



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Issuance date: 19 May 2025

Country strategic plan revision

Ghana country strategic plan, revision 1

Gender and age marker code: 3

	Current	Change	Revised
Duration	01 January 2024 – 31 December 2028	N/A	01 January 2024 – 31 December 2028
Beneficiaries	213,000	60,000	273,000
Total cost (USD)	137,522,046	23,137,761	160,659,807
Transfer	103,999,971	15,627,829	119,627,800
Implementation	14,345,632	3,781,765	18,127,396
Direct Support Costs	11,474,488	2,319,136	13,793,624
Sub-total	129,820,090	21,728,730	151,548,820
Indirect Support Costs	7,701,956	1,409,032	9,110,987

DELEGATION OF AUTHORITY FOR APPROVAL: Regional Director

RATIONALE

1. This first CSP revision to the Ghana CSP introduces a new activity and related new output under CSP Outcome 2 to improve school meal quality and sustainability, boosting enrolment, especially in vulnerable communities, by addressing food access and nutrition barriers, providing age-appropriate nutrition and enhancing food safety.
2. In August 2024, Ghana declared an extended dry spell impacting food security in eight regions, with Savannah, Upper West, and Northern regions hardest hit. This is the worst such event since 1983. It caused early depletion of food stocks due to disrupted maize harvests, reducing food access, purchasing power, and increasing prices. A joint rapid assessment by WFP, Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD), International Water Management Institute (IWMI) and United Nations Children's Fund (UNICEF) indicated over one million people were affected¹. These challenges are expected to continue through 2025.
3. The March 2025 *Cadre Harmonisé* (CH) analysis reveals a significant escalation in both the scale and severity of food insecurity in Ghana, marking the highest levels recorded since the analysis began in 2017. Projections for the upcoming lean season (June–August 2025) estimate that 2.02 million people will face food insecurity (CH Phase 3 and above), including 122,000 in emergency conditions (Phase 4)—representing a 92 percent increase

¹ FAO, WFP, IFAD, IWMI and UNICEF. 2024. Assessment of priority areas impacted by dry spell in Ghana and district level intervention priorities. Rome. Available at: docs.wfp.org/api/documents/WFP-0000162319/download/

in total food-insecure individuals and a staggering 532 percent rise in those in emergency compared to 2024. More areas are now classified in CH Phases 2 and 3, underscoring the geographic spread of the crisis. This alarming trend is driven by persistent access-related constraints such as inflation and high food prices, compounded by ongoing shocks like the prolonged dry spell, which continues to devastate livelihoods in the hardest-hit regions.

4. According to the Ghana School Feeding Programme secretariat, school meals are provided in 12,118 basic and primary schools reaching 4,062,946 children (excluding LFPPs). Children in LFPPs, not benefiting from GSFP, may face worse learning outcomes. Monitoring has revealed unhealthy food environments in these schools with limited nutritious options including sweets, processed foods and beverages high in sugar content.
5. This CSP revision aims to increase WFP support to vulnerable populations, including schoolchildren affected by the dry spell. WFP will support agricultural production, environmental adaptation, strengthen livelihoods to reduce negative coping strategies and support the Government to enhance the role of Strategic Grain Reserves in ensuring access to food particularly during shocks.

CHANGES

Strategic orientation

1. This CSP revision 1 introduces a new activity (Activity 7) and related new output (Output 7.1), under CSP Outcome 2, for the provision of nutritious school meals, as follows:
2. **OUTPUT 7.1:** *School children, in low fee-paying schools, will experience improved health and education outcomes through access to nutritious meals, a supportive learning environment, and empowered communities.*
3. **ACTIVITY 7:** *Provide safe and nutritious school meals to pre-primary and primary-school-age children in targeted areas, while also enhancing the capacity of school meal providers to sustain quality service delivery.*

CSP outcomes

4. **Under Strategic Outcome 2**, WFP will support schools to improve school meal quality and sustainability, boosting enrolment, especially in vulnerable communities, by addressing food access and nutrition barriers, providing age-appropriate nutrition support and enhancing food safety.
5. Given challenges like limited WASH facilities, access to nutritious foods and energy efficient cooking alternatives, WFP will work with partners to address WASH challenges, develop menus, train staff, engage communities, create market linkages, and promote clean cooking. Menus will be adapted to provide nutrient-dense foods, leveraging fortified whole grain and local nutritious options. Positive social and behaviour change (SBC) initiatives, developed with Ghana Health Services (GHS), will promote healthy dietary practices at home, reinforcing school feeding nutrition gains.
6. Community consultations will empower parents and communities regarding food quality and healthy dietary habits. WFP will incentivize food vendors to be change agents for better nutrition. WFP will use cash transfers for school feeding whilst supporting schools to enhance governance and procurement structures. The programme will promote market linkages with local producers and youth employment opportunities.
7. **Under Strategic Outcome 3**, WFP will continue supporting smallholder farmers in Ghana, increasing the budget for support to smallholder farmers in line with expected resources. The extended drought in the second quarter of 2024 severely impacted the cropping season for maize, soybeans, groundnuts, and millet, hindering agricultural recovery and causing acute food insecurity. Farmers in the affected regions experienced

poor harvests despite efforts to plant alternative crops like cowpeas or early maturing seeds, as the rains were insufficient. Consequently, many have resorted to selling their productive assets to meet their cereal needs.

Targeting approach and beneficiary analysis:

8. Under CSP Outcome 2, WFP will provide critical nutritional school meals to vulnerable school-aged children in LFPPs for eighteen months, while through CSP outcome 3, WFP will continue to support smallholder farmers and other value chain actors through targeted initiatives aimed at fostering resilient, inclusive, and sustainable food systems in Ghana.
9. Through this CSP revision, WFP aims to indirectly reach 184,000 beneficiaries, including households of children benefiting from the school meals programme in LFPPs.
10. Specifically, under CSP Outcome 3, targeting will be guided not only by vulnerability criteria and the Integrated Context Analysis (ICA), but also by the specific objectives of each project, including the food systems value chains of interest – towards ensuring that interventions are strategically aligned and deliver optimal impact across targeted communities.

Transfer modalities:

11. A Minimum Expenditure Basket (MEB) analysis will inform transfer values. WFP will enhance market monitoring to manage price volatility risks and ensure adequate food support. A repository of pre-selected retailers will be maintained for potential food procurement and delivery.

Partnerships:

12. Multi-sector partnerships are required to implement school meal programmes successfully thus WFP will partner with the Ministry of Gender, Children and Social Protection; Ministry of Education; Ministry of Health; and Ministry of Food and Agriculture for policy guidance and integration with national strategies.
13. Partnering with quality food suppliers, food safety and quality specialist entities like the Food Banking Network and Partners in Food Solutions is crucial for efficient procurement, transportation, and preparation of safe and nutritious meals.
14. Collaboration with specialized UN and government entities like UNICEF, WHO, FDA, and GHS is necessary to establish adequate WASH and health interventions, including deworming and health screenings.
15. Partnerships with protection-focused organizations like UNICEF are critical for mitigating child labour, discrimination, and exploitation through safeguards and monitoring. These collaborations will ensure programme effectiveness, sustainability, and child well-being.

Country office capacity:

16. Since handing over the school meals programme to the government in 2015, WFP has acted as a technical partner. Resuming direct delivery necessitates a staff skills review. While expertise exists in core areas, increased human resources are needed, especially in Tamale and Bolgatanga field offices, to avoid overstretching existing staff. WFP will use temporary duty assignments, new hires (in accordance with rules linked to the global hiring-freeze), and staff training. An organizational alignment is planned in 2025 to match staff structure with changes.

Supply chain:

17. A successful school meals programme in Ghana requires a robust supply chain encompassing procurement, transportation, and food storage. As the transfer mechanism is commodity vouchers, WFP will encourage the school proprietors to source nutritious, fortified foods locally while maintaining quality and safety standards.
18. WFP will promote school gardens/farms where feasible to produce fresh vegetables and fruits which will add to the diversity of the school meals. Schools must have adequate storage to prevent spoilage and contamination. WFP will also seek partners in cold chain storage to prolong the shelf life of perishables.
19. Dry spell impacts, like price fluctuations and food shortages, pose risks. Mitigation includes improved storage for bulk purchasing, strengthened inventory management, and digitized systems via School Connect. Community monitoring will enhance accountability and ensure smooth supply chain operation.

M&E:

20. Monitoring activities will continue to be guided by the Corporate Results Framework and Minimum Monitoring Requirements (MMR), with a focus on performance tracking, accountability, and adaptive learning to enable data-driven and timely programme adjustments.
21. Digital solutions such as School Connect will be adopted to enhance the effectiveness of the monitoring of the school meals programme.
22. Monitoring efforts will be further strengthened through the Community Feedback Mechanism (CFM) to enhance accountability to affected populations, the Government of Ghana, donors, and other key stakeholders.

Accountability to affected populations, protection risks, restrictions of gender and disabilities:

23. School meal programmes, while boosting enrolment and employment, can unintentionally create protection risks including sexual abuse and exploitation, discrimination, and child labour. Participatory planning with communities and parents will integrate their views into programme design and implementation, preventing tension.
24. WFP's community feedback mechanism will receive and address concerns. Data privacy will be ensured by collecting only necessary data, storing it securely, and limiting access.

Transition/handover strategy:

25. WFP aims to build community resilience and self-reliance, integrating smallholder farmers and promoting nutrition-sensitive agriculture, resources permitting.
26. Schools will be capacitated and incentivized to transition to a climate smart home-grown model including school gardens where feasible, boosting local economies, enabling parental and community contributions and ensuring continued nutritious and safe meals after WFP's departure.
27. As a signatory to the School Meals Coalition, Ghana can access technical assistance and partnerships to improve school meals programme implementation.
28. WFP is collaborating with the Ghanaian government and other stakeholders on a national strategy for shock-responsive social protection, ensuring a comprehensive approach.

Risk Management:

29. In Upper East, insecurity poses a threat to non-community members and creates access challenges. WFP will monitor the situation and adhere to UN/WFP security advisories.
30. Cash transfers in school meals present implementation risks. While WFP has addressed past audit and oversight recommendations, risks like shifting donor priorities, fund misappropriation, timely transfers, fraud, price inflation require continuous monitoring. WFP will maintain adaptive capacity and implement preventative strategies, including impact assessments, diversified funding, training, strong oversight, robust monitoring and feedback mechanisms, flexible transfer mechanisms, and strong financial controls.

Social and Environmental Safeguards:

31. For the new school meals activity, WFP will work with partners to provide WASH, waste management, food safety/quality monitoring, clean cooking, and policy enforcement services to minimize health hazards. School committees will be empowered; a food incident management structure and a community feedback mechanism will be established to improve accountability and address issues promptly.

Beneficiary analysis

TABLE 1: DIRECT BENEFICIARIES BY CSP OUTCOME, ACTIVITY & MODALITY							
CSP Outcome	Activity	Period	Women	Men	Girls	Boys	Total
			(18+ years)	(18+ years)	(0-18 years)	(0-18 years)	
CSP outcome 1	1 EPA	Current	0	0	0	0	0
		Increase/decrease	0	0	0	0	0
		Revised	0	0	0	0	0
	2 URT	Current	25,110	23,400	20,520	20,970	90,000
		Increase/decrease	0	0	0	0	0
		Revised	25,110	23,400	20,520	20,970	90,000
CSP outcome 2	3 NPA	Current	4,500	0	3,751	2,249	10,500
		Increase/decrease	0	0	0	0	0
		Revised	4,500	0	3,751	2,249	10,500
	7 SMP	Current	0	0	0	0	0
		Increase/decrease	0	0	29,400	30,600	60,000
		Revised	0	0	29,400	30,600	60,000
CSP outcome 3	4 SMS	Current	31,273	29,363	25,650	26,214	112,500
		Increase/decrease	0	0	0	0	0
		Revised total	31,273	29,363	25,650	26,214	112,500
TOTAL <i>(without overlap)</i>		Current	60,883	52,763	49,921	49,433	213,000
		Increase/decrease	0	0	29,400	30,600	60,000
		Revised	60,883	52,763	79,321	80,033	273,000

Transfers

TABLE 2: Food ration (g/person/day) or cash-based transfer value (USD/person/day) by CSP Outcome and Activity								
Activity	Country strategic plan Outcome 1		Country Strategic Plan Outcome 2					Country Strategic Plan Outcome 3
	Activity 2		Activity 3			Activity 7		Activity 4
Beneficiary type	Crisis response (includes refugees)	Crisis Response (seasonal)	Adolescent girls	Children (6 – 23 months)	Pregnant and breastfeeding women	SMP-PRE (Pre-Primary school)	SMP-PRI (Primary school)	Small Holder Farmers
Modality (Cash)	Cash	Cash	Value Voucher	Value Voucher	Value Voucher	Commodity Voucher	Commodity Voucher	Cash
cash (US\$/person/day)	0.35	0.35	0.58	0.21	0.67	0.27	0.27	0.35
cash (US\$/person/day; nutrition top-up) Adolescent girls	0.23	0.23						
CH	0.21	0.21						
PBW	0.32	0.32						
PLHIV/TB	0.46	0.46	0.46					0.46
PWDs	0.46	0.46	0.46					0.46
Number of feeding days per year	360	180	180	180	180	180	180	90

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE						
Food type / cash-based transfer	Current Budget		Increase		Revised Budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	0	0	0	0	0	0
Pulses	0	0	0	0	0	0
Oil and Fats	0	0	0	0	0	0
Mixed and blended foods	0	0	0	0	0	0
Other	0	0	0	0	0	0
TOTAL (food)	0	0	0	0	0	0
Cash-Based Transfers (USD)		43,541 518		4,536,000		48,077,518
TOTAL (food and CBT value – USD)	0	43,541 518	0	4,536,000	0	48,077,518

COST BREAKDOWN

32. The main changes in cost are the result of an increase in the number of beneficiaries under CSP outcome 2 through the addition of the new activity and the additional funding received under CSP outcome 3.

TABLE 4: COST BREAKDOWN OF THE REVISION ONLY (USD)						
SDG targets/ WFP Strategic outcomes	SDG Target 2.1 - WFP Strategic Outcome 1	SDG Target 2.2 - WFP Strategic Outcome 2	SDG Target 2.4 - WFP Strategic Outcome 3	SDG Target 17.9 - WFP Strategic Outcome 4	SDG Target 17.3 - WFP Strategic Outcome 5	TOTAL
CSP Outcomes	01	02	03	04	05	
Focus Area	Crisis Response	Root Causes	Resilience Building	Resilience Building	Resilience Building	
Transfer	0	5,845,564	9,782,265	0	0	15,627,829
Implementation	0	1,211,136	2,570,629	0	0	3,781,765
Direct support costs						2,319,136
Subtotal						21,728,730
Indirect support costs						1,409,032
TOTAL						23,137,761

TABLE 5: OVERALL CSP COST BREAKDOWN, FOLLOWING THE REVISION (USD)						
SDG targets/ WFP Strategic outcomes	SDG Target 2.1 - WFP Strategic Outcome 1	SDG Target 2.2 - WFP Strategic Outcome 2	SDG Target 2.4 - WFP Strategic Outcome 3	SDG Target 17.9 - WFP Strategic Outcome 4	SDG Target 17.3 - WFP Strategic Outcome 5	TOTAL
CSP Outcomes	01	02	03	04	05	
Focus Area	Crisis Response	Root Causes	Resilience Building	Resilience Building	Resilience Building	
Transfer	47,748,787	21,129,782	29,488,848	11,260,383	10,000,000	119,627,800
Implementation	4,297,488	4,626,984	7,273,873	1,600,073	328,978	18,127,396
Direct support costs	5,284,639	2,519,931	3,646,185	1,292,059	1,050,809	13,793,624
Subtotal	57,330,914	28,276,697	40,408,907	14,152,515	11,379,787	151,548,820
Indirect support costs	3,726,509	1,837,985	2,626,579	919,913	0	9,110,987
TOTAL	61,057,424	30,114,683	43,035,486	15,072,429	11,379,787	160,659,807