialized nutritious food
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNSDP	United Nations Sustainable Development Partnership