

**Terms of Reference**  
**Final Evaluation of**  
**Enhanced Nutrition and Value Chains Project in Ghana from**  
**2016 to 2021**  
**WFP Ghana Country Office**

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EVALUATION of  
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## LIST OF ACRYONYMS

|        |   |
|--------|---|
| ACR    | Annual Country Report   |
| ADRA   | Adventist Development and Relief Agency                                 |
| AIDS   | Acquired Immuno Deficiency Syndrome                                     |
| CO     | Country Office  |
| COMET  | Country Office Tool for Managing Effectively                            |
| COVID  | Coronavirus Disease   |
| CPESDP | Coordinated Programme of Economic and Social Development Policies       |
| CRF    | Corporate Result Framework  |
| CSO    | Civil Society Organization  |
| CSP    | Country Strategic Plan  |
| DCD    | Deputy Country Director   |
| DE     | Decentralized Evaluation  |
| DEQAS  | Decentralized Evaluation Quality Assurance System                       |
| EB     | Executive Board   |
| EC     | Evaluation Committee  |
| ECF    | Extended Credit Facility  |
| EM     | Evaluation Manager  |
| ENVAC  | Enhanced Nutrition and Value Chains                                     |
| ER     | Evaluation Report   |
| ERG    | Evaluation Reference Group  |
| FBO    | Farmer Based Organization   |
| GDP    | Gross Domestic Product  |
| GEEW   | Gender Equality and Empowerment of Women                                |
| GHS    | Ghana Health Service  |
| GLSS   | Ghana Living Standards Survey   |
| HIV    | Human Immunodeficiency Virus  |
| HQ     | Headquarters  |
| IMF    | International Monetary Fund   |
| IR     | Inception Report  |
| MAD    | Minimum Acceptable Diet   |
| MAG    | Modernizing Agriculture in Ghana  |
| MDD    | Minimum Dietary Diversity   |
| MEDA   | Mennonite Economic Development Associates - Greater Rural Opportunities |
| GROW   | for Women   |
| M&E    | Monitoring and Evaluation   |
| MoFA   | Ministry of Food and Agriculture  |
| NGO    | Non-Governmental Organization   |
| OEV    | Office of Evaluation  |
| OIC    | Officer in Charge   |

|       |  |
|-------|--|
| P4P   | Purchase for Progress                              |
| PDM   | Post Distribution Monitoring                       |
| PFJ   | Planting for Food and Job                          |
| PMF   | Performance Measurement Framework                  |
| QA    | Quality Assurance                                  |
| QC    | Quality Control                                    |
| QS    | Quality Support                                    |
| RB    | Regional Bureau                                    |
| RBD   | Regional Bureau Dakar                              |
| SARI  | Savanna Agricultural Research Institute            |
| SDG   | Sustainable Development Goals                      |
| SO    | Strategic Outcome                                  |
| SPR   | Standard Project Reports                           |
| TN    | Technical Note                                     |
| ToR   | Terms of Reference                                 |
| UN    | United Nations                                     |
| UNCT  | United Nations Country Team                        |
| UNDSS | United Nations Department of Safety & Security     |
| UNEG  | United Nations Evaluation Group                    |
| UNFPA | United Nations Population Fund                     |
| UNSDP | United Nations Sustainable Development Partnership |
| VAM   | Vulnerability Analysis and Mapping                 |
| VNR   | Voluntary National Reviews                         |
| WFP   | World Food Programme                               |

## 1. Introduction

1. These Terms of Reference (ToR) are for the final evaluation of the Enhanced Nutrition and Value Chains (ENVAC) Project in Ghana. This evaluation is commissioned by the World Food Programme Ghana Country Office and will cover the period of ENVAC project from March 2016 to March 2021. The final evaluation of ENVAC will start from 15 February to 15 August 2021.
2. These ToR were prepared by the WFP Ghana Country Office based on an initial document review and consultation with stakeholders and following a standard template. The purpose of the ToR is twofold. Firstly, they provide key information to the evaluation team and help guide them throughout the evaluation process; and secondly, they provide key information to stakeholders about the proposed evaluation.
3. This is the final evaluation of the ENVAC project to assess the performance of the 3 pillars of the project as well as key results accomplished or unaccomplished.
4. The pillars of the ENVAC are:
  - ✓ **Pillar 1:** *Support to smallholder farmers for increased local production, improved quality & market integration of nutritious food staples.*
  - ✓ **Pillar 2:** *Support to food processors (Industrial & Community levels) for enhanced local processing capacities for complementary nutritious foods.*
  - ✓ **Pillar 3:** *Promotion of consumption of processed nutritious foods and nutritious crops among the target population, particularly adolescents, women and children to address malnutrition.*

## 2. Reasons for the Evaluation

1. The reasons for the evaluation being commissioned are presented below:

### 2.1. Rationale

2. The final evaluation is being commissioned by WFP Ghana Country Office to assess the performance of programme operations and associated interventions for the purposes of accountability, learning and sustainability of the ENVAC interventions.
3. The evaluation is timely and crucial as it coincides with the end of ENVAC project. Results from the evaluation will inform the development of post-ENVAC follow-on strategy by incorporating key findings and lessons to design future programmes as well as partnerships.
4. The ENVAC project started in March 2016 and it is scheduled to end in March 2021. Some of the interventions under ENVAC have been mainstreamed into the Country Strategic Plan (CSP) that runs from 2019 to 2023. The ENVAC project adopted a market-based approach to tackling malnutrition in Ghana with the objective of including smallholder farmers into value chains for the development of nutritious complementary foods; while also supporting both industrial and community-level food processors.
5. The evaluation will have the following uses for the Ghana Country Office: to assess the performance of the three (3) pillars of the ENVAC project (mentioned above) and the key results accomplished or unaccomplished. It will also fulfil a requirement of the donor (i.e Global Affairs Canada) to critically and objectively review the progress of implementation

which will inform future project design and partnerships. In addition, the evaluation will assess partnerships with government institutions such as Ministry of Food and Agriculture, Ghana Health Service, Crop Research Institute, Food and Drugs Authority and key stakeholders such as Farm Radio International, ADRA, Sesi Technologies and local communities as most of the key activities under ENVAC are being implemented through partners.

## 2.2. Objectives

6. The main objective of this final evaluation of the ENVAC project is to assess the performance and results achieved so far (intended or unintended, positive and negative) for the three (3) pillars of ENVAC and measure progress towards outcomes of Zero Hunger Strategic Review and WFP Country Strategic Plan.
7. The specific objectives are to:
  - Assess the outcome of implementation of key activities and the results achieved.
  - Identify factors and reasons for observed success/failure and draw lessons for WFP Ghana's future programming.
  - Identify changes needed to enable fulfilment of the potential impact of ENVAC interventions.
  - Assess how the ENVAC project has contributed to gender equality and women empowerment in the target regions (for the three pillars of ENVAC).
  - Assess the effectiveness of the partnerships engaged in the implementation of ENVAC activities.
  - Provide an analysis on how ENVAC activities were aligned with and integrated into Government policies, strategies and plans as well as the SDGs.
  - Provide key recommendations for future consideration.
8. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning. The evaluation will give equal weights and attention to both accountability and learning.
  - **Accountability** – The evaluation will assess and report on the performance and results of the ENVAC project.
  - **Learning** – The evaluation will identify reasons why certain results were achieved, or not, to draw lessons, derive good practices and recommendations for learning. It will provide evidence-based findings to inform future operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant knowledge sharing systems.

## 2.3. Stakeholders and Users

9. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1, below, provides a preliminary stakeholder analysis which shall be further developed by the evaluation team as part of the Inception phase.
10. Accountability to affected populations is tied to WFP's commitment to include beneficiaries as key stakeholders in WFP's work. As such, WFP is committed to ensuring gender equality and women's empowerment (GEEW) in the evaluation process, with

consultation and participation of women, men, boys and girls from different groups in the evaluation.

**Table 1: Preliminary Stakeholder analysis**

| Stakeholder  | Interest in the evaluation and likely uses of the evaluation report by the stakeholder  |
|--|---|
| <b>INTERNAL STAKEHOLDERS</b>                                 |   |
| <b>Country Office (CO) Ghana</b>                             | <p>Responsible for the planning and implementation of WFP interventions at country level. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally to its beneficiaries and partners for performance and results of its programmes.</p> <p>Evidence gathered will inform strategic, programmatic and operational decisions.</p>  |
| <b>Regional Bureau (RB) west and Central Africa in Dakar</b> | <p>Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other Cos where viable. The Regional Evaluation Officers support CO/RB management to ensure quality, credible and useful decentralized evaluations.</p>   |
| <b>WFP HQ</b>  | <p>WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant HQ units are consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.</p> |
| <b>Office of Evaluation (OEV)</b>                            | <p>OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy.</p>  |
| <b>WFP Executive Board (EB)</b>                              | <p>The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Board but its findings may feed into thematic and/or regional syntheses and corporate learning processes.</p>   |
| <b>EXTERNAL STAKEHOLDERS</b>                                 |   |
| <b>Beneficiaries</b>   | <p>As the ultimate recipients of food assistance and capacity strengthening, beneficiaries for the 3 pillars of ENVAC have a stake in the evaluation to assess if the assistance and support provided is appropriate and effective. As such, the level of participation in the evaluation of the targeted beneficiaries for the 3 ENVAC pillars would be determined and their respective perspectives will be sought. This includes:</p>  |

|  |  |
|--|--|
|  | <p>- <b>Pillar 1 (Support to smallholder farmers):</b> This project targeted 84 Farmer Based Organizations or groups; 8 Nucleus farmers; 5 commodity aggregators (1 female and 4 male); and 10,000 smallholder farmers (55% Women &amp; 45% Men) throughout the project life cycle.</p> <p>- <b>Pillar 2 (Support to food processors):</b> The project targeted 2 industrial food processors (male-led); 2 medium scale food processors (women-led) and one community level food processor (women-led) throughout the project life cycle.</p> <p>- <b>Pillar 3 (Prevention of malnutrition):</b> The project targeted 20,000 pregnant and lactating women, 20,000 children 6-23 months and 5,000 adolescent girls with nutrition support annually and Social Behavioural Change Communication</p>  |
| <p><b>Government</b></p>   | <p>The Government (national, regional &amp; district levels) have direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to smallholder farmers capacity development, handover and sustainability will be of particular interest to Ministry of Food and Agriculture, Crop Research Institute, Savanna Agriculture Research Institute etc as direct institutional beneficiaries under pillar 1.</p> <p>Issues related to food quality management will be of interest to Food and Drugs Authority and Food Research Institute under Pillar 2.</p> <p>Ghana Health Service was the main implementer of the Social and Behaviour Change component of pillar 3 and results achieved that are in alignment with government priorities will be of interest.</p>  |
| <p><b>UN Country team</b></p>  | <p>The United Nations Country Team's (UNCT) harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts through the United Nations Sustainable Development Partnership (UNSDP). Various agencies are also direct partners of WFP at policy and activity level.</p>   |
| <p><b>NGOs</b> [Farm Radio International, ADRA Ghana, MEDA GROW, Sesi Technologies etc</p> | <p>NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientation and partnerships.</p> <ul style="list-style-type: none"> <li>• <b>Farm Radio International</b> provided support in the area of dissemination of information on good agricultural practices, post-harvest management, agriculture extension services, contract and negotiation, commodity prices etc using Radio across ENVAC pillar 1 targeted regions.</li> <li>• The World Food Programme in collaboration with <b>Farm Radio International, German Institute of Metrology, Ghana Standards Authority, Ministry of Food &amp; Agriculture, Ministry of Trade and Industry</b> jointly implemented a project on awareness creation on the use of standard weights and measures for agricultural</li> </ul> |

|   |   |
|---|---|
|   | <p>marketing and adherence to food safety and quality control for smallholder farmers, traders and local communities in target municipalities and districts in Ashanti and Bono East regions.</p> <ul style="list-style-type: none"> <li>• <b>ADRA</b> supported in the establishment of crop demonstrations and good agricultural practices as well as post-harvest handling in the Ashanti region for ENVAC Pillar 1.</li> <li>• <b>Mennonite Economic Development Associates -Greater Rural Opportunities for Women (MEDA-GROW)</b> provided women soyabean farmers with low-cost locally manufactured Multi-Crop Threshers (MCT) in collaboration WFP for the purpose of enhancing their productivity and competitiveness as main actors in the Soybean Value in Upper West region.</li> <li>• <b>Sesi Technologies</b> also supported with training on post-harvest management and provision of moisture meters in all the ENVAC regions for selected FBOs and aggregators under pillar 1 of ENVAC.</li> <li>• <b>Alpha Communication &amp; Health Foundation</b> as well as <b>Savana Signatures</b> provided Social Behavioural Change Communication and social marketing for the targeted nutrition intervention beneficiaries as well as the delected retailers</li> </ul> |
| <b>Donors</b> [Canada]  | <p>WFP operations are voluntarily funded by a number of donors but the ENVAC project is fully funded by Global Affairs Canada. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.</p> <p>Value addition, effectiveness, and accountability to donors' constituents.</p>  |
| <b>Private Sector</b><br>(Premium Foods Ltd, Yedent Agro Processing, Project Peanut Butter) | <p>Private Sector actors are WFP's partners for the implementation of some of the activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientation, and partnerships.</p> <p>Feedback on product acceptability, potential increase in demand thus opportunities to optimize production.</p>   |

11. The primary users of this evaluation will be:

- The WFP Ghana Country Office and its partners in decision-making, notably related to programme implementation and/or design, Country Strategy and partnerships as well as the performance and results achieved so far (intended or unintended, positive and negative) for the three (3) pillars of ENVAC.
- Given the core functions of the Regional Bureau (RB), the RB is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight.
- WFP HQ may use evaluations for wider organizational learning and accountability.
- OEV may use the evaluation findings as appropriate to feed into evaluation syntheses as well as for annual reporting to the Executive Board.

### 3. Context and subject of the Evaluation

#### 3.1. Context

12. Ghana is a lower-middle income country, with a population of 30.1 million (according to UNFPA 2019 World Population Dashboard), and a per capita gross domestic product (GDP) of USD 2,270 in 2019. The Middle-income country status makes it ineligible for concessional financing. Ghana is off the International Monetary Fund (IMF) programme, after completing its four-year Extended Credit Facility (ECF) programme. It is projected to see economic growth but with caution, given the impending country polls in 2020. Despite progress made in reducing poverty and hunger among its population, significant regional disparities and gaps persist. In 2019, Ghana ranked 142nd out of 189 countries in the 2018 Human Development Index and with a gender parity score of 0.688 out of 1, it ranked 89th of 177 countries in the 2018 Global Gender Gap Index.
13. According to the 2016/17 Ghana Living Standards Survey (GLSS), 23 percent of the population lives below the poverty line, and 8.2 percent below the extreme poverty line. Poverty rates reduced marginally between 2012 and the 2016, while inequalities increased between the Northern and Southern regions, rural and urban areas, and among specific livelihood groups, with women more marginalized. These increasing inequalities in access to services and resources were also highlighted in the 2019 voluntary national review (VNR) of the Sustainable Development Goals (SDGs).
14. The 2014 Demographic and Health Survey highlighted high rates of stunting in Northern Ghana, with a prevalence of 33 percent in comparison to the national average of 19 percent but Ashanti region has the highest number of burdens for stunting due to population density in this region. Countrywide, 42 percent of women of reproductive age and 66 percent of children aged 6–59 months were anaemic. Anaemia among children aged 6 to 59 months reached as high as 74 percent in the Upper East and Upper West, and 82 percent in the Northern Region, with very few women and children meeting the requirements for minimum acceptable diet (MAD) and minimum dietary diversity (MDD).
15. The global novel COVID 19, since it was declared a pandemic has disrupted life as we typically know it. In Ghana, the pandemic and measures to control its spread are having an adverse impact on livelihoods resulting in reduced wages, job loss and uncertainty in future income and employment. The Government of Ghana put in place measures in a bid to curb the spread of the virus including total and partial lockdowns, border closures, social or physical distancing, restricted movement of people, contact tracing to locate people with possible infection and quarantine of infected people. The country as at 7<sup>th</sup> December 2020 has recorded 52, 274 cases, 51,063 recoveries/discharged with 886 active cases and 325 deaths.
16. The measures introduced have had adverse effect on all aspect of the economy including agriculture, industry, service sector and others with GDP growth expected to decline from the projected **6 percent** to **1.5 percent**. It has been projected that, the three-week lockdown alone in some major cities (Accra, Kumasi, Tema and Kasoa) in Ghana resulted in estimated GDP fall by **30.9 percent (US\$1.49 billion** in lost GDP) and **19.5 percent** decline in food system through falling consumer & export demand. (Sena et al, 2020). The Government of Ghana's response to mitigate the impact of the COVID 19 pandemic on businesses and livelihoods include: Limit and stop the importation of the virus; contain its

spread; provide adequate care for the sick; limit the impact of the virus on social and economic life, inspire the expansion of domestic capability and deepen self-reliance.

17. Specifically, the government introduced Coronavirus Alleviation Program Business Support Scheme (CAPBuSS) for MSMEs who were affected by COVID-19 pandemic, absorbed water and electricity bills, facilitated the local production of hand sanitizers and face masks, reduced communication tax, provided free meals to vulnerable households during the lockdown period, supported increase in food production through the Planting for Food and Jobs (PFJ), among others.
18. According to the 2019 population estimate for Ghana, women form about 50.8 percent representing 15,391,836 of a total population of 30,280,482 (Ghana Statistical services, 2020). About 52 percent of the labor force employed in agriculture are women and constitute, 70 percent of crop growers and 85 percent of food distributors. Agriculture is the mainstay of Ghana's economy and provides income to about 60 percent of the Country's population, according to WFP's P4P report on economic empowerment of women smallholder farmers in Ashanti and Northern regions produced in 2013. SEND Ghana's October 2014 policy brief indicates that about 52 percent of the labour force employed in agriculture are women and constitute 70 percent of crop growers and 85 percent of food distributors. While Ghana represents an example of comparatively stronger gender equality and living conditions for women in the region, majority of women in Agriculture have limited access to land, labour and capital due to cultural and institutional structures as indicated in a gender and markets case study conducted in Ghana in 2016. Women smallholder farmers are often unable to provide collateral for credit because they may not have legal ownership. Gender inequality in the agriculture sector has undermined the achievements of sustainable agricultural development because programmes and projects are not systematically formulated around different needs, interests, roles, responsibilities, status and influence of women and men in society.
19. The case study further indicated that agricultural commodities in Ghana are traditionally produced and traded by women. Men participate in value chains at the points where more capital and resources are required, and profit margins are higher. The informal food markets in legumes (soybean, cowpea) and cereals (millet)— products that are of relevance to ENVAC—are dominated by women in the production, processing and marketing on a small-scale basis, while men dominate in wholesale marketing. Despite women's dominance in market activities for selected commodities, profits tend to go to the male head of household, and male value chain actors tend to enjoy greater profits than their female counterparts. In formal markets (i.e. supermarkets and related chains), **the role of women is only enhanced when they can actively participate in a value-chain through Farmer-Based Organizations (FBOs)**. Furthermore, challenges and constraints for operating in agricultural value chains tend to be more exaggerated for women than their male counterparts especially in relation to access to capital, credit, skills and knowledge, labour, storage facilities and transport infrastructure. This means that male actors have a potential comparative advantage over female counterparts at most stages of agricultural commodity value chains. The Ministry of Food and Agriculture's 2015 Gender and Agricultural Development strategy II (GADSII) for Ghana indicates that extension coverage

is mainly low among small scale farmers who are predominantly women. Frequency of access to the services by male farmers was at 34.4 percent compared to 9.5 percent by female farmers. The four main extension-related barriers identified in the GADS II include: 1) proximity to extension agents; 2) personal perception of the players that they do not need such services; 3) lack of knowledge that services exist; and 4) inability to find service officers. Additionally, of the Agricultural Extensions Agents (AEAs), only 13 percent are female, with a ratio of 1:1,500, though it is required that the ratio be at least 1:500. One reason, according to the report, is that it is easier to approach male farmers than female farmers, and that male farmers most often take the initiative to enquire on issues on extension services more than female farmers.

20. The gender assessment of the Ghana Agricultural Development and Value Chain Enhancement (ADVANCE) Program also found that men seek more technical advice than women, in part because they own large farms, which extension agents tend to visit. Men also participate more than women in technical trainings, which can be partly attributed to women's double-burden of domestic and productive responsibilities, which limits their available time. However, it was also found that when training services were held on farms close to women's homes, they were more likely to participate.
21. In addition, gender disparities in agro-technological knowledge and skills limit female participation and earning power, both at the production stage of the value chain, and in processing and marketing. Men tend to enter production and processing stages when equipment and advanced technologies are introduced. This is in part due to necessary operational skill and physical capacity disparities between women and men. Women often consult male parties to act as advisors in deciding such market factors as pricing and management and operating technological inputs. Even in female-only FBOs, a male party may be invited to advise members on such themes. Such requests for male participation on female-run production plots, or processes may as well be influenced by socio-cultural norms on women's and men's roles in terms of operating labor-intensive and/or technical equipment. Empowerment is defined as a series of processes and changes whereby women and men's agency is expanded; It is the processes by which the capacity to make strategic life choices and exert influence is acquired by those who have so far been denied it. As described in the context above, women in Agriculture have been marginalized compared to their male counterparts characterized by limited access to land, labour, capital, storage facilities, skills and knowledge, extension services, among others. This, in the context of this project is what is referred to as "disempowerment" and therefore addressing this limitation and providing opportunities for women to access productive resources, enhance their ability to make strategic life choices and influence decisions along agricultural value chains is what would be considered "women empowerment" in the context of ENVAC.
22. WFP country strategic plan (CSP 2019-2023) in Ghana, adopted in January 2019, is aligned with the Government's Coordinated Programme of Economic and Social Development Policies (CPESDP 2017–2024 ), National Social Protection Policy, National Gender Policy, Nutrition Policy, School Feeding Policy, and National Strategic Plan on HIV/AIDS.

23. Priorities to improve the population's food and nutrition security under the CPESDP include reducing post-harvest food losses; promoting local production and consumption of nutritious local foods; strengthening early-warning and emergency preparedness systems; reducing malnutrition at all levels; and promoting research and development. Contributing to SDGs 2 and 17, the CSP has four strategic outcomes which fall under the root causes (strategic outcomes 1, 3 and 4), resilience-building (strategic outcome 2) and crises response (Strategic outcome 5) focus areas and are in line with the gaps identified by the 2018 zero hunger strategic review.
24. Strategic outcome 1 aims to improve nutritional status of vulnerable populations, including children and women of reproduction age in high burden regions, in line with national targets by 2025.
25. Through strategic outcome 2, WFP and partners ensure targeted populations and communities in Ghana benefit from more efficient, inclusive and resilient food systems which support nutrition value chains by 2030.
26. WFP Ghana Strategic outcome 3 focuses on strengthening capacity of local and national institutions to better target and manage food security, nutrition and social protection programmes by 2030,
27. WFP Strategic outcome 4 ensures the Government's efforts towards achieving zero hunger by 2030 are supported by advocacy and coherent policy frameworks.
28. WFP Strategic outcome 5 ensures Crisis-affected populations are able to meet their basic food and nutrition needs during and in the aftermath of shocks
29. The ENVAC project places a special focus on women in all the pillars; 1,2 and 3.

### 3.2. Subject of the evaluation

30. The ENVAC project (2016-2021) has been based on a market based approach to tackling nutrition problems in Ghana and aimed at including smallholder farmers into value chains for the development of nutritious complementary foods, while sensitizing the general population especially women , on the benefits of consuming such foods. This market-based approach was adopted as a result of the findings and evaluation of previous Purchase for Progress (P4P) project implemented between 2011 and 2015.
31. The ENVAC project was structured around **three inter-linked Pillars** addressing the full value chain of some selected locally available nutritious staple crops, from promoting their production among smallholder farmers (**Pillar 1**), to promoting their processing through selected industrial processors and community level processors (**Pillar 2**), and finally promoting the increased consumption of these processed nutritious foods and nutritious crops among the target population, particularly adolescents, women and children (**Pillar 3**).
32. Along the process, special attention has been given to considerations of food safety, quality and standards across all stakeholders, from producers to processors and to consuming households as well as gender elements (**crosscutting issues**). These issues cut across all beneficiary categories and aim at enhancing awareness on food quality and standards among consumers, producers and processors, as well as the capacity of various

stakeholders (smallholder farmers, processors, laboratories) to meet Food Safety and Quality Standards.

33. Under Pillar 1 of ENVAC (support to smallholder farmers' production and marketing of nutritious staples crops), special attention has been given to strengthening women farmers' participation in targeted mixed Farmer Based Organizations (FBOs), both in terms of their participation/voice in FBOs executive boards and their contributions to FBOs stocks during aggregation. In addition, **women only FBOs** have been selected especially for women-centred crops, such as women soybean farmers' groups. Also, efforts were made to select two out of the four targeted commodities (**cowpeas and soybeans**) that are **usually grown by women** and therefore the effort of including these crops directly benefit women. Participation of women farmers in specific trainings to increase women farmers' negotiating power such as literacy and numeracy skills training as well as organizational strengthening to include modules on gender in order to enhance women active participation in farmers' organizations have been promoted.
34. Under Pillar 2 (support to industrial and local food processors), priority has been given to women small scale processors by supporting **women milling and fortification groups** and similar groups for the processing of flours linked to bakeries.
35. Under Pillar 3, **women constitute the main target group for awareness raising on the benefits related to the consumption of the selected nutritious staples**, and targeted through the health centres as well as through cooking demonstration and other activities including provision of nutritious foods for women, children and adolescent girls
36. The ENVAC project is implemented through key partners:
  - Government: The Government (national, regional & district levels) such as Ministry of Food and Agriculture, Ghana Health Services, Food and Drugs Authority, Crop Research Institute, Savanna Agriculture Research Institute etc
  - NGOs: Farm Radio International, ADRA Ghana, MEDA GROW, Sight and Life, Savanna Signatures etc

In year 4, the project under Pillar 3 collaborated with Sight and Life Foundation to promote social marketing, and 2 local CSOs (Savanna Signatures and Alpha Communications and Health foundation) to support demand creation activities through the DSM/WFP Retail Project. The DSM Project is being piloted in Asokore Mampong and Bosomtwe Districts in Ashanti Region and Sagnerigu in the Northern region

37. Main beneficiaries of this project are therefore:

- - **Pillar 1 (Support to smallholder farmers):** This project targeted 84 Farmer Based Organizations or groups; 8 Nucleus farmers; 5 commodity aggregators (1 female and 4 male); and 10,000 smallholder farmers (55 percent women & 45 percent Men) throughout the project life cycle
- - **Pillar 2 (Support to food processors):** The project targeted 2 industrial food processors (male-led); 2 medium scale food processors (women-led) and one community level food processor (women-led) throughout the project life cycle

- - **Pillar 3 (Prevention of malnutrition):** The project targeted 20,000 pregnant and lactating women, 20,000 children 6-23 months and 5,000 adolescent girls with WFP food assistance and nutrition counselling. Indirect beneficiaries: 100 health staff and volunteers to receive SBCC training, 831,000 consumers. Beneficiaries were selected from 7 districts in the Northern regions (Sagnerigu, central Gonja, Gushegu, Zabzugu East Mamprusi, Yendi and Chereponi) and 2 in Ashanti (Asokore mampong and Bosomtwe).

38. The Main goals of the ENVAC intervention are:

**Goal 1:** Improved Nutrition and Food Security of targeted beneficiaries.

**Goal 2:** Improved sales of staples for targeted Smallholder Farmers, particularly to industrial processors.

Refer to Performance Management Framework/Logframe in Annex 7].

39. The northern Ghana's total population is projected to be 5,303,622 based on the 2020 estimation which is an increase of 25 percent over the 2010 census population of 4,228,166. Farming in northern Ghana is predominantly rural, with about 93 percent of rural households engaged in crop and animal rearing. Ghana's north has largely been excluded from the broader trend of poverty reduction in Ghana as there is wide disparity between south and north in terms of development. The disparity has been due to low investment, vegetation, and Climate – rainfall pattern (only one cropping season in the north as compared to 2 cropping seasons in the south. The northern Ghana over the years has received low/under investment in infrastructure and other areas to facilitate economic growth to create employment and increase income for poverty reduction. Thus, poverty level continues to be high compared to the southern part of the country leading to low standard of living with poor access to health care and other basic livelihood services
40. As a result of COVID-19, most of the ENVAC activities were put on hold especially from March – August 2020. This has affected implementation of key activities of the project. Smallholder farmers face difficulty in accessing inputs and services for production due to disruptions and restrictions in transportation through lockdowns and border closures as a result of COVID 19 Pandemic. This also affects access to output markets, which leads to curbing productive capacities and denying a point of sale for produce, and has the potential to raise post-harvest losses. (*FAO, 2020*). The pandemic has impacted on business through closure of some operations during lockdown (some continue to be out of operation), reduced wages, lay off of workers, uncertainty in future income and employment.
41. The Government of Ghana's response to mitigate the impact of the COVID 19 pandemic on businesses and livelihoods include the following: Limit and stop the importation of the virus; Contain its spread; Provide adequate care for the sick; Limit the impact of the virus on social and economic life, Inspire the expansion of domestic capability and deepen self-reliance.
42. Specifically, the government introduced Coronavirus Alleviation Program Business Support Scheme (CAPBuSS) for MSMEs who were affected by COVID-19 pandemic, absorbed water and electricity bills, facilitated the local production of hand sanitizers and face masks, reduced communication tax, provided free meals to vulnerable households during the lockdown period, supported the increase of food production through the Planting for Food and Jobs, among others.

43. Pillar 3 of ENVAC started earlier in 2016, followed by pillar 1 in late 2017 and then pillar 2 in 2018. The project was implemented in selected project areas.
44. Integration of gender considerations into the project design was informed by, among others, an assessment and analysis of Gender value chains in Northern and Ashanti regions of Ghana finalized in 2012, a study on the contribution of P4P to the economic empowerment of women smallholder farmers in Ashanti and Northern regions of Ghana conducted in 2012, as well as partner reports. There was no specific gender analysis for the ENVAC project because at the time the project was being designed, there was already existing literature on gender gaps and needs from WFP-led studies and partner reports that was adequate to inform gender targeting and mainstreaming for ENVAC activities.
45. **Link between women participation in FBOs and GEEW:** The gender and markets case study in Ghana, 2016 showed that women participate more in informal food markets while men dominate the formal markets which attract higher profits and that the role of women in the formal markets is only enhanced when they participate actively in value chains through Farmer Based Organizations. This contributes to their economic empowerment and ability to influence decisions not only in the FBOs but as active players along agricultural value chains. Additionally, a study on the contribution of P4P to the economic empowerment of women in Ghana showed that women who were part of the P4P FBOs had been economically empowered through improved access to markets, financial resources, and capacity-building in various technical aspects of production, marketing, and organizational management as WFP support targeted FBOs. Therefore, enhancing participation of women in FBOs is more likely to yield results in GEEW compared to having women smallholder farmers work as individual smallholder farmers.

## 4. Evaluation Approach

### 4.1. Scope

46. The evaluation will cover the three (3) components of the ENVAC project, including all crosscutting activities and processes related to its formulation, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. This evaluation, commissioned by the WFP Ghana Country Office, is expected to provide an evidence-based, independent assessment of performance of the project so that WFP and stakeholders can learn; and inform any future programme design and implementation.
47. The evaluation will be carried out in the areas of intervention and targeted beneficiaries (Refer to Annex 1 for project map):
- **Pillar 1:** Support to smallholder farmers and aggregators (Ashanti, Bono, Bono East, Upper West, Upper East, North Eastern, Northern and Savanna regions)
  - **Pillar 2:** Support to processors (Industrial and community-level) (Ashanti, Bono, Northern, Upper East and Upper West regions)
  - **Pillar 3:** Malnutrition prevention through promotion of consumption of nutritious foods (Northern, North-East, Savannah and Ashanti regions)

#### 48. ENVAC Budget

| (Canadian Dollars)   | year 1           | year 2           | year 3           | year 4           | year 5           | Total             | %           |
|--|------------------|------------------|------------------|------------------|------------------|-------------------|-------------|
| <b>Pillar 1: Smallholder farmers/FOs/out-growers – Increased Local production, improved quality &amp; market integration of nutritious food staples</b>                          |                  |                  |                  |                  |                  |                   |             |
| <b>Sub-total (A)</b>   | <b>704,370</b>   | <b>598,050</b>   | <b>704,370</b>   | <b>531,600</b>   | <b>538,245</b>   | <b>3,076,635</b>  | <b>15%</b>  |
| <b>Pillar 2: Processors (industrial &amp; community level) – Enhanced Local Processing Capacity for complementary nutritious foods (Supercereals &amp; other blended flours)</b> |                  |                  |                  |                  |                  |                   |             |
| <b>Sub-total (B)</b>   | <b>3,083,280</b> | <b>3,030,120</b> | <b>225,930</b>   | <b>139,545</b>   | <b>176,093</b>   | <b>6,654,968</b>  | <b>33%</b>  |
| <b>Pillar 3: Consumers (women&amp; children) – Increased Awareness of benefits &amp; Consumption of Nutritious Staples, Complementary foods and fortified foods</b>              |                  |                  |                  |                  |                  |                   |             |
| <b>Sub-total (C)</b>   | <b>704,370</b>   | <b>1,150,648</b> | <b>1,480,107</b> | <b>1,537,121</b> | <b>1,626,829</b> | <b>6,499,076</b>  | <b>32%</b>  |
| <b>Other Costs:</b>  |                  |                  |                  |                  |                  |                   |             |
| <b>Sub-total (D)</b>   | <b>491,730</b>   | <b>491,730</b>   | <b>491,730</b>   | <b>491,730</b>   | <b>491,730</b>   | <b>2,458,650</b>  | <b>12%</b>  |
| <b>Total (A+B+C+D)</b>   | <b>4,983,750</b> | <b>5,270,548</b> | <b>2,902,137</b> | <b>2,699,996</b> | <b>2,832,896</b> | <b>18,689,328</b> | <b>93%</b>  |
| Indirect Support Cost (7%)   | 348,863          | 368,938          | 203,150          | 189,000          | 198,303          | 1,308,253         | 7%          |
| <b>Grand Total</b>   |                  |                  |                  |                  |                  | <b>19,997,581</b> | <b>100%</b> |

49. The evaluation will focus primarily on the following three activities:

- Review of relevant documents including project documents, internal/external administrative records, collected data (baseline/follow-up survey), monitoring plan and reports and Performance Measurement Framework (PMF);
- Field visits to WFP ENVAC sites to conduct surveys and interviews with beneficiary households and individuals targeted under the project; Interviews with WFP programme team and staff members of governmental and non-governmental implementing partners,
- The Evaluation will assess Gender Equality and Empowerment of women (GEEW) across all the three (3) pillars of the ENVAC.

The evaluation scope will cover the period from the start of the ENVAC project from March 2016 to the end of the project in March 2021.

50. The ENVAC project implementation cuts across four (4) of the five (5) Strategic Outcomes (SOs) of the Country Strategic Plan (CSP) (2019 -2023)

#### 4.2. Evaluation Criteria and Questions

51. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, and Sustainability. Gender Equality and the Empowerment of Women (GEEW) should be mainstreamed throughout. Since this evaluation is a final or end of project evaluation, all the evaluation criteria mentioned above would be applied to measure the results and performance of the ENVAC project.

52. **Evaluation Questions** Aligned to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during

the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the ENVAC project, which could inform future strategic and operational decisions.

53. Below are the key criteria and broad questions to be evaluated:

| Criteria      | Evaluation Questions   |
|---------------|--|
| Relevance     | <p>To what extent are the ENVAC activities in line with the needs of beneficiaries (children, women and men)?</p> <p>To what extent did the ENVAC project address specific challenges and constraints faced by women farmers (described above)?</p> <p>To what extent are they aligned with Government, WFP, partner UN agencies and donor policies and priorities?</p>  |
| Effectiveness | <p>Has the ENVAC project achieved its stated objectives and outcomes on improving food and nutrition?</p> <p>Has the market-based approach to tackling nutrition problems been effective?</p> <p>Has the provision of productivity and post harvest quality enhancement interventions been effective?</p> <p>How effective are the interventions for value chain activities of Small Holder Farmers?</p> <p>Has the social behaviour change communication been effective?</p> <p>What were the major factors influencing the achievement or non-achievement of the outcomes/objectives of the intervention?</p> <p>Are the outcomes different for women and men producers? If so, why?</p> <p>How has COVID-19 impacted the implementation of ENVAC activities and achieving the intended results?</p>   |
| Efficiency    | <p>Were activities cost-efficient?</p> <p>Were the ENVAC activities implemented in the most efficient way compared to alternatives? [PROCESS]</p> <p>Were ENVAC activities delivered through the most appropriate personnel and contracting arrangements? [STRUCTURE]</p> <p>What were the external and internal factors influencing efficiency?</p>   |
| Impact        | <p>What were the short- and medium term effects of the ENVAC intervention on beneficiaries' lives?</p> <p>Has the ENVAC intervention changed the lives and behaviour of assisted individuals or households – addressing malnutrition?</p> <p>Did any negative effects occur to the beneficiaries?</p> <p>What factors in women's lives favoured or hindered women's benefits from this project?</p> <p>To what extent are women able to influence decisions over productive resources along agricultural value chains?</p> <p>To what extent has the project contributed to women's access to credit/financial services, information, skills and knowledge, markets?</p> <p>How has women participation in Farmer based organizations contributed to their economic empowerment?</p> <p>What were the gender-specific impacts, especially regarding women's empowerment?</p> |

|                |   |
|----------------|---|
|                | <p>What are the main drivers of positive impacts in terms of Partnerships, capacity, ownership, etc.)? Including the professional attitude of healthcare workers and health seeking behaviours of pregnant women and children.</p> <p>To what extent has the partnership framework achieved its goals and what was the impact?</p>  |
| Sustainability | <p>To what extent are the benefits of the ENVAC intervention likely to continue after the end of project in March 2021?</p> <p>What factors affect (positive and negative), the sustainability for women producers/processors and men producers/processors including the industrial processors?</p> <p>What is the level of national, regional or community levels buy-in for adoption of ENVAC approach into their own development plans?</p> <p>Are there any mechanisms in place for leveraging on existing programs like Modernizing Agriculture in Ghana (MAG) and Planting for Food and Job, etc?</p> |

54. The evaluation should analyse how GEEW objectives and GEEW mainstreaming principles were included in the intervention design, and whether the ENVAC activities have been guided by objectives on GEEW. The GEEW dimensions should be integrated into all evaluation criteria as appropriate.

#### 4.3. Data Availability

55. The following are the main sources of information available, though not exhaustive, to the evaluation team. The sources provide both quantitative and qualitative information as well as as gender-disaggregated data including data related to gender-specific outcomes:

- 2015 to 2020 Standard Project Reports (SPRs)/Annual Project Report (ACR).
- Annual Outcome Monitoring reports (Post Distribution Monitoring/PDM) /COMET data
- Ghana Country Programme: An evaluation of WFP's Operation (200247) Mid-Term Evaluation Report - 2015
- ENVAC Pillar 1 baseline survey report -2017
- ENVAC Pillar 1 follow-up survey report -2019
- ENVAC Pillar 1 follow-up survey report -2021 (to be conducted in February 2021)
- Annual ENVAC Report to the donors (2016-2021)
- Performance Measurement Framework (PMF) (2016-2021)
- Powerpoint presentations of ENVAC to partners
- ENVAC Project Document and Logframe
- ENVAC Annual Workplan
- Agreement/Memorandum of Understanding signed with partners
- WFP Strategic Results Framework
- Quarterly and annual progress reports submitted by ENVAC Partners (Ministry of Food and Agriculture/MOFA; Farm Radio International, Crop Research Institute; ADRA; SARI; GHS, CSOs, Yedent, Premium Foods etc
- Media coverage of ENVAC activities/Documentaries
- Monitoring reports by ENVAC team
- Zero Hunger Strategic Review Report
- WFP Ghana Country Strategic Plan (2019-2023)
- ENVAC documentation and lessons learnt – 2020

- Post ENVAC documents/Proposals
- Gender and Market Assessment for ENVAC

56. Baseline, targets and follow up values for all indicators in the log frame are available (Annex 6). The SPRs/ACRs and PMF give details of both outcome and output achievements per year as per the log frames. It is worth noting that the log frames and some of the indicators changed with the new Corporate Results Framework (CRF) in 2017 and therefore project documents that span over 5 years do not have entirely the same indicators.

Concerning the quality of data and information, the evaluation team should:

- a. assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection.
- b. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

#### **4.4. Methodology**

57. The methodology will be designed by the evaluation team during the inception phase. This will include:

- Employ the relevant evaluation criteria mentioned above: relevance, effectiveness, efficiency, impact and sustainability.
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
- Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means including project reports and assessments.
- Sample size for the on-site data collection and interview would be drawn from the list of beneficiaries across the 3 pillars of ENVAC. The samples will be drawn separately for each pillar.
- Before and after intervention methodology would be employed to ascertain the level of achievement of results.
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, budget and timing constraints;
- Ensure through the use of mixed methods that women, men, adolescent girls and caregivers for children 6-23 months as well as implementing partners participate and that their voices are heard and incorporated;
- Mainstream gender equality and women's empowerment.

58. The methodology should be GEEW-sensitive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women and marginalised groups. The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of

data should ensure that diverse perspectives and voices of both males and females are heard and taken into account.

59. Looking for explicit consideration of gender in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender-sensitive ways before fieldwork begins.

60. The evaluation findings, conclusions and recommendations must reflect gender analysis as well as reporting on equity dimensions (e.g. discussion on the extent to which women and men were treated fairly according to their respective needs); discussion on intended and unintended effects of the intervention on gender equality, and the report should provide lessons/ challenges/ recommendations for conducting gender responsive evaluation in the future.

61. The following mechanisms for independence and impartiality will be employed:

- An **external service provider** will be hired to conduct the evaluation;
- WFP has appointed a dedicated **evaluation manager** to manage the evaluation process internally;
- An internal WFP **evaluation committee**, led by staff not directly involved in the implementation of the ENVAC programme at the country office level, to manage and make decisions on the evaluation; Annex 3
- An **Evaluation Reference Group** (ERG) (including WFP and external stakeholders) will be set up to steer the evaluation process and further strengthen the independence of the evaluation. Annex 4
- All **feedback** generated by these groups will be shared with the service provider. The service provider will be required to critically review the submissions and provide feedback on actions taken/or not taken as well as the associated rationale

62. The following potential risks to the methodology have been identified:

- approaches used by the service provider for the baseline and follow-up surveys as well as WFP team for collecting monitoring indicators might be different from that of the Evaluation team. For example, the respondents interviewed during the baseline and follow-up surveys could be totally different from those selected by the evaluation team. This can be mitigated by using a panel approach in interviewing same beneficiaries over time.
- beneficiaries interviewed in the baseline and follow-up surveys especially for pillar 3 of ENVAC (Pregnant and Lactating women, children 6-23 months etc) might have graduated from the programme and new beneficiaries enrolled. This risk can be mitigated to a large extent by liaising with Community health workers and volunteers to locate graduated beneficiaries. In cases where exited beneficiaries have relocated and do not have functional phone numbers, they may have to be replaced.
- COVID 19 pandemic may lead to increase in non-response rate as some of the selected respondents might not comply due to fears of infection and where physical contact especially for anthropometric data might be needed. This can be

mitigated by sensitization of selected respondents, avoiding physical contact with beneficiaries and the use of face masks and hand sanitizers.

#### 4.5. Quality Assurance and Quality Assessment

63. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms, standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
64. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the DEQAS Process Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
65. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure quality of the evaluation process and outputs.
66. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in headquarters provides review of the draft inception and evaluation report (in addition to the same provided on draft ToR), and provide:
  - a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
  - b. recommendations on how to improve the quality of the final inception/evaluation report.
67. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards<sup>[1]</sup>, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
68. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
69. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in WFP's Directive CP2010/001 on Information Disclosure.

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[1] UNEG Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability"

70. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

## 5. Phases and Deliverables

71. The evaluation will proceed through phases highlighted below. Deliverables and deadlines for each phase are as follows:

Figure 1: Summary Process Map



72. Preparation phase (November 2020 - February 2021): The evaluation manager will conduct background research and consultation to frame the evaluation; prepare the ToR; select the evaluation team and contract the company for the management and execution of the evaluation.

73. Inception phase (February – May 2021): This phase aims at preparing the evaluation team for the evaluation phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of secondary data and initial interaction with the main stakeholders (beneficiaries, government, donors and WFP). Inception report produced by evaluation team as the key deliverable.

74. Data Collection phase (May -June 2021): The fieldwork will span over three weeks and will include visits to project sites with primary and secondary data collection from local stakeholders. A debriefing session will be held upon completion of the field work.

75. Analysis & Reporting phase (June - August 2021): The evaluation team will analyse the data collected during the desk review and the field work, conduct additional consultations with stakeholders as required and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their consideration before report finalisation.

76. Dissemination phase and Follow-up (August/September 2021): The final evaluation report will be shared with the relevant stakeholders. The management responsible will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. The evaluation report

will also be subject to external post-hoc quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. The final evaluation report will be published on the WFP public website. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems.

77. **Notes on the deliverables:** The inception package and evaluation report shall be written in English and follow the DEQAS templates. The evaluation team is expected to produce written work that is of very high standard, evidence-based, and free of errors. The evaluation company is ultimately responsible for the timeliness and quality of the evaluation products. If the expected standards are not met, the evaluation company will, at its own expense, make the necessary amendments to bring the evaluation products to the required quality level.

78. **Evaluation Schedule** presented in Annex 2.

## 6. Organization of the Evaluation & Ethics

### 6.1. Evaluation Conduct

79. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation manager. The team will be hired following agreement with WFP on its composition.

80. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

81. The evaluation should be carried according to the Evaluation Schedule. **Annex 2**

### 6.2. Team composition and competencies

82. The evaluation team will conduct the evaluation under the direction of the Evaluation Manager.

83. The evaluation team is expected to include a team of four (4) members, including the team leader and other team members with a mix of expertise in the technical areas covered by the evaluation.

84. The evaluation team will be independent consultants or firm and may be national or a mix of international and national consultants. The team leader will have strong evaluation skills and experience as well as leadership skills.

85. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have WFP experience.

86. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:

- Agricultural economics, food systems and rural development.
- Nutrition and Social & Behaviour Change Communication.
- Supply chain background including food safety and quality.
- Socio-economic experts.

- Gender expertise / good knowledge of gender issues.
- All team members should have strong analytical and communication skills, evaluation experience and familiarity with Ghana.
- All team members should have strong skills in oral and written English and if possible the local language in the project districts.

87. The Team leader will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills.

88. His/her primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

89. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

90. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

### 6.3. Security Considerations

91. **Security briefing** where required is to be provided by WFP Ghana Country Office.

- As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.

92. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
- The team members observe applicable UN security rules and regulations – e.g. curfews etc.

93. Due to COVID-19 Global pandemic, the evaluation team is responsible for ensuring and adhering to the COVID-19 Protocols of Ghana and are responsible for their own safety and security.

## 6.4. Ethics

94. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to; ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.
95. Contractors are responsible for managing any potential ethical risks and issues and must put in place, in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

## 7. Roles and Responsibilities of Stakeholders

### 96. The WFP Ghana Country Office:

a- The Ghana Country Office **Country Director** will take responsibility to:

- Assign an Evaluation Manager for the evaluation [**John Sitor, M&E and VAM Officer**]
- Compose the internal evaluation committee and the evaluation reference group (see below).
- Approve the final ToR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group.
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations.

b- The **Evaluation Manager**:

- Manages the evaluation process through all phases including drafting this ToR.
- Ensures quality assurance mechanisms are operational.
- Consolidates and shares comments on draft ToR, inception and evaluation reports with the evaluation team.
- Ensures expected use of quality assurance mechanisms (checklists, quality support).
- Ensures that the team has access to all documentation and information necessary for the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistical support during the fieldwork; and arranges for interpretation, if required.
- Organises security briefings for the evaluation team and provides any materials as required.

c- An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation. The Internal evaluation committee chaired by the Deputy Country Director (DCD) will select and establish the Evaluation Reference Group (ERG), review and approve Terms of Reference, select and approve the evaluation team and budget, brief the evaluation team on the subject of the evaluation, review draft inception and evaluation reports and approve, provide responses to comments using the comments matrix, facilitate access to data and information, respond to interview questions, participate in field work debriefing, lead the preparation of management response and dissemination to key stakeholders which helps to maintain distance from influence by programme implementers. Refer to Annex 3 on the composition.

97. **An Evaluation Reference Group** has been formed, as appropriate, with representation from key internal and external stakeholders for the evaluation. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. Refer to annex 4 where the list of members is available.

98. **The Regional Bureau:** will take responsibility to:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and evaluation subject as required.
- Provide comments on the draft ToR, inception and evaluation reports.
- Support the Management Response to the evaluation and track the implementation of the recommendations.

While the Regional Evaluation Officer, RBD will perform most of the above responsibilities, other RB relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

99. **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation ToR, inception and evaluation reports as required.

100. **Other Stakeholders:**

- **Government:** Will participate in stakeholder consultation meetings as well as respond to key interview questions from the evaluation team as the government entities were involved in the implementation of the ENVAC project. This will help to assess whether ENVAC activities are aligned with the government priorities.
- **NGOs:** Will participate in stakeholder consultation meetings as well as respond to key interview questions from the evaluation team as they played a critical role in the implementation of most of the ENVAC activities.
- **UN agencies:** They will also provide comments on the evaluation report before finalization in line with UN "Delivering as One".

101. **The Office of Evaluation (OEV).** OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It

is responsible for providing access to the outsourced quality support service, reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

## **8. Communication and budget**

### **8.1. Communication**

102. To ensure a smooth and efficient process and enhance learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. Refer to Annex 5a and 5b for the communication plan.
103. The Communication and Learning Plan include a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.
104. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the communication team can post and share the report with key stakeholders.
105. A brief will be produced for all DE by RBD Evaluation Unit and key findings will be disseminated during events or as an exhibit.

### **8.2. Budget:**

106. The budget will be based on procurement of evaluation team through Long-Term Agreements (“service level agreement”). WFP will request technical and financial proposals (through secondary bids) from LTA service providers based on the final version of the TOR that will be shared with the LTA firms. The budget should include:

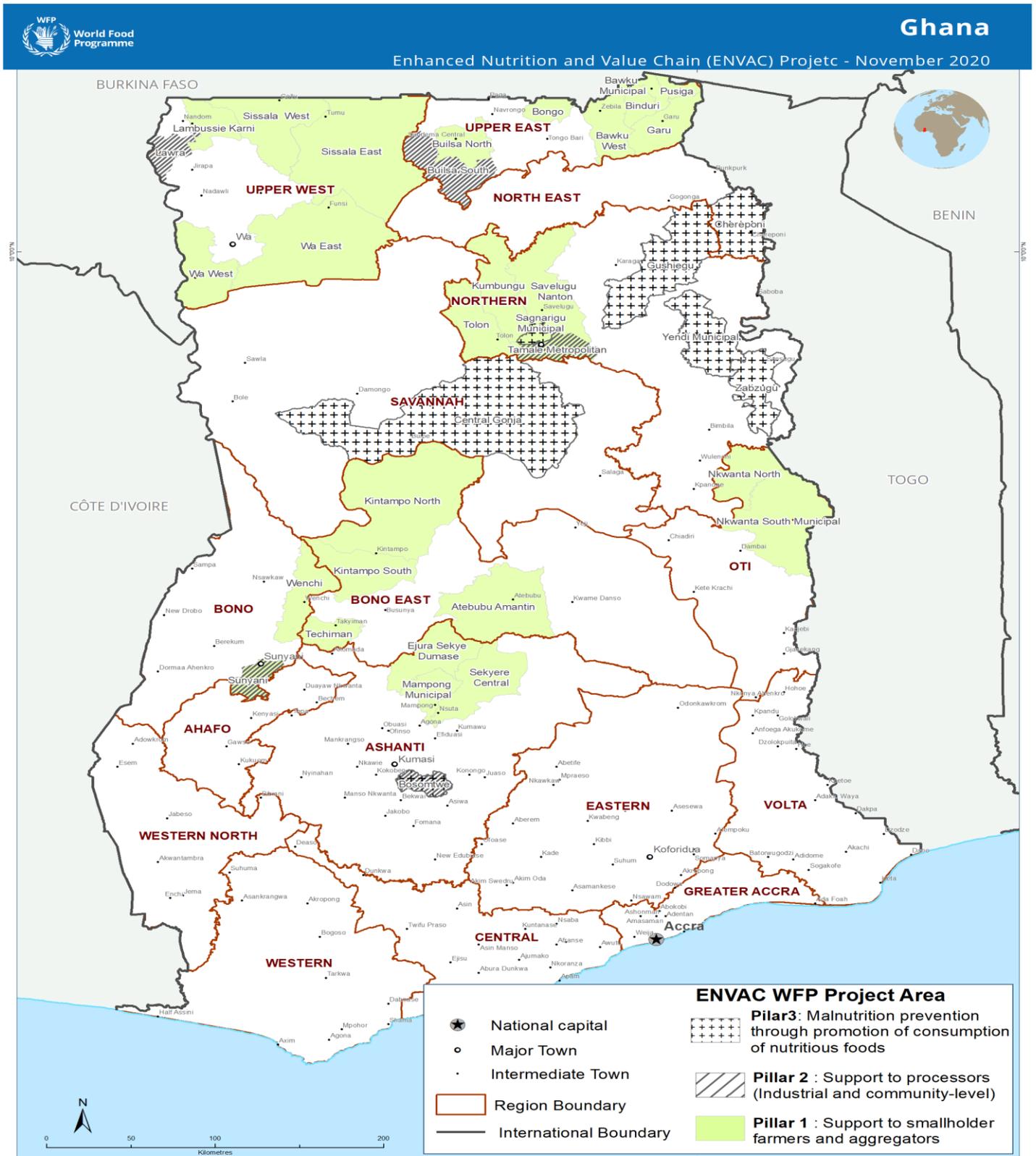
| <b>1. Evaluation Team Fees</b>   |                                  |   |  |  |
|--|----------------------------------|---|--|--|
| <b>Name</b>  | <b>Team Leader</b>               | <b>TM1</b>                              | <b>TM2</b>                               | <b>TM3</b>                               |
| <b>Job title/ function</b>   | <b>International Team leader</b> | <b>International Evaluator (Gender)</b> | <b>National Evaluator (Food Systems)</b> | <b>National Evaluator (Nutritionist)</b> |
| <b>Inception Phase</b>   | <b>Days</b>                      | <b>Days</b>                             | <b>Days</b>                              | <b>Days</b>                              |
| Team orientation   | 1                                | 1                                       | 1  | 1  |
| Desk review of documents   | 3                                | 2                                       | 1  | 1  |
| Inception meetings/mission   | 5                                | 2                                       | 2  | 2  |
| Prepare draft Inception Report (IR)  | 3                                | 2                                       | 2  | 2  |
| Revise draft IR based on DE QS feedback  | 3                                | 1                                       | 1  | 1  |
| Finalize draft IR based on stakeholder comments  | 2                                | 1                                       | 1  | 1  |
| <b>Collect Data Phase</b>  |                                  |   |  |  |
| Prepare field work   | 1                                | 1                                       | 1  | 1  |
| Conduct field work and preliminary analysis  | 19                               | 19                                      | 19                                       | 19                                       |
| End of fieldwork debriefing  | 1                                | 1                                       | 1  | 1  |
| <b>Phase 5 - Analyse Data and Report</b>   |                                  |   |  |  |
| Prepare draft Evaluation Report (ER)   | 10                               | 4                                       | 4  | 4  |
| Revise draft ER Based on DE QS feedback  | 6                                | 2                                       | 2  | 2  |
| Finalize draft ER based on stakeholder comments  | 4                                | 1                                       | 1  | 1  |
| <b>2. International Travel Costs (Economy Class &amp; most-economical-route) - 2 international experts</b> |                                  |   |  |  |
|  |                                  |   |  |  |
| <b>3. Per Diem Costs (DSA) for 14 days for field data collection</b>                                       |                                  |   |  |  |
|  |                                  |   |  |  |
| <b>4. Local Travel Costs [Evaluation country/district ]</b>  |                                  |   |  |  |
|  |                                  |   |  |  |
| <b>5. Other Direct Costs</b>   |                                  |   |  |  |
|  |                                  |   |  |  |

- Contact person: Please send any queries to John Sitor – Evaluation Manager, at [john.sitor@wfp.org](mailto:john.sitor@wfp.org) , +233 243311174.

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# Annex 1 Map



Date Created: 06 Nov 2020 - Contact: [abdoulaye.ndiaye@wfp.org](mailto:abdoulaye.ndiaye@wfp.org)  
 Website: [www.wfp.org](http://www.wfp.org) - Prepared by: VAM, RBD  
 Map Reference: gha\_countrymap\_wfp\_Enhanced Nutrition and Value Chain (ENVAC) Districtlevel\_20201106 Populated places: GeoNames

Data sources: WFP offices; WFP - Boundaries: COD  
 ENVAC info: CO Ghana  
 Map Reference: gha\_countrymap\_wfp\_Enhanced Nutrition and Value Chain (ENVAC) Districtlevel\_20201106 Populated places: GeoNames

The designations employed and the presentation of material in this map do not imply the expression of any opinion on the part of WFP concerning the legal or constitutional status of any country, territory, city or sea or concerning the delimitation of its frontiers or boundaries.

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## Annex 2 Evaluation Schedule

|  | Phases, Deliverables and Timeline  | Tentative Dates           |
|--|--|---------------------------|
| <b>Phase 1 - Preparation</b>             |  | <b>Up to 9 weeks</b>      |
|  | Desk review, draft of TOR and quality assurance (QA) using ToR QC  | 1 Nov – 13 Nov, 2020      |
|  | Sharing of draft ToR with outsourced quality support service (DE QS)   | 16 – 18 Nov, 2020         |
|  | Review draft ToR based on DE QS feedback   | 15 Dec 2020 – 9 Jan, 2021 |
|  | Circulation of TOR for review and comments to ERG, RB and other stakeholders such as GHS, MOFA, Farm Radio etc           | 11 Jan – 15 Jan, 2021     |
|  | Review draft ToR based on comments received  | 18 Jan – 21 Jan, 2021     |
|  | Submits the final TOR to the internal evaluation committee for approval  | 25 Jan – 27 Jan, 2021     |
|  | Sharing final TOR with key stakeholders  | 28 Jan – 29 Jan, 2021     |
|  | <b>Selection and recruitment of evaluation team</b>  | 1 Feb – 15 Feb, 2021      |
| <b>Phase 2 - Inception</b>               |  | <b>Up to 7 weeks</b>      |
|  | Briefing core team   | 18 Feb, 2021              |
|  | Desk review of key documents by evaluation team  | 22 Feb – 26 Feb, 2021     |
|  | Inception mission in the country (if applicable)   | 1 Mar – 5 Mar, 2021       |
|  | Draft inception report (IR)  | 8 Mar – 10 Mar, 2021      |
|  | Sharing of draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC | 15 Mar – 19 Mar, 2021     |
|  | Revise draft IR based on feedback received by DE QS and EM   | 22 Mar – 24 Mar, 2021     |
|  | Submission of revised IR based on DE QS and EM QA  | 30 Mar, 2021              |
|  | Circulate draft IR for review and comments to ERG, RB and other stakeholders such as GHS, MOFA, Farm Radio etc           | 31 Mar – 14 Apr, 2021     |
|  | Consolidate comments   | 15 Apr – 16 Apr, 2021     |
|  | Revise draft IR based on stakeholder comments received   | 19 Apr – 20 Apr, 2021     |
|  | Submission of final revised IR   | 27 Apr, 2021              |
|  | Submits the final IR to the internal evaluation committee for approval   | 29 Apr – 30 Apr, 2021     |
|  | <b>Sharing of final inception report with key stakeholders for information</b>   | <b>3 May, 2021</b>        |
| <b>Phase 3 – Data collection</b>         |  | <b>Up to 3 weeks</b>      |
|  | Briefing evaluation team at CO   | 5 May, 2021               |
|  | <b>Data collection</b>   | 10 May–25 May, 2021       |
|  | <b>In-country Debriefing (s)</b>   | 3 Jun, 2021               |
| <b>Phase 4 - Analyze data and report</b> |  | <b>Up to 11 weeks</b>     |
|  | Draft evaluation report  | 7 Jun–17 Jun, 2021        |

|  |  |                      |
|--|--|----------------------|
|  | Sharing of draft ER with outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC | 28 Jun- 2 Jul, 2021  |
|  | Revise draft ER based on feedback received by DE QS and EM QA  | 5 Jul- 11 Jul, 2021  |
|  | Submission of revised ER based on DE QS and EM QA  | 12 Jul, 2021         |
|  | Circulate draft ER for review and comments to ERG, RB and other stakeholders such as GHS, MOFA, Farm Radio etc           | 14 Jul- 28 Jul, 2021 |
|  | Consolidate comments   | 29 Jul- 30 Jul, 2021 |
|  | Revise draft ER based on stakeholder comments received   | 2 Aug- 6 Aug, 2021   |
|  | Submission of final revised ER   | 9 Aug, 2021          |
|  | Submits the final ER to the internal evaluation committee for approval   | 12 Aug- 13 Aug, 2021 |
|  | <b>Sharing of final evaluation report with key stakeholders for information</b>  | 16 Aug, 2021         |
| <b>Phase 5 - Dissemination and follow-up</b> |  | <b>Up to 4 weeks</b> |
|  | Prepare management response  | 23 Aug- 24 Sep, 2021 |
|  | <b>Share final evaluation report and management response with OEV for publication</b>                                    | 30 Sep, 2021         |

### Annex 3 Membership of the Evaluation Committee

**The composition of the Evaluation Committee:** The following staff will serve on the Evaluation Committee (EC):

| SN. | NAME OF STAFF        | POSITION                          | ROLE IN EC         |
|-----|----------------------|-----------------------------------|--------------------|
| 1   | Anna Mukiibi- Bunnya | DCD                               | Chair              |
| 2   | John Sitor           | M&E/VAM Officer                   | Evaluation Manager |
| 3   | Chris Ibyisintabyo   | ENVAC Coordinator                 | Member             |
| 4   | Thomas Yeboah        | Procurement Officer               | Member             |
| 5   | TBD                  | Regional Evaluation Officer/Unit  | Member             |
| 6   | Samuel Adjei         | Programme Officer-ENVAC           | Member             |
| 7   | Patience Asiedu      | Nutritionist                      | Member             |
| 8   | Gyamila Abdul-Wahabi | Programme Officer/ OIC Sub office | Member             |
| 9   | Millicent Omala      | Programme Associate               | Member/Secretary   |

## Annex 4 Membership of the Evaluation Reference Group

**Purpose:** The overall purpose of the ERG is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021 and UNEG norms and standards. ERG members review and comment on draft evaluation ToR, inception report, and evaluation report. ERG members act as advisors, while the responsibility to approve evaluation products rests with the Evaluation Committee Chair.

### Composition of the ERG:

| SN. | NAME OF STAFF            | POSITION/ORGANIZATION  | ROLE IN ERG        |
|-----|--------------------------|--|--------------------|
| 1   | Anna Mukiibi - Bunnya    | WFP DCD  | Chair              |
| 2   | John Sitor               | WFP M&E/VAM Officer  | Evaluation Manager |
| 3   | Chris Ibyisintabyo       | WFP ENVAC Coordinator  | Member             |
| 4   | Paulina Addy             | Director - Women in Agriculture<br>Directorate of MOFA                           | Member             |
| 5   | TBD                      | Regional Evaluation Officer/Unit   | Member             |
| 6   | Comfort Yankson          | CEO - Alpha Communication & Health<br>Foundation (CSO)                           | Member             |
| 7   | Dr. Robert Aidoo         | Senior Lecturer - Kwame Nkrumah<br>University of Science & Technology<br>(KNUST) | Member             |
| 8   | Cynthia Obbu             | Ghana Health Service   | Member             |
| 9   | Patrick Ofori            | Head - M&E -Ministry of Food and<br>Agric (MOFA) - Head Office                   | Member             |
| 10  | Gladys Sampson           | General Manager - Premium Foods Ltd  | Member             |
| 11  | Jeandamour<br>Nkundimana | Programme Officer - WFP HQ - SAMS/<br>P4P  | Member             |
| 12  | Benjamin Fiafor          | Country Director Farm Radio<br>International                                     | Member             |
| 13  | Isabelle Mballa          | Supply Chain Advisor - WFP RBD   | Member             |
| 14  | Ramatoulaye Dieye        | Gender Advisor - WFP RBD   | Member             |
| 15  | Eric Chimsi              | Development Officer - Global Affair<br>Canada                                    | Member             |

Annex 5a Internal (WFP) Communication and Learning Plan

| When                | What                                   | To whom  | What level                     | From whom  | How  | Why   |
|---------------------|--|--|--------------------------------|--|--|---|
| Planning            | Tentative time and scope of evaluation | <ul style="list-style-type: none"> <li>- ENVAC programme team</li> <li>- Country Director &amp; Deputy Country Director</li> </ul> | Programme level                | Evaluation manager                                       | During the annual performance planning session and Heads of Unit meeting | To ensure evaluation is reflected in work plans for the office as well as PACE for involved staff including the evaluation manager. |
| Preparation/<br>ToR | Draft ToR                              | <ul style="list-style-type: none"> <li>- Evaluation reference Group</li> <li>- ENVAC Team</li> <li>- Programme staff</li> </ul>    | Management and technical level | Evaluation manager on behalf of the evaluation committee | Email  | To get comments   |
|                     | Final ToR                              | - Evaluation reference Group,  | Management and technical level | Evaluation manager                                       | Email  | -Inform the relevant staff on the plan for the evaluation,  |

| When      | What                   | To whom  | What level   | From whom  | How   | Why  |
|-----------|------------------------|--|--|--|-------|--|
|           |                        | <ul style="list-style-type: none"> <li>- ENVAC Team</li> <li>- Programme staff</li> <li>- Support Staff/Human resources</li> </ul> |  |  |       | <p>including critical dates and milestones.</p> <p>-informs the support staff on the selected option for contracting team</p>                                    |
| Inception | Draft Inception report | Key stakeholders Through the Evaluation reference Group, Ghana CO management and programme staff                                   | Management and technical level)  | Evaluation manager on behalf of the evaluation committee | Email | To get comments  |
|           | Final Inception Report | Key stakeholders through the Evaluation reference Group, Ghana CO management and programme staff<br><br>-relevant support staff    | Management and technical level depending on subject matter (e.g. nutrition, resilience, etc.);<br><br>-technical e.g. procurement/HR officer | Evaluation manager                                       | Email | Inform the relevant staff of the detailed plan for the evaluation, including critical dates and milestones; sites to be visited; stakeholders to be engaged etc. |

| When                               | What                    | To whom  | What level                                | From whom  | How   | Why  |
|------------------------------------|-------------------------|--|---|--|-------|--|
|                                    |                         | -Field level staff (sub-office)  | -operations staff/Admin                   |  |       | -inform the support staff (especially administration) of required logistical support |
| <b>Data collection</b>             | Debriefing power-point  | ENVAC management and programme staff   | -Strategic and operation/technical levels | Evaluation Team leader (may be sent to EM who then forwards to the relevant staff) | Email | Allow reflection on the preliminary findings before the scheduled debriefing.        |
| <b>Data Analysis and Reporting</b> | Draft Evaluation report | Key stakeholders through the Evaluation reference Group, Ghana CO management and programme staff | -management and technical levels          | Evaluation manager, on behalf of the evaluation committee                          | Email | Request for comments on the draft report   |
|                                    | Final evaluation Report | Key stakeholders through the Evaluation reference Group Ghana CO management and                  | All levels                                | Evaluation manager on behalf of the  | Email | Informing internal stakeholders of the final main product from the evaluation        |

| When                                 | What  | To whom  | What level                          | From whom   | How  | Why   |
|--------------------------------------|---|--|-------------------------------------|---|--|---|
|                                      |   | programme, and other staff<br><br>-Global WFP                  | -Users of WFPgo                     | evaluation committee                                      |  | -Making the report available publicly   |
| <b>Dissemination &amp; Follow-up</b> | Draft Management Response to the evaluation recommendations | - CO Programme staff<br><br>-Senior Regional Programme Adviser | Management and technical levels     | Evaluation manager, on behalf of the evaluation committee | - Email,<br><br>-and/or an organized face-to-face session        | -Communicate the suggested actions on recommendations and elicit comments<br><br>-discuss the Ghana CO's action to address the evaluation recommendations |
|                                      | Final management Response                                   | -Staff in the Ghana CO<br><br>-Global WFP                      | - All levels<br><br>-Users of WFPgo | Evaluation manager  | Email, plus shared folders<br><br>Posting report and MR on WFPgo | -Ensure that all relevant staff are informed on the commitments made on taking actions<br><br>-Make MR accessible across WFP                              |

Annex 5b External Communication and Learning Plan

| When  | What                                   | To whom   | What level              | From whom  | How  | Why  |
|---|--|---|-------------------------|--|--|--|
| <p><b>Planning</b></p> <p>November 2020</p> | Tentative time and scope of evaluation | Government counterparts (GHS, MOFA), NGO partners (Farm Radio, ADRA) UN agency partners (FAO, UNICEF, UNFPA), donors (Canadian, etc.) | Strategic + Operational | <ul style="list-style-type: none"> <li>- CD/DCD</li> <li>- Communication officer OR</li> <li>-ENVAC Coordinator</li> </ul> | Email<br>-or during a regular coordination meeting | To confirm the intention to learn/ account for results for the subject |

| When  | What                   | To whom   | What level                               | From whom                                       | How  | Why   |
|---|------------------------|---|--|---|--|---|
| Preparation –<br>Nov/Dec 2020 -<br>January 2021 | Draft ToR              | Key stakeholders<br>Through the Evaluation reference Group; and directly to stakeholders not represented in the ERG | Operational/<br>Technical                | Evaluation manager                              | Email; plus, a meeting of the ERG if required                                  | To seek for review and comments on ToR  |
|   | Final ToR              | Key stakeholders<br>Through the Evaluation reference Group; and/or directly   | Strategic<br>+ Operational/<br>Technical | Country Director/Deputy<br>OR ENVAC Coordinator | Email; plus, discussions during scheduled coordination meetings as appropriate | Informing stakeholders of the plan, purpose, scope and timing of the evaluation; and their role |
| Inception<br>February – April 2021              | Draft Inception report | Key stakeholders through the Evaluation reference   | Operational/<br>technical                | Evaluation manager                              | Email  | To seek for review and comments on draft Inception report                                       |

| When  | What                    | To whom  | What level                         | From whom   | How  | Why   |
|---|-------------------------|--|------------------------------------|---|--|---|
|   |                         | Group; and/or directly   |                                    |   |  |   |
|   | Final Inception Report  | Key stakeholders through the Evaluation reference Group; and/or directly | Strategic + Operational/ Technical | - Country Director/Deputy<br>OR<br>- ENVAC Coordinator    | Email; plus, discussions during scheduled coordination meetings as appropriate | Informing stakeholders of the detailed plan of the evaluation; and their role including when they will be engaged |
| <b>Data collection and analysis debrief</b><br><br>May -June 2021 | Debriefing power-point  | Key stakeholders through the Evaluation reference Group; and/or directly | Technical/ operational             | Evaluation manager<br><br>And/or ENVAC Coordinator        | Email  | Invite the stakeholders to the external debriefing meeting, to discuss the preliminary findings                   |
| <b>Reporting</b><br><br>June - August 2021                        | Draft Evaluation report | Key stakeholders through the Evaluation reference                        | -management and technical levels   | Evaluation manager, on behalf of the evaluation committee | Email  | Request for comments on the draft report  |

| When  | What  | To whom  | What level   | From whom  | How   | Why   |
|---|---|--|--|--|---|---|
|   |   | Group; and/or directly   |  |  |   |   |
|   | Final evaluation Report                                     | -Key stakeholders through the Evaluation reference Group; and/or directly<br><br>-General public | All levels<br><br>-Users of WFP.org<br><br>-Users of partners websites       | -Evaluation manager; plus, ENVAC Coordinator<br><br>-Evaluation manager<br><br>-Focal point at the partner organizations | Email<br><br>-Posting report on <a href="http://WFP.org">WFP.org</a><br><br>- <a href="https://twitter.com/WFPofficial">WFP official twitter</a><br><br>-Posting on partners websites | Informing all key stakeholders of the final main product from the evaluation<br><br>-Making the report available publicly |
| <b>Dissemination &amp; Follow-up</b><br><br>August/September 2021 | Draft Management Response to the evaluation recommendations | -Key stakeholders through the Evaluation reference Group; and/or directly                        | Management and technical level, depending on subject of evaluation and their | Evaluation manager, on behalf of the evaluation committee  | -Email,<br><br>-and/or an organized   | -communicate the suggested actions on recommendations and elicit comments, especially on actions required                 |

| When | What                          | To whom         | What level                                       | From whom   | How  | Why                               |
|------|-------------------------------|-----------------|--|---|--|-----------------------------------|
|      |                               |                 | responsibility in taking the action              |   | face-to-face session   | by external stakeholders          |
|      | Final Management response     | -General public | -Users of WFP.org<br>-Users of partners websites | - Evaluation manager<br>-Focal point at the partner organizations | -Posting report on <u>WFP.org</u><br>-Posting on partners websites | -Making the MR available publicly |
|      | Dissemination of key findings | -General public | -Management and technical levels                 | RBD Evaluation Unit and   | During events or as an exhibit                                     | -Making the MR available publicly |

Annex 6 ENVAC Performance Management Framework & Logframe

| Title   | Enhanced Nutrition and Value Chains in Ghana  |  |   |  |   |  |   |   | Team Leader  |  |         |  |
|---|---|--|---|--|---|--|---|---|--|--|---------|--|
| Country/Region/Institution  | World Food Programme/Ghana  |  |   |  |   | Achievements                             |   |   | Budget: CAD\$ 19.9 Million                           | Duration                                       | 5 years |  |
| EXPECTED RESULTS <sup>1</sup>   | INDICATORS  | FY1 2016   | FY2 2017  | FY3 2018   | FY4 2019  | TARGETS / 2021                           | DATA SOURCES  | DATA COLLECTION METHODS   | FREQ.  | RESP.  |         |  |
| 1000a: Goal 1: Improved Nutrition and Food Security of targeted beneficiaries | <b>Food Consumption Score (disaggregated by sex) for smallholder farmers:</b><br><br>a. % of HH with Acceptable Food Consumption score<br>Male<br>Female<br>All<br><br>b. % of HH with Borderline Food Consumption score<br>Male<br>Female<br>All<br><br>c. % of HH with poor Food Consumption score<br>Male<br>Female<br>All | NA<br>NA<br>NA<br>NA<br><br>NA<br>NA<br>NA<br><br>NA<br>NA<br>NA | 95.6%<br>95.5%<br>95.55%<br><br>3.8%<br>4.1%<br>3.95%<br><br>0.6 %<br>0.4%<br>0.50% | NA<br>NA<br>NA<br><br>NA<br>NA<br>NA<br><br>NA<br>NA<br>NA | 91.8%<br>97.3%<br>94.4%<br><br>5.7%<br>1.8%<br>3.9%<br><br>2.4%<br>0.9%<br>1.7% | ≥98<br><br><br><br><2%<br><br><br><br>0% | Baseline & Follow up survey reports<br><br><br><br><br><br><br><br><br><br>WFP report/Baseline survey | Surveys<br><br><br><br><br><br><br><br><br><br>Secondary data/Surveys | Annual<br><br><br><br><br><br><br><br><br><br>Annual | WFP<br><br><br><br><br><br><br><br><br><br>WFP |         |  |
|   | Prevalence of underweight for children under 2 in the targeted areas (disaggregated by gender)<br>Male  | NA   | 27.5%   | 26.1   | 27.8%   | <10                                      | WFP report/Baseline survey  | Secondary data/Surveys  | Annual   | WFP  |         |  |

|  |   |          |                |              |                 |     |   |                        |        |     |
|--|---|----------|----------------|--------------|-----------------|-----|---|------------------------|--------|-----|
|  | Female<br>All   | NA<br>NA | 27.4%<br>27.4% | 23.0<br>24.8 | 19.5%<br>23.6%  |     |   |                        |        |     |
|  | Percentage of children 6 to 23 months meeting minimum acceptable diet (MAD) (disaggregated by sex)          |          |                |              |                 |     | WFP report/Baseline and Follow up surveys | Secondary data/Surveys | Annual | WFP |
|  | Males   | NA       | 39.3%          | 50.0%        | 24.7%           |     |   |                        |        |     |
|  | Females   | NA       | 44.1%          | 44.7%        | 30.2%           | >70 |   |                        |        |     |
|  | All   | NA       | <b>41.3%</b>   | <b>47.4%</b> | <b>27.5%</b>    |     |   |                        |        |     |
|  | Percentage of children 6 to 23 months meeting minimum acceptable diet (MAD) (disaggregated by age of child) |          |                |              |                 |     | WFP report/Baseline and Follow up surveys | Secondary data/Surveys | Annual | WFP |
|  | 6 – 11 months   | NA       | 27.3%          | 49.1%        | 27.4%           | >70 |   |                        |        |     |
|  | 12 – 17 months  | NA       | 56.4%          | 46.3%        | 31.6%           |     |   |                        |        |     |
|  | 18 – 23 months  | NA       | 53.4%          | 46.9%        | 23.6%           |     |   |                        |        |     |
|  | All (6 – 23 months)   | NA       | <b>41.3%</b>   | <b>47.4%</b> | <b>27.5%</b>    |     |   |                        |        |     |
| 1000b: Goal 2: Improved sales of staples for targeted Smallholder Farmers, particularly to industrial processors of specialized nutritious foods | <b>Change in targeted smallholder farmers key welfare indicators:</b>                                       |          |                |              |                 |     | Baseline & Follow up survey reports       | Surveys                | Annual | WFP |
|  | a. HH Asset Score (HAS)   | NA       | 10.8           |              | 23.6            |     |   |                        |        |     |
|  | Male  | NA       | 9.58           | NA           | 24.9            | >20 |   |                        |        |     |
|  | Female  | NA       | <b>10.2</b>    |              | <b>24.2</b>     |     |   |                        |        |     |
|  | All   |          |                |              |                 |     |   |                        |        |     |
|  | b. Average or % of Food Expenditure (per annum)   | NA       | GHS 3,462      | NA           | GHS 6338        | NA  |   |                        |        |     |
|  | Male  | NA       | GHS 2,973      |              | GHS 4778        |     |   |                        |        |     |
|  | Female  | NA       | GHS 3,281      |              | <b>GHS 5600</b> |     |   |                        |        |     |
|  | All   |          |                |              |                 |     |   |                        |        |     |
|  | Marketable surplus (volume of trade) (disaggregated by sex) among targeted farmers:                         |          |                |              |                 |     | Baseline & Follow up survey reports       | Surveys                | Annual | WFP |
|  | a. Proportion of HH with Marketable Surplus   |          |                |              |                 |     |   |                        |        |     |
|  | <b>Maize</b>  | NA       | 83.1%          |              | 83.7%           |     |   |                        |        |     |
|  | Male  | NA       | 76.5%          | NA           | 84.5%           |     |   |                        |        |     |
|  | Female  | NA       | <b>80.8%</b>   |              | <b>84.1%</b>    | 90% |   |                        |        |     |
|  | All   |          |                |              |                 |     |   |                        |        |     |

|                             |                                    |    |               |                |               |               |      |  |  |  |
|-----------------------------|------------------------------------|----|---------------|----------------|---------------|---------------|------|--|--|--|
|                             | <b>Millet</b>                      |    |               |                |               |               |      |  |  |  |
|                             | Male                               | NA | 33.1%         |                | 16.3%         | 50%           |      |  |  |  |
|                             | Female                             | NA | 39.8%         | NA             | 19.0%         |               |      |  |  |  |
|                             | All                                | NA | <b>35.3%</b>  |                | <b>17.6%</b>  |               |      |  |  |  |
|                             | <b>Cowpea</b>                      |    |               |                |               |               |      |  |  |  |
|                             | Male                               | NA | 56.5%         |                | 41.2%         | 65%           |      |  |  |  |
|                             | Female                             | NA | 47.3%         | NA             | 19.0%         |               |      |  |  |  |
|                             | All                                | NA | <b>53.0%</b>  |                | <b>35.5%</b>  |               |      |  |  |  |
|                             | <b>Soybean</b>                     |    |               |                |               |               |      |  |  |  |
|                             | Male                               | NA | 31.3%         |                | 13.1%         |               |      |  |  |  |
|                             | Female                             | NA | 37.7%         | NA             | 14.5%         | 50%           |      |  |  |  |
|                             | All                                | NA | <b>33.6%</b>  |                | <b>13.8%</b>  |               |      |  |  |  |
|                             | b. Average Marketable surplus (MT) |    |               |                |               |               |      |  |  |  |
|                             | <b>Maize</b>                       |    |               |                |               |               |      |  |  |  |
|                             | Male                               |    |               | 3.8MT          |               | 5.30MT        | 5 MT |  |  |  |
|                             | Female                             |    |               | 3.3MT          | NA            | 3.02MT        |      |  |  |  |
|                             | All                                | NA |               | <b>3.63 MT</b> |               | <b>4.20MT</b> |      |  |  |  |
|                             | <b>Millet</b>                      |    |               |                |               |               |      |  |  |  |
|                             | Male                               |    |               | 0.37MT         |               | 0.22MT        |      |  |  |  |
|                             | Female                             |    |               | 0.35MT F       | NA            | 0.13MT        | 1 MT |  |  |  |
|                             | All                                | NA |               | <b>0.36 MT</b> |               | <b>0.20MT</b> |      |  |  |  |
| <b>Cowpea</b>               |                                    |    |               |                |               |               |      |  |  |  |
| Male                        |                                    |    | 1.2MT         |                | 1.41MT        |               |      |  |  |  |
| Female                      |                                    |    | 0.99MT        | NA             | 0.46MT        | 5 MT          |      |  |  |  |
| All                         | NA                                 |    | <b>1.1 MT</b> |                | <b>1.02MT</b> |               |      |  |  |  |
| <b>Soybean</b>              |                                    |    |               |                |               |               |      |  |  |  |
| Male                        |                                    |    | 0.57MT        |                | 0.21MT        | 1 MT          |      |  |  |  |
| Female                      | NA                                 |    | 0.25MT        | NA             | 0.10MT        |               |      |  |  |  |
| All                         |                                    |    | <b>0.4 MT</b> |                | <b>0.11MT</b> |               |      |  |  |  |
| <b>INTERMEDIATE RESULTS</b> |                                    |    |               |                |               |               |      |  |  |  |

| 1100: Increased availability of safe and nutritious food staples | % Change in yield level/productivity of targeted staples (disaggregated by sex) |    |           |    |           |              | Baseline & Follow up survey reports | Surveys | Annual | WFP |
|--|---|----|-----------|----|-----------|--------------|-------------------------------------|---------|--------|-----|
|  | <b>Maize</b>  | NA | 1.3MT/HA  | NA | 1.70MT/HA | 75% increase |                                     |         |        |     |
|  | Male  |    | 1.2MT/HA  |    | 1.41MT/HA |              |                                     |         |        |     |
|  | Female  |    | 1.25MT/HA |    | 1.60MT/HA |              |                                     |         |        |     |
|  | <b>Millet</b>   | NA | 0.53MT/HA | NA | 0.70MT/HA | 75% increase |                                     |         |        |     |
|  | Male  |    | 0.45MT/HA |    | 0.56MT/HA |              |                                     |         |        |     |
|  | Female  |    | 0.49MT/HA |    | 0.63MT/HA |              |                                     |         |        |     |
|  | <b>Cowpea</b>   | NA | 0.76MT/HA | NA | 0.85MT/HA | 75% increase |                                     |         |        |     |
|  | Male  |    | 0.61MT/HA |    | 0.62MT/HA |              |                                     |         |        |     |
|  | Female  |    | 0.69MT/HA |    | 0.76MT/HA |              |                                     |         |        |     |
|  | <b>Soybean</b>  | NA | 0.68MT/HA | NA | 0.79MT/HA | 75% increase |                                     |         |        |     |
|  | Male  |    | 0.53MT/HA |    | 0.63MT/HA |              |                                     |         |        |     |
|  | Female  |    | 0.6MT/HA  |    | 0.69MT/HA |              |                                     |         |        |     |
|  | Increase in volume of sales of targeted staples:                                |    |           |    |           |              |                                     |         |        |     |
|  | <b>a. Proportion of HH with Sales</b>   |    |           |    |           |              |                                     |         |        |     |
|  | <b>Maize</b>  | NA | 64%       | NA | 87.8%     | 80%          |                                     |         |        |     |
|  | Male  |    | 65%       |    | 90.5%     |              |                                     |         |        |     |
|  | Female  |    | 64.5%     |    | 89.1%     |              |                                     |         |        |     |
|  | <b>Millet</b>   | NA | 21%       | NA | 62.3%     | 50%          |                                     |         |        |     |
|  | Male  |    | 13%       |    | 42.9%     |              |                                     |         |        |     |
|  | Female  |    | 17%       |    | 55.5%     |              |                                     |         |        |     |
|  | <b>Cowpea</b>   |    |           |    |           |              |                                     |         |        |     |

|  |                                      |    |               |    |               |      |  |  |  |
|--|--------------------------------------|----|---------------|----|---------------|------|--|--|--|
|  | Male                                 | NA | 71%           | NA | 89.5%         |      |  |  |  |
|  | Female                               |    | 65%           |    | 63.6%         | 80%  |  |  |  |
|  | All                                  |    | <b>68%</b>    |    | <b>86.6%</b>  |      |  |  |  |
|  | <b>Soybean</b>                       | NA |               |    |               |      |  |  |  |
|  | Male                                 |    | 59%           | NA | 47.2%         | 70%  |  |  |  |
|  | Female                               |    | 57%           |    | 33.3%         |      |  |  |  |
|  | All                                  |    | <b>58%</b>    |    | <b>32.4%</b>  |      |  |  |  |
|  | <b>b. Average quantity sold (MT)</b> |    |               |    |               |      |  |  |  |
|  | <b>Maize</b>                         |    |               |    |               |      |  |  |  |
|  | Male                                 |    |               |    |               |      |  |  |  |
|  | Female                               |    |               |    |               |      |  |  |  |
|  | All                                  | NA | 3.5MT         | NA | 5.30MT        | 5 MT |  |  |  |
|  | <b>Millet</b>                        |    | 3.0MT         |    | 3.03MT        |      |  |  |  |
|  | Male                                 |    | <b>3.3MT</b>  |    | <b>4.23MT</b> |      |  |  |  |
|  | Female                               |    |               |    |               |      |  |  |  |
|  | All                                  |    |               |    |               |      |  |  |  |
|  | <b>Cowpea</b>                        | NA | 0.4MT         | NA | 0.21MT        | 1 MT |  |  |  |
|  | Male                                 |    | 0.26MT        |    | 0.11MT        |      |  |  |  |
|  | Female                               |    | <b>0.33MT</b> |    | <b>0.16MT</b> |      |  |  |  |
|  | All                                  |    |               |    |               |      |  |  |  |
|  | <b>Soybean</b>                       | NA | 0.8MT         | NA | 1.41MT        |      |  |  |  |
|  | Male                                 |    | 2.1MT         |    | 0.46MT        | 3MT  |  |  |  |
|  | Female                               |    | <b>1.5MT</b>  |    | <b>1.02MT</b> |      |  |  |  |
|  | All                                  |    |               |    |               |      |  |  |  |
|  |                                      | NA | 1.45MT        | NA | 0.25MT        |      |  |  |  |
|  |                                      |    | 0.23MT        |    | 0.06MT        | 2 MT |  |  |  |
|  |                                      |    | <b>0.84MT</b> |    | <b>0.12MT</b> |      |  |  |  |

|   |  |    |                  |                  |                  |              |  |                        |                |     |
|---|--|----|------------------|------------------|------------------|--------------|--|------------------------|----------------|-----|
|   | Proportion of smallholder farmers producing marketable surplus (disaggregated by gender)                                 |    |                  |                  |                  |              | Baseline & Follow up survey reports        | Surveys                | Annual         | WFP |
|   | <b>Maize</b>   |    |                  |                  |                  |              |  |                        |                |     |
|   | Male   |    |                  |                  |                  |              |  |                        |                |     |
|   | Female   |    | 37.7%            |                  |                  | 83.8%        |  | 50%                    |                |     |
|   | All  | NA | 32.6%            | NA               |                  | 86.6%        |  |                        |                |     |
|   |  |    | <b>35.2%</b>     |                  |                  | <b>85.2%</b> |  |                        |                |     |
|   | <b>Millet</b>  |    |                  |                  |                  |              |  |                        |                |     |
|   | Male   |    |                  |                  |                  |              |  |                        |                |     |
|   | Female   |    | 23.1%            |                  |                  | 59.1%        |  | 30%                    |                |     |
|   | All  | NA | 15.9%            | NA               |                  | 54.5%        |  |                        |                |     |
|   |  |    | <b>19.5%</b>     |                  |                  | <b>56.6%</b> |  |                        |                |     |
|   | <b>Cowpea</b>  |    |                  |                  |                  |              |  |                        |                |     |
|   | Male   |    |                  |                  |                  |              |  |                        |                |     |
|   | Female   |    | 40%              |                  |                  | 83.3%        |  | 50%                    |                |     |
|   | All  | NA | 37%              | NA               |                  | 79.7%        |  |                        |                |     |
|   |  |    | <b>38.5%</b>     |                  |                  | <b>81.6%</b> |  |                        |                |     |
|   | <b>Soybean</b>   |    |                  |                  |                  |              |  |                        |                |     |
|   | Male   |    |                  |                  |                  |              |  |                        |                |     |
|   | Female   |    | 28.9%            | NA               |                  | 47.8%        |  | 30%                    |                |     |
|   | All  | NA | 15.8%            |                  |                  | 28.1%        |  |                        |                |     |
|   |  |    | <b>22.4%</b>     |                  |                  | <b>33.3%</b> |  |                        |                |     |
| 1200: Enhanced Local food Processing Capacity for complementary nutritious foods (Super Cereal& other blended flours) | Volume of raw material processed per year into Super Cereal and other nutritious blended foods (industrial processors)   |    |                  |                  |                  |              | Traceability system/record keeping reports | Field Monitoring       | Quarter/Annual | WFP |
|   | Premium Food Ltd   |    | 38,450 MT        | 38,450 MT        | 342.8 MT         |              |  |                        |                |     |
|   | Yedent Group   | NA | 4,784 MT         | 4,784 MT         | 6,712 MT         |              |  |                        |                |     |
|   | Total  |    | <b>43,234 MT</b> | <b>43,234 MT</b> | <b>7,054.8MT</b> | NA           |  |                        |                |     |
|   | Percentage change in livelihood assets (community processors)  | NA | Not started      | Not Started      | Not started      | NA           | Traceability system/record keeping reports | Field Monitoring       | Quarter/Annual | WFP |
| 1300: Improved consumption of nutritious foods, adoption and utilisation of good nutrition practices                  | Proportion of target population who participate in an adequate number of distributions (disaggregated by gender and age) | NA | 66%              | 90.7%            | 67%              | >66          | WFP Monitoring report                      | Secondary data/Surveys | Annual         | WFP |
|   | Proportion of eligible population who participate in nutrition intervention  |    |                  |                  |                  |              | >66  | Surveys                | Annual         | WFP |

|  |  |    |                  |       |                  |              |                                     |         |        |     |
|--|--|----|------------------|-------|------------------|--------------|-------------------------------------|---------|--------|-----|
|  | programme  |    |                  |       |                  |              |                                     |         |        |     |
|  | a. PLW   | NA | 59.0%            | 45.5% | 76%              | >70%         |                                     |         |        |     |
|  | b. Caregivers (for their children)   | NA | 87.3%            | 66.0% | 76%              | >70%         |                                     |         |        |     |
| 1110: Increased <b>Production &amp; Productivity</b> (maize, millet, cowpeas & soybeans) | Proportion of FO/ Smallholder farmers knowledgeable of GAPS (disaggregated by gender): |    |                  |       |                  |              | Baseline & Follow up survey reports | Surveys | Annual | WFP |
|  | a. Low   |    |                  |       |                  |              |                                     |         |        |     |
|  | Male   | NA | 58%              | NA    | 26.5%            | <5%          |                                     |         |        |     |
|  | Female   |    | 57%              |       | 30.9%            |              |                                     |         |        |     |
|  | All  |    | <b>57.5%</b>     |       | <b>28.6%</b>     |              |                                     |         |        |     |
|  | b. Medium  |    |                  |       |                  |              |                                     |         |        |     |
|  | Male   | NA | 20%              | NA    | 24.1%            | 25%          |                                     |         |        |     |
|  | Female   |    | 18%              |       | 19.5%            |              |                                     |         |        |     |
|  | All  |    | <b>19%</b>       |       | <b>21.9%</b>     |              |                                     |         |        |     |
|  | c. High  |    |                  |       |                  | 70%          |                                     |         |        |     |
|  | Male   | NA | 22%              | NA    | 49.4%            |              |                                     |         |        |     |
|  | Female   |    | 25%              |       | 49.5%            |              |                                     |         |        |     |
|  | All  |    | <b>23.5%</b>     |       | <b>49.5%</b>     |              |                                     |         |        |     |
|  | <b>Yield level</b>   |    |                  |       |                  |              | Baseline & Follow up survey reports | Surveys | Annual | WFP |
|  | <b>Maize</b>   |    |                  |       |                  |              |                                     |         |        |     |
|  | Male   | NA | 1.3MT/HA         | NA    | 1.70MT/HA        | 75% increase |                                     |         |        |     |
|  | Female   |    | 1.2MT/HA         |       | 1.41MT/HA        |              |                                     |         |        |     |
|  | All  |    | <b>1.25MT/HA</b> |       | <b>1.60MT/HA</b> |              |                                     |         |        |     |
|  | <b>Millet</b>  |    |                  |       |                  |              |                                     |         |        |     |
|  | Male   | NA | 0.53MT/HA        | NA    | 0.70MT/HA        | 75% increase |                                     |         |        |     |
|  | Female   |    | 0.45MT/HA        |       | 0.56MT/HA        |              |                                     |         |        |     |
|  | All  |    | <b>0.49MT/HA</b> |       | <b>0.63MT/HA</b> |              |                                     |         |        |     |
|  | <b>Cowpea</b>  |    |                  |       |                  |              |                                     |         |        |     |
|  | Male   | NA | 0.76MT/HA        | NA    | 0.85MT/HA        | 75% increase |                                     |         |        |     |
|  | Female   |    | 0.61MT/HA        |       | 0.62MT/HA        |              |                                     |         |        |     |
|  | All  |    | <b>0.69MT/HA</b> |       | <b>0.76MT/HA</b> |              |                                     |         |        |     |
|  | All  |    | 0.68MT/HA        | NA    | 0.79MT/HA        |              |                                     |         |        |     |

|   |   |  |                              |                                    |                                   |              |  |                  |                    |     |
|---|---|--|------------------------------|------------------------------------|-----------------------------------|--------------|--|------------------|--------------------|-----|
|   |   | NA                                     | 0.53MT/HA<br><b>0.6MT/HA</b> |                                    | 0.63MT/HA<br><b>0.69MT/HA</b>     | 1.2MT/<br>HA |  |                  |                    |     |
|   | <b>Soybean</b><br>Male<br>Female<br>All   |  |                              |                                    |                                   |              |  |                  |                    |     |
| 1120: Increased <b>Quality and Safety of grains</b> supplied to Processors (including aflatoxins free)  | Amount/quantity of grains sent/supplied to processors   | 4,663.60 MT                            | 3,457.85 MT                  | 3,866.30 MT                        | 3,295 MT                          | >5,000 MT    | Traceability system/record keeping reports | Field Monitoring | Quarter/<br>Annual | WFP |
|   | Quantity of grains sent to processors affected by aflatoxins  | 0 MT                                   | 0 MT                         | 0 MT                               | 0 MT                              | 0 MT         | Traceability system/record keeping reports | Field Monitoring | Quarter/<br>Annual | WFP |
| 1130: <b>Enhanced market linkages by farmers to industrial processors</b> of Super Cereal and other small-scale processors  | Number of functional & institutional market linkages established  | 1<br>(Nucleus Farmers/<br>Aggregators) | 1                            | 1                                  | 4                                 | 5            | Traceability system/record keeping reports | Field Monitoring | Quarter/<br>Annual | WFP |
|   | Tonnage of processed foods/super cereal sold by processors to:  |  |                              |                                    |                                   |              | Traceability system/record keeping reports | Field Monitoring | Quarter/<br>Annual | WFP |
|   | a. WFP  |  |                              |                                    |                                   | 30%          |  |                  |                    |     |
|   | Yedent Group  | 0                                      | 140 MT                       | 302.44 MT                          | 295.956 MT                        |              |  |                  |                    |     |
|   | Premium Foods Ltd   | 0                                      | 33.14 MT                     | 319.86 MT                          | 379.644 MT                        |              |  |                  |                    |     |
|   | Total   | 0                                      | <b>173.14 MT</b>             | 622.30 MT                          | <b>675.600MT</b>                  |              |  |                  |                    |     |
|   | b. Other buyers beyond WFP  | NA                                     | NA                           | 155.09 MT                          | NA                                | 70%          |  |                  |                    |     |
| 1210: Enhanced <b>Capacity of Industrial Processors</b> (Premium Foods & Yedent Agro Processing Ltd) to Source from SHF & produce Super Cereal to WFP standards to feed direct targeted beneficiaries | Proportion/volume of raw material sourced from supported SHF by processors (disaggregated by commodity) |  |                              |                                    |                                   | >20%         | Traceability system/record keeping reports | Field Monitoring | Quarter/<br>Annual | WFP |
|   | ENVAC groups  |  |                              |                                    |                                   |              |  |                  |                    |     |
|   | a. White maize  | 360.50 MT                              | 345.65 MT                    | 1,867.30 MT                        | 930                               |              |  |                  |                    |     |
|   | b. Yellow maize   | 2,746.65 MT                            | 2,780.05 MT                  | 1,719.40 MT                        | 2,052                             |              |  |                  |                    |     |
|   | c. Soybean  | 1,556.45 MT                            | 332.15 MT                    | 279.60 MT                          | 313                               |              |  |                  |                    |     |
|   | Total   | <b>4,663.60 MT</b>                     | <b>3,457.40 MT</b>           | <b>3,866.30 MT</b><br><b>(12%)</b> | <b>3,295 MT</b><br><b>(46.7%)</b> |              |  |                  |                    |     |

|   |   |   |   |  |   |                  |  |                        |                |     |
|---|---|---|---|--|---|------------------|--|------------------------|----------------|-----|
|   | Non- ENVAC groups<br>a. White maize<br>b. Yellow maize<br>c. Soybean<br>Total   | 6,360.30 MT<br>33.50 MT<br>524.00 MT<br><b>6,917.80</b> | 5,081.76 MT<br>521.65 MT<br>945.40 MT<br><b>6,548.81 MT</b> | 28,338.56 MT<br>65.70 MT<br>784.15 MT<br><b>29,188.41 MT</b> | 229.2 MT<br>-<br>27.2 MT<br><b>256.4 MT</b>         |                  |  |                        |                |     |
|   | Volume of fortified foods and super cereal product produced per year  | 6,000MT/year  | 6,960MT/year  | 6,960MT/year   | 7,000MT/year  | NA               | Traceability system/record keeping reports | Field Monitoring       | Quarter/Annual | WFP |
|   | Volume of fortified foods and super cereal supplied to:<br>a. WFP<br>Yedent Group<br>Premium Foods Ltd<br>Total<br>b. Other buyers beyond WFP | 0 MT<br>1730 MT<br>1730 MT<br>153.63 MT                 | 140 MT<br>33.14 MT<br>173.14 MT<br>NA                       | 302.44 MT<br>319.86 MT<br>622.30 MT<br>155.09 MT             | 295.956 MT<br>379.644 MT<br><b>675.600 MT</b><br>NA | 30%<br>70%       | Traceability system/record keeping reports | Field Monitoring       | Quarter/Annual | WFP |
| 1220: Enhanced Capacity of selected <b>small-scale/community-level processors</b> of blended flours   | Adoption rate of improved processing practices for locally nutritious foods by community processors   | NA  | NA  | NA   | Not started   | 60%              | Traceability system/record keeping reports | Field Monitoring       | Quarter/Annual | WFP |
| 1310: Targeted pregnant and lactating women (PLW) & children attending health facilities <b>consume promoted nutritious staples and processed foods</b> (such as Super Cereal and other blended flours) from supported processors and producers | Total number of persons receiving fortified foods/SC/SC+:<br>a. Pregnant and lactating mothers<br>b. Children 6-23 months                     | 970   | 2,535<br>802  | 17,111<br>18,819   | 17,891<br>13,900                                    | 20,000<br>20,000 | GHS Record/WFP Monitoring report           | Secondary data/Surveys | Annual         | WFP |

|  |   |          |               |  |                    |                             |                                  |                        |                |              |
|--|---|----------|---------------|--|--------------------|-----------------------------|----------------------------------|------------------------|----------------|--------------|
| 1320: Increased Awareness of good nutrition practices and consumption of nutritious foods by targeted PLW, school children, adolescents and fathers through SBCC | Number of beneficiaries reached with SBCC /interpersonal activities who consume nutritious foods:<br>a. PLW/<br>b. Caregivers of children under 2 years | NA<br>NA | NA<br>NA      | 23,091<br>21,090                             | 35,890<br>11,108   | 30,000<br>3,122             | GHS Record/WFP Monitoring report | Secondary data/Surveys | Annual         | WFP          |
| <b>OUTPUTS</b>   |   |          |               |  |                    |                             |                                  |                        |                |              |
| 1111: Smallholder Farmers provided with basic agricultural inputs (equipment, seeds, fertilizer etc.)  | Number of groups/smallholder farmers provided with agric. Inputs disaggregated by gender  | 0        | 0             | 20 groups (1,350 farmers)                    | 2,650 farmers      | 100 groups (10,000 farmers) | Field Monitoring reports         | Routine Monitoring     | Quarter/Annual | WFP/Partners |
|  | Number/Amount/Capacity of agricultural inputs provided  | 0        | 0             | USD 400,000                                  | USD 10,713.00      | NA                          | Field Monitoring reports         | Routine Monitoring     | Quarter/Annual | WFP/Partners |
| 1112: Capacity of Smallholder Farmers built on GAPS  | Number of groups/Smallholder Farmers trained on GAPS & business disaggregated by gender   | 0        | 5,020 farmers | 208 lead farmers                             | 2,900 Lead farmers | 100 groups (10,000 farmers) | Field Monitoring reports         | Routine Monitoring     | Quarter/Annual | WFP/Partners |
|  | Number of demonstration plots established   | 0        | 0             | 26   | 16                 | NA                          | Field Monitoring reports         | Routine Monitoring     | Quarter/Annual | WFP/Partners |
|  | Number of Farmer Field Schools conducted  | 0        | 2             | 26   | 16                 | NA                          | Field Monitoring reports         | Routine Monitoring     | Quarter/Annual | WFP/Partners |
| 1113: FO institutional capacity strengthened   | Number of FO/groups strengthened  | 0        | 0             | 158  | 97                 | 100                         | Field Monitoring reports         | Routine Monitoring     | Quarter/Annual | WFP/Partners |
|  | Number of SHF capacity strengthened disaggregated by gender   | 0        | 0             | 208  | 7,340              | 10,000                      | Field Monitoring reports         | Routine Monitoring     | Quarter/Annual | WFP/Partners |
| 1121: Storage and Quality control equipment provided   | Type and Number equipment provided  | 0        | 0             | - 20 plastic silos<br>- 1 300mt capacity W/H | None               | NA                          | Field Monitoring reports         | Routine Monitoring     | Quarter/Annual | WFP/Partners |

|  |  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|--|
|  |  |  |  | <ul style="list-style-type: none"> <li>-1 AWB 120 Electric Platform scale</li> <li>-2 sets of 50 kg Standard Test Weight</li> <li>-2 "Wiki" bag stitching machines</li> <li>-50 pieces of sowing thread</li> <li>-2 Grain moisture content meters</li> <li>-5 Aflatoxin test kit</li> <li>-1 Mist blower</li> <li>-2 of 2-wheel trolleys</li> <li>-3 Grain shovel scoops</li> <li>-3 brooms</li> <li>-50 Baraki rodenticide</li> <li>-10 Rodent bait boxes</li> <li>-2 Fumigation sheets</li> <li>-3 Tarpaulin (20' x40')</li> <li>-1 Set of personal protective equipment</li> <li>-10 Agroz bag</li> <li>-10 Zero Fly Vestergaurd</li> <li>-1 Grain Pro-Cocoon</li> <li>-2 Adjustable Ladders</li> <li>-20 Snake bags</li> <li>-2 Knapsacker Sprayers</li> </ul> |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|--|

|  |  |          |                    |                    |                               |                             |                          |                    |                |              |
|--|--|----------|--------------------|--------------------|-------------------------------|-----------------------------|--------------------------|--------------------|----------------|--------------|
| 1122: Training on Good Storage and PHH practices carried out                                       | Number of Storage and PHH training conducted   | 0        | 2                  | 3                  | 5                             | 5                           | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|  | Number of people (farmers trained in Storage and PHH disaggregated by gender                   |          |                    |                    |                               |                             | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|  | Male   | 0        | 88                 | 50                 | 2,600                         |                             |                          |                    |                |              |
|  | Female   | 0        | 62                 | 0                  | 50                            |                             |                          |                    |                |              |
|  | Total  | <b>0</b> | <b>150</b>         | <b>50</b>          | <b>2,650</b>                  | 10,000                      |                          |                    |                |              |
| 1131: Market linkages facilitated  | Number of FO/groups and SHF linked to quality markets (WFP + Others)                           | 0        | 0                  | 83 groups          | 34 groups                     | 100 groups (10,000 farmers) | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|  | Amount/quantity of various food sold to buyers   | 0        | 0                  | 3,866.30 MT        | 3,295 MT                      | 5,000 MT                    | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
| 1132: WFP conditional contracts with industrial processors implemented                             | Number of Industrial processors signed conditional agreement with WFP                          | 2        | 2                  | 2                  | 2                             | 2                           | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
| 1133: SHF/FOs capacity enhanced on contractual procedures  | Number of SHF & Groups/FOs capacity enhanced on contractual procedures disaggregated by gender | 0        | 0                  | 20 groups          | 20 groups                     | 10,000 farmers ; 100 groups | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
| 1211: Financial support provided to Industrial processors to acquire specific processing equipment | Amount of cash provided to each industrial processor   |          |                    |                    |                               |                             | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|  | Premium Foods  | 0        | \$2,000,000        | \$2,000,000        | 2,500,000                     | \$2,500,000                 |                          |                    |                |              |
|  | Yedent   | 0        | \$720,000          | \$800,000          | 800,000                       | \$800,000                   |                          |                    |                |              |
|  | Total  | 0        | <b>\$2,720,000</b> | <b>\$2,800,000</b> | <b>3,300,000 (cumulative)</b> | <b>\$3,300,000</b>          |                          |                    |                |              |
| 1212: Traceability system developed and supported  | Number of Traceability system put in place   | 0        | 1                  | 1                  | 1                             | 1                           | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|  | Functioning of traceability system   | 0        | 1                  | 1                  | 1                             | 1                           | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |

|  |   |                      |                              |   |  |                                   |                          |                          |                    |                 |
|--|---|----------------------|------------------------------|---|--|-----------------------------------|--------------------------|--------------------------|--------------------|-----------------|
| 1213: Improved Hygiene & quality assurance system supported  | Number of institutions/ organizations supported with improved Hygiene & quality assurance system            | 0                    | 2                            | 2   | 2  | 2                                 | Field Monitoring reports | Routine Monitoring       |                    | WFP/ Partners   |
| 1221: Small milling/processing equipment provided (Community processors)                           | Type and Number of milling equipment provided   | 0                    | 0                            | 0   | 0  | NA                                | Field Monitoring reports | Routine Monitoring       | Quarter/ Annual    | WFP/ Partners   |
|  | Number of women group (Community-level Processors) provided with milling equipment                          | 0                    | 0                            | 0   | 0  | 30 community processing groups    | Field Monitoring reports | Routine Monitoring       | Quarter/ Annual    | WFP/ Partners   |
| 1222: Capacity of selected processors & women milling & fortification groups built                 | Number of women food milling & fortification group supported/ capacity built                                | 0                    | 0                            | 0   | 0  | 30 community processing groups    | Field Monitoring reports | Routine Monitoring       | Quarter/ Annual    | WFP/ Partners   |
| 1223: Processors knowledge & skills on food quality and safety enhanced                            | Number of community food processors trained on Food quality and safety                                      | 0                    | 0                            | 0   | 0  | NA                                | Field Monitoring reports | Routine Monitoring       | Quarter/ Annual    | WFP/ Partners   |
| 1311: locally produced SC/SC+ provided to targeted PLW & Children at health facilities and schools | Amount/quantity of SC/SC+ received and distributed to PLW & Children  | 0                    | 84.95                        | Maizoya = 370.590 MT<br>TomVita= 250.806 MT<br>GrowNut= 33.721 MT<br><b>Total: 655.12mt</b> | Maizoya = 379.644 M/T<br>TomVita= 295.956 M/T<br>GrowNut= 19.389 M/T<br><b>Total:694.989 M/T</b> | 12,000 MT (5 years)               | Field Monitoring reports | Routine Monitoring       | Quarter/ Annual    | WFP/ Partners   |
|  | Number of beneficiaries receiving SC/SC+<br>Pregnant and Lactating Women<br>Children 6 – 23 months<br>Total | 0<br>970<br><b>0</b> | 2,535<br>802<br><b>3,337</b> | 17,000<br>18,819<br><b>35,930</b>   | 17,891<br>13,900<br><b>31,791</b>  | 20,000<br>20,000<br><b>40,000</b> |                          | Field Monitoring reports | Routine Monitoring | Quarter/ Annual |
| 1312: Counselling at Health facilities and schools on Nutritious foods staples and                 | Number of Health facilities and schools where counselling is carried out                                    | 0                    | 50                           | 50  | 70 Health facilities   | 50                                | Field Monitoring reports | Routine Monitoring       | Quarter/ Annual    | WFP/ Partners   |

|   |   |               |               |               |               |  |                          |                          |                    |                |              |
|---|---|---------------|---------------|---------------|---------------|--|--------------------------|--------------------------|--------------------|----------------|--------------|
| blended flours provided   | Number of people reached with counselling on Nutritious foods at the Clinics                      | 0             | 40,954        | 44,181        | 46,998        | NA   | Field Monitoring reports | Routine Monitoring       | Quarter/Annual     | WFP/Partners   |              |
| 1321: Counselling at Health facilities on good nutrition behaviours and practices       | Number of health facilities providing counselling on good nutrition practices                     | 0             | 50            | 50            | 70            | Health facilities  | NA                       | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|   | Number of people reached with counselling on good nutrition practices                             | 0             | 40,954        | 44,181        | 46,998        |  | NA                       | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
| 1322: Cooking Demonstrations & food-to-food fortification carried out                   | Number of cooking demonstration & food-to-food fortification carried out                          | 0             | 0             | 0             | 240           |  | NA                       | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|   | Number of people trained/involved   | 0             | 0             | 0             | 22,535        |  | NA                       | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
| 1323: SBCC Strategy, approaches, tools and materials developed and implemented          | Number of SBCC materials produced and disseminated  | 0             | 10            | 0             | 1,050         | training manuals, counselling cards and key message booklets | NA                       | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|   | Estimated number of people reached with SBCC activities   |               |               |               |               |  |                          | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|   | Caregiver (mothers + fathers)   | 0             | 40,954        | 44,181        | 46,998        |  | 30,000                   |                          |                    |                |              |
|   | School children   | 0             | 0             | 0             | 0             |  | 3,000                    |                          |                    |                |              |
|   | Adolescents   | 0             | 0             | 0             | 0             |  | 1,000                    |                          |                    |                |              |
| Total   | <b>0</b>  | <b>40,954</b> | <b>44,181</b> | <b>46,998</b> | <b>46,998</b> |  | <b>34,000</b>            |                          |                    |                |              |
| Cross-cutting: Stakeholders capacity built on food quality, safety and use of standards | Number of government and partners staff trained on food quality and safety (gender disaggregated) |               |               |               |               |  |                          | Field Monitoring reports | Routine Monitoring | Quarter/Annual | NA           |
|   | Males   | 0             | 12            | 1             |               | NA   | 10                       |                          |                    |                |              |
|   | Females   | 0             | 2             | 0             |               |  | 5                        |                          |                    |                |              |
|   | All   | 0             | 14            | 1             |               |  | 20                       |                          |                    |                |              |
|   | Number of awareness creation workshops organized on use of standards                              | 0             | 0             | 2             | 2             |  | NA                       | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |
|   | Number of stakeholders participated in awareness creation workshop (gender disaggregated)         | 0             | 0             | 30            | 30            |  | NA                       | Field Monitoring reports | Routine Monitoring | Quarter/Annual | WFP/Partners |

