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Evaluation of GHANA WFP Country Strategic Plan 2018-2021

Terms of reference

March 2022

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

1.2. CONTEXT

General Overview

4. Ghana is a country in west Africa bordering Togo, Ivory Coast, Burkina Faso and the Atlantic Ocean¹ with dense tropical forests in the south and savannah in the north. In 2021 Ghana had a population of 30.8 million, of which 50.7 percent female and 49.3 percent male.² The population is spread across 10 administrative regions and eco-zones, with 68 percent and 32 percent living in the rural and urban areas respectively.³ With life expectancy of 63 years for men and 66 years for women, Ghana has a population aged 1-14 (36.9 percent), 15-64 (59.9 percent), and older than 65 (3.2 percent). Total fertility is 3.64 children per woman and the adolescent fertility rate (births per 1,000 women ages 15-19) was 64.96 in 2019.⁴

Macroeconomic Overview, Poverty and Inequality

5. Ghana is a lower-middle-income country. Despite recent reductions in extreme poverty, development gains are unevenly distributed, with major inequality in poverty indicators. The population's standard of living has been improving with Ghana's gross domestic product (GDP) growing at an average rate of 7 percent 2017-19.⁵ Approximately 6.8 million people in Ghana are poor.⁶ Almost a quarter of the population, (24.2 percent) lived below the national poverty line in 2018.⁷ The poverty rate slightly increased to 25.5 percent in 2020. Poverty rates in the north are two to three times the national average.⁸
6. The disparity between the north and the south is in large part due to Ghana's geography which is characterized by marked climate, agro-ecological and economic differences.⁹ Inequality has worsened as growth has accelerated, as shown by a Gini coefficient of 43.5 for 2016.¹⁰ Ghana's rapid growth was

¹ <https://data.worldbank.org/indicator/SP.POP.TOTL.FE.ZS?locations=GH>

² Ghana Statistical Service 2021.

³ <https://www.fao.org/ghana/fao-in-ghana>

⁴ <https://www.unfpa.org/data/GH>

⁵ (USAID-Ghana, 2020)

⁶ Ghana Statistical Service, 2018

⁷ <https://www.wfp.org/countries/ghana>

⁸ <https://www.ifad.org/en/web/operations/w/country/ghana>

⁹ <https://www.wfp.org/countries/ghana>

¹⁰ <https://data.worldbank.org/indicator/SI.POV.GINI?locations=GHe>

halted by the COVID-19 pandemic, the March 2020 lockdown, and a sharp decline in commodity exports, experiencing a sharp contraction in the second and third quarters of 2020. The economic slowdown had a considerable impact on households. Despite a recent transition to an industry and services-oriented economy, 45 percent of the workforce still relies on work dependent upon rainfed agriculture. The fisheries sector contributes 4.5 percent to GDP and is another important source of income and nutrition, providing livelihoods for as many as 2.2 million people.¹¹ In relation to COVID-19, the total number of cases and deaths as of January 2022 were 154,000 and 1,350 respectively.¹² The Government of Ghana instituted a national plan and budget to respond to COVID-19. The immediate national focus has been on containing the spread of the virus and enabling the healthcare system to cope. Concerns over the negative impact on the economy and wellbeing has been raised. The combination of closed land borders and broader global economic disruptions is causing loss of household income due to reduced economic activity, higher prices for basic goods and reduced access to social services.¹³

National policies and the Sustainable Development Goals (SDG)

7. The National Development Plan (2016-2057) and the Coordinated Programme of Economic and Social Development Policies (CPESDP2017–2024) articulate the Government’s vision for sustainable economic and social development. Food and nutrition security strategies include preventing farm-level food losses; promoting production and consumption of nutritious local foods; strengthening early-warning and emergency preparedness systems; reducing malnutrition at all levels and eliminating child and adult overweight and obesity; and promoting research and development. The government has been working on all 17 SDGs involving Civil Society and private sector. The Ghana Voluntary National Review (VNR) Report was produced in June 2019.
8. To address the issue of malnutrition, the government has adopted in 2016 a multisectoral National Nutrition Policy (NNP-2016). In 2017, through the John Agyekum Kufour Foundation and with the support of WFP, the government produced the Ghana Zero Hunger Strategic Review that represents a road map to achieve zero hunger by 2030 with five principal targets of SDG 2. Via the Investing for Food and Jobs, Ghana has an Agenda for Transforming Ghana’s Agriculture (2018-2021) that has been developed to operationalise the vision of the Government of Ghana as indicated in the Medium-Term National Development Policy Framework.¹⁴ Additionally the MoFA introduced the Gender and Agricultural Development Strategy which as part of its objectives sought to improve access to information on land rights; improve delivery of extension services; and improve access to financial services with a special focus on female farmers in the agricultural sector.¹⁵
9. Ghana's Education Strategic Plan 2018-2030 is the sixth plan in the series and builds on the previous ones and on other strategic goals such as Free Compulsory Universal Basic Education, and MDGs and is aligned to the SDG 4 and the National Development Plan 2016-2057.

Food and Nutrition Security

10. Ghana is the first country in Sub-Saharan Africa to achieve the Millennium Development Goals (MDG1) of halving extreme poverty and hunger. Despite progress in recent years in reducing acute malnutrition and stunting at the national level, high rates of poverty (21.4 percent) and stunting (31 percent) persist in the Northern Savannah Ecological Zone. In addition, the March 2020 Cadre Harmonisé indicates 21,712 people were food insecure during the lean season (June-August 2020). Preliminary findings from the nationwide Comprehensive Food Security and Vulnerability Analysis conducted in Dec 2020 revealed that about 12 percent of the population are food insecure and of

¹¹ <https://databank.worldbank.org/data/reports.aspx?source=2&country>

¹²

<https://www.google.com/search?q=ghana+covid&spell=1&sa=X&ved=2ahUKEwiu3viCt8D1AhXVAmMBHQYUjMQBSgAegQIAhAz>

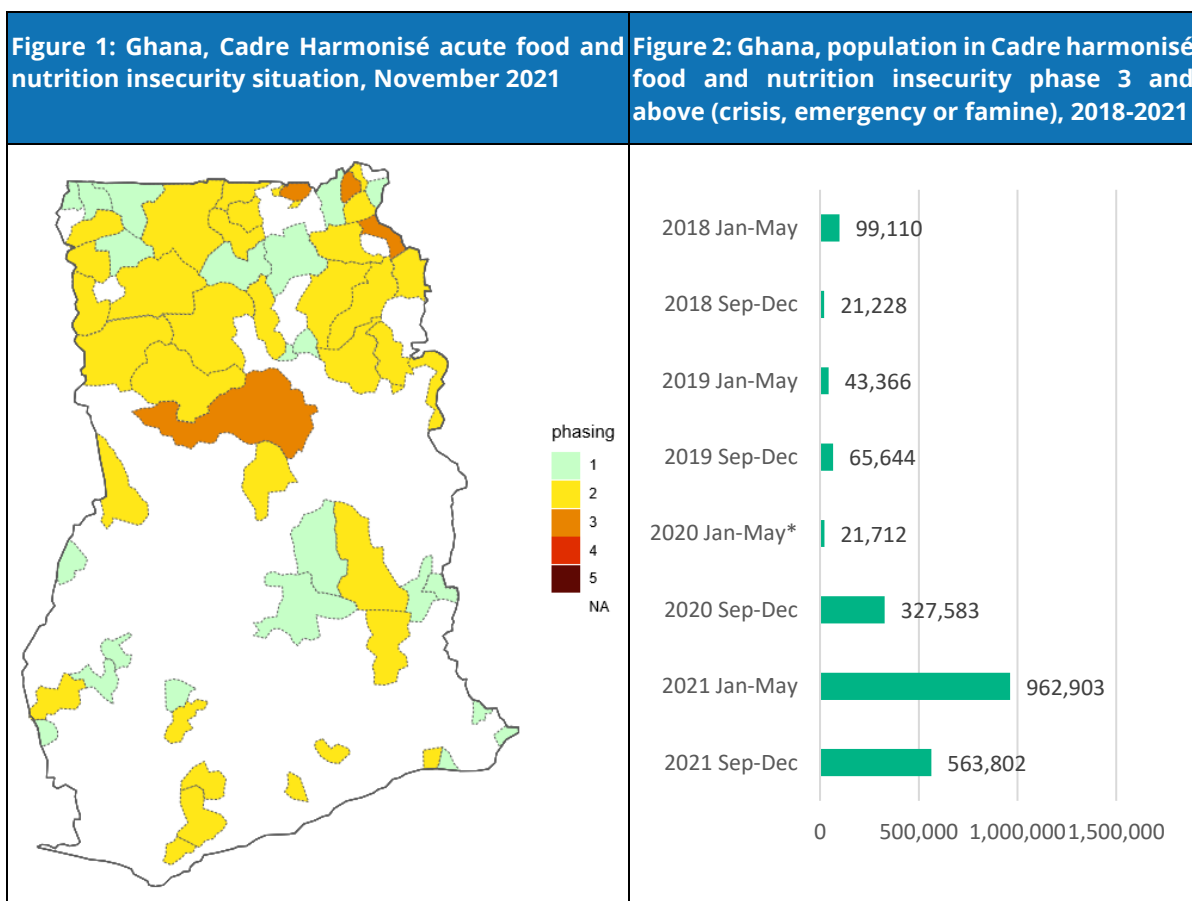
¹³ <https://docs.wfp.org/api/documents/WFP-0000134767/>

¹⁴ <http://mofa.gov.gh/site/publications/policies-plans/316-national-agriculture-investment-plan-ifj>

¹⁵ Ministry of Gender, Children and Social Protection (MoGCSP). (2015). National Gender Policy: Mainstreaming Gender Equality and Women’s Empowerment into Ghana’s Development Efforts

which most affected households are found in the Northern part of Ghana. Ghana is faced with the triple burden of malnutrition (underweight, overweight and vitamin and mineral deficiencies).¹⁶

- Over the past decade, chronic malnutrition or stunting among children under 5, has decreased from 28 to 19 percent, but the prevalence in the Northern Region is 33 percent with peaks of 40 percent in some districts. Vitamin and mineral deficiencies, referred to as hidden hunger, persist. Four out of ten women of reproductive age and six out of ten children under 5 are anaemic. These rates are much higher in the north where anaemia affects between 74 and 82 percent of children. The Cost of Hunger in Africa study on Ghana reveals that the country loses 6.4 percent of its GDP annually to child undernutrition. The report underscores the importance of nutrition to human development and national socio-economic transformation.¹⁷



Source: OCHA HDX.¹⁸ *Projected values

¹⁶ The map shows that only some geographical areas of the country are covered by the Cadre Harmonise exercise, particularly in the North. The latest reports are not available. This data was obtained directly from OCHA's HDX open data. The numbers do however match some of WFP's published sources. The CFSVA document is unavailable but there are presentation slides on the Ghana Statistical Service website. The CFSVA report if available at the CO will help compare and reconcile the numbers. By comparing what is available in the CFSVA slides and in the Cadre harmonise manual, it appears that they do not use the same food insecurity indicators, where CH focuses on acute food insecurity (including malnutrition) and coping strategies, whereas CFSVA looks at a combination of food consumption, dietary diversity and wealth.

¹⁷ <https://www.wfp.org/countries/ghana>

¹⁸ OCHA HDX "[Food Security Data in West & Central Africa: Cadre Harmonise \(CH\) and Integrated Food Security Phase Classification \(IPC\) data](#)"

Agriculture

12. Accounting for one-fifth of Ghana's GDP, agriculture in Ghana is mostly rain-fed, with less than one percent of cultivated land being irrigated. Agriculture employs nearly half of the workforce, and is the primary source of income for the majority of the country's poorest families. It provides the raw materials for two-thirds of non-oil manufacturing.¹⁹ As a result, agriculture is widely regarded as a critical component of Ghana's economic growth and development. Nonetheless, in terms of development and land under cultivation, Ghana's agriculture sector is dominated by smallholder farmers.²⁰
13. Farmers in southern Ghana are able to grow more food because they have two rainy seasons, while the north has only one. Farmers face challenges from climate change, low prices, poor road infrastructure, lack of access to finance, inadequate markets, post-harvest losses, insufficient education and knowledge, unsustainable farming systems, rural-urban migration. Socio-cultural factors continue to affect women in agriculture. Post-harvest losses are one of the key constraints affecting the food security of farm households. African Post-harvest losses information system estimated that 18 percent of its maize production would have been lost during harvesting, drying, handling operations, farm storage in the 2020 planting season.

Climate change and vulnerability

14. According to the World Bank, Ghana is highly vulnerable to climate variability and change, which continues to pose a threat to future growth and development. Rising sea levels, drought, higher temperatures and erratic rainfall negatively impact infrastructure, hydropower production, food security and coastal and agricultural livelihoods. Approximately 25 percent of the population lives along the coast in rapidly expanding urban areas like Accra, and are especially vulnerable to flooding and waterborne diseases. Drought and reduced rainfall threaten access to reliable power sources, already erratic and insufficient. The climate and socio-economic environment in semi-arid, coastal and wetland areas across Ghana make communities vulnerable to food insecurity and unstable livelihoods and leads to unsustainable agroecological systems, crop failure and unproductive rangelands.²¹
15. Since 2010, economic growth has been fuelled by high commodity prices and newly developed offshore oil resources. Ghana's Northern Savannah Ecological Zone, where agricultural production is centered and where poverty rates are most severe, will see increasing risks as the climate changes. The risks posed by climate change in Ghana include risks for the health and agriculture sectors, primarily due to altered rainfall patterns and coastal area flooding.²² The north is experiencing increasingly erratic rainfall with long dry periods due to climate change. Ghana submitted its Nationally-Determined Contribution to the United Nations Framework Convention on Climate Change in 2016, in support of the country's efforts to realize its development goals and increase its resilience to climate change. Ghana also published its Fourth National Communication to this convention in 2020.²³

Education

16. Ghana has a relatively more equitable situation due to slightly higher education attainment levels than most sub-Saharan countries. In 2020, the gross enrollment ratio for primary education was 103. Gross enrollment ratios for boys and girls in primary education were 102.3 and 103 respectively. For secondary school the gross enrollment rates for 2019 were 57.2 percent for boys and 57.8 percent for girls.²⁴ The education sector still faces several challenges which include attracting the remaining out-of-school children, poor learning outcomes in early grades, equity in access and learning, teacher time-

¹⁹ The World Bank. (2018). Third Ghana Economic Update: Agriculture as an engine of growth and jobs creation

²⁰ <https://www.wfp.org/countries/ghana>

²¹ https://climateknowledgeportal.worldbank.org/sites/default/files/2021-06/15857-WB_Ghana%20Country%20Profile-WEB.pdf

²² <https://www.adaptation-undp.org/explore/western-africa/ghana>

²³ https://climateknowledgeportal.worldbank.org/sites/default/files/2021-06/15857-WB_Ghana%20Country%20Profile-WEB.pdf

²⁴ <https://data.worldbank.org/indicator/SE.PRM.ENRL?locations=GH>

on-task and deployment.²⁵ Less than 50 percent of adult women have been educated beyond Primary school and over 80 percent of women in the five northern regions remain illiterate. This has a tremendous impact on women's ability to make well-informed decisions to ensure the well-being of their children and families.

Gender

17. Ghana's commitment to gender equality spans over 50 years as demonstrated by an affirmative action Act in 1960 paving the way for 10 women into the first national assembly as Ghana became a republic. Ghana achieved a gender inequality score of 0.54 in the 2019 Gender Inequality Index and in 2021, Ghana scored 0.98 points in the category of health and survival in the gender gap index. The country registered an overall gender gap index of 0.67.²⁶ Measured as a part of this index, the higher level of food insecurity among female-headed households can be attributed to the lack of access to resources such as land and agricultural inputs. Other household groups that exhibited high levels of food insecurity were subsistence farmers, pastoralists, traders, food processors and artisans.²⁷ (
18. Early studies on gender dynamics and household decision making concluded that women were not able to control the sale and usage of profits from soya bean in the Upper West due to the control men have over cash crops particularly during the marketing and sale of family produce; this is despite the fact that women were the main producers of these food crops and provided the majority of labour on the farms.²⁸ (
19. The Constitution guarantees gender equality and freedom from discrimination and gender-based violence. The 2015 National Gender Policy addresses marginalization and aims to mainstream gender equality concerns into national development processes. The government has developed several policies to tackle gender inequality; there are legal provisions and laws enacted to facilitate non-discrimination and empowering women to attain security and ownership in the labour market.

Migration, refugees, internally displaced people, and disability

20. The Ghana population census has consistently revealed that six regions in Ghana, namely Central, Eastern, Volta, Northern, Upper East, and Upper West, have been net out-migration regions. The Greater Accra, Brong Ahafo, Ashanti, and Western regions, on the other hand, are net in-migration zones. Internal migration trends represent regional inequalities and disparities in rural-urban poverty in the nation (GSS, 2014). Also, there were 61,000 new internally displaced persons (IDPs) in Ghana in 2018, as a result of disasters, with 56,000 of them displaced by flooding. In the country's northern regions, there were also 5,000 new IDPs as a result of conflict and violence sparked by land disputes between ethnic groups. There is growing instability in Burkina Faso and in the Sahel region and crime often linked to extractive industries is increasing. Threats due to robbery, access to small arms and abductions are growing in some areas of the north.²⁹ Ghana enacted its Persons with Disability Act in 2006 and has ratified the Convention on the Rights of Persons with Disabilities and the African Decade for Persons with Disabilities, but gaps remain in the freedoms, human rights and dignity of people with disabilities and other vulnerable groups such as marginalized girls and women.³⁰

²⁵ <https://www.globalpartnership.org/where-we-work/ghana>

²⁶ <https://www.statista.com/statistics/1244881/gender-inequality-index-in-ghana/>: The indicator measures the potential of human development loss resulting from gender achievement disparities based on reproductive health, empowerment, and the labor market. Higher values on a scale of 0-10 indicate higher inequalities between women and men. The gender gap index measures gender-based disparities among four domains of development.

²⁷ Dasori Wuni, Korbli Moses and Cumba Raul (2016). Emergency Food Security and Market Assessment. World Food Programme.

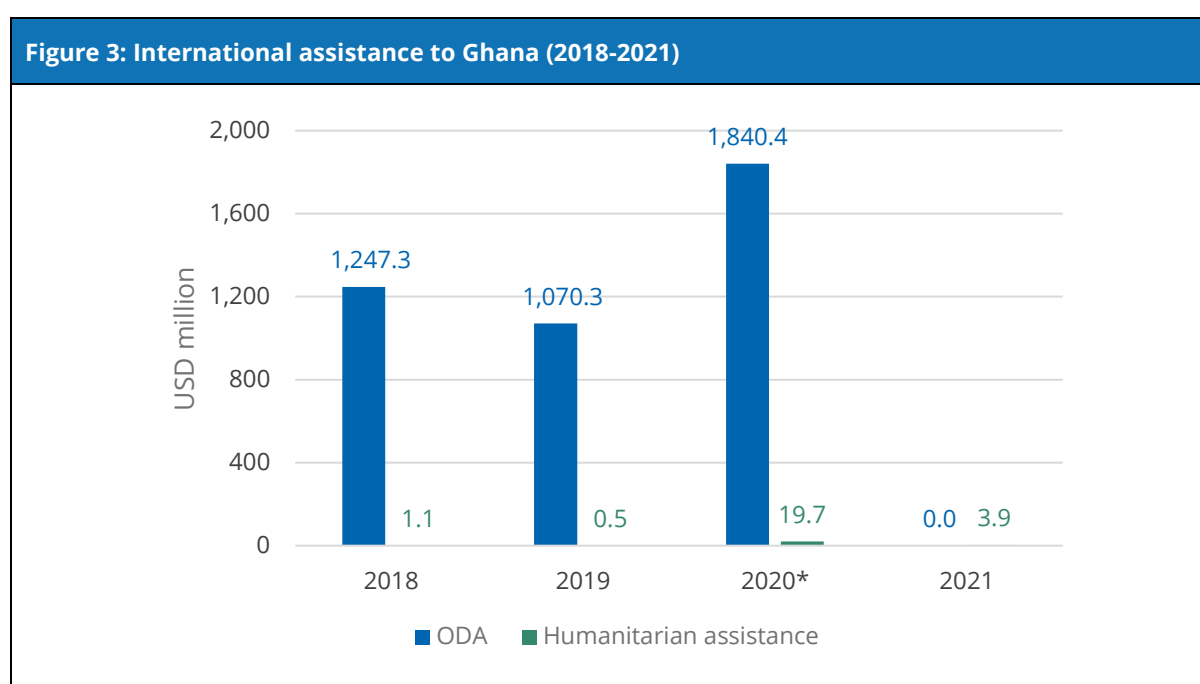
²⁸ Associates for Change (AfC). (2012). The Gender Assessment of Food Security in Ghana with a Focus on the Upper West Region. Available at www.associatesforchange.org

²⁹ WFP NVAC project decentralized evaluation inception report 2021.

³⁰ WFP Ghana Country Strategic Plan, 2018

International assistance

21. During the period 2018-2020, official development assistance (ODA) to Ghana averaged USD 1.39 billion a year, with a large increase in 2020 compared to 2019 due mainly to COVID-19 (Figure 3).³¹ Funding for general programme assistance, economic infrastructure and services, and health and population programmes accounts for the largest share of ODA (Figure 4). Net ODA receipts represented 1.4 percent of Ghana's GDP in 2019 (see Annex 2), the lowest in several decades, as Ghana's GDP has increased.³² Ghana's most significant sources of ODA on average in 2018-2019³³ were the United States, multilateral institutions (IDA, IMF, African Development Fund), and Germany (Figure 5). By comparison, humanitarian funding for Ghana has averaged USD 6.3 million in the period 2018-2021, with a significant increase in 2020 mainly for the COVID-19 response (Figure 3). Main humanitarian donors have comprised Japan, UNICEF National Committee in Canada, Denmark, the World Bank, and the United Arab Emirates (Figure 6).



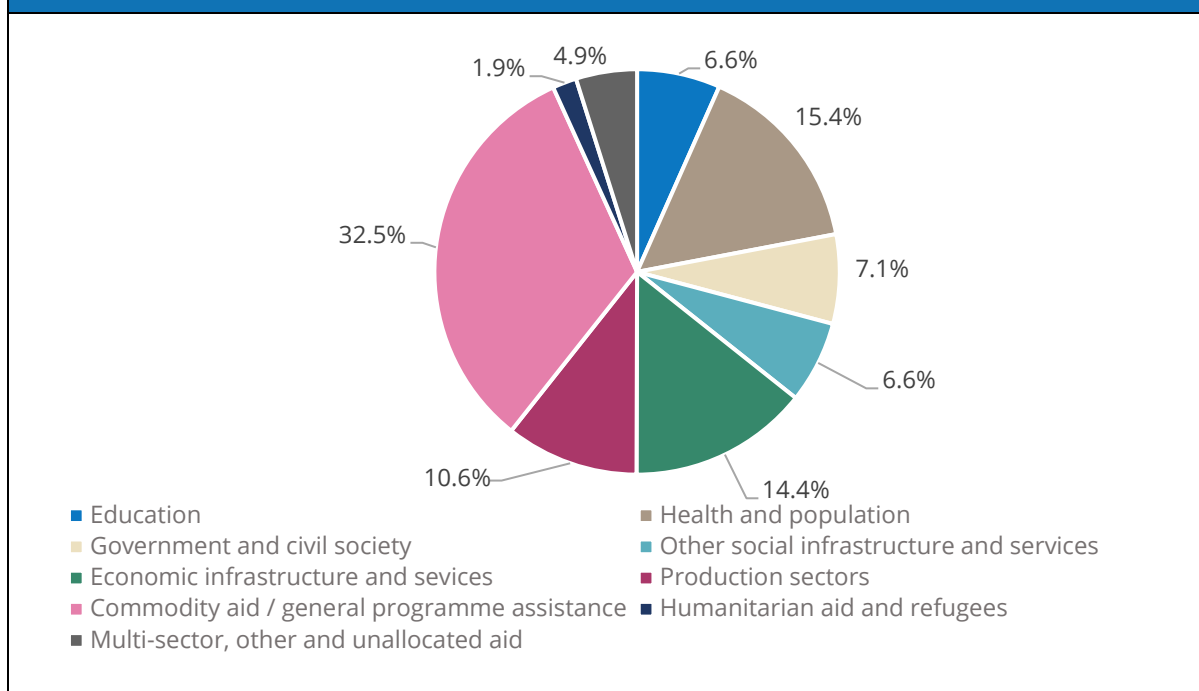
Source: OECD website, data extracted on 10 January 2022. *2020 ODA figures are preliminary

³¹ ODA data for 2020 is preliminary as of January 2022, and figures may change.

³² World Bank Data <https://data.worldbank.org/indicator/DT.ODA.ODAT.GN.ZS?locations=GH>

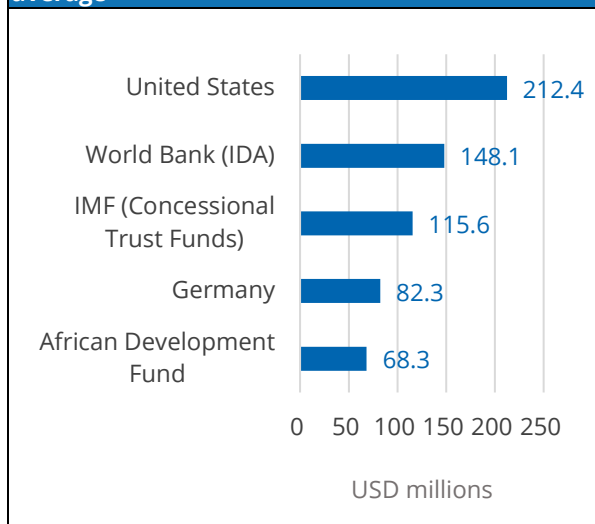
³³ ODA disaggregation by donors is not available for the 2020 preliminary data.

Figure 4: Ghana: ODA by sector, 2018-2020* average



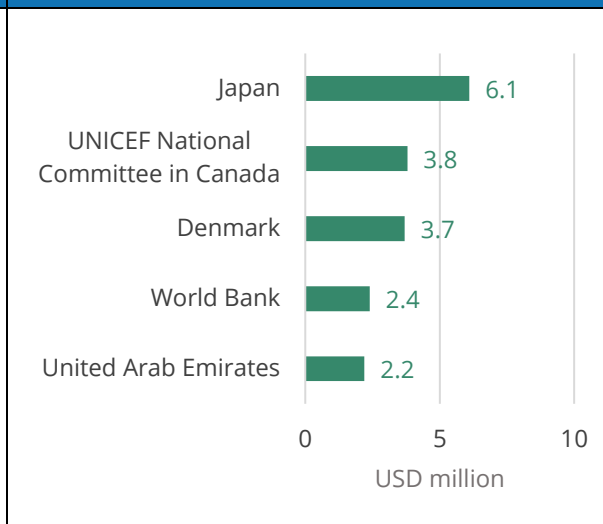
Source: OECD CRS, accessed 10 January 2022

Figure 5: Top five donors of gross official development assistance for Ghana, 2018-2019 average



Source: OECD-DAC, accessed 2 December 2021

Figure 6: Top five donors of humanitarian assistance for Ghana, 2018-2021 average



Source: UN OCHA – FTS, accessed 2 December 2021

22. The United Nations Sustainable Development Cooperation Framework (UNSDCF 2017–2022) is aimed at adding value in Ghana by supporting the enhancement of institutional capacities. It reflects the conviction that UN work should support SDG attainment and expresses the nature of work with the

UN as a partnership rather than as a source of assistance. It is the One Programme for the UN in Ghana, setting out the collective, harmonised support of 24 UN Agencies with three pillars³⁴:

- A shared prosperous economy. This promotes increased productivity by smallholder farmers and small businesses through support for the production and consumption of nutritious foods.
- Social investment in people. This enhances technical capacities in the health and education sectors with a view to improving quality, improving access for the most vulnerable people and expanding the reach of social protection schemes.
- A protected and safe environment. This aims at building resilience to climate change and improve emergency preparedness and response

2. Reasons for the evaluation

2.1. RATIONALE

23. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016 “to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval in November 2023.

2.2. OBJECTIVES

24. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement strategy of WFP in Ghana; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

25. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The main stakeholders of a CSPE are the WFP country office, regional bureau in Dakar (RBD), headquarters technical divisions, the Executive Board (EB), WFP beneficiaries, relevant Government of Ghana Ministries (Food, agriculture, education, health) and authorities (e.g. Food and Drug Authority, Ghana Standards), non-governmental organizations (NGO) partners such as Farm Radio International and ADRA, the United Nations country team FAO, IFAD, UNICEF and UNDP, civil society and private sector entities such as Sesi Technologies, Alpha Communication & Health Foundation and Savana Signatures, and the WFP Office of Evaluation (OEV) for synthesis of findings to feed into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.
26. A selection of WFP staff, mainly from RBD, will be part of an Internal Reference Group (IRG) to share provide inputs and comments during the evaluation process and help disseminating evaluation findings. Annex 12 presents the IRG’s Terms of Reference.
27. OEV and the evaluation team will inform the internal and external stakeholders of the evaluation and identify their interests during the inception phase; seek their views on WFP’s CSP and performance in Ghana when conducting the data collection; and communicate and discuss evaluation results during the reporting and dissemination phase.

³⁴ WFP Ghana CSP, 2018

28. The CSPE will seek to engage with WFP target population groups, household members, community leaders, local administrators etc. to learn directly from their experiences. Special attention will be given in hearing the voices of women and girls, and marginalised population groups, the host communities and other population groups as relevant.
29. The Government of Ghana is a major stakeholder and has influence on how WFP operates and engages in the country in terms of policy, strategy and operations. Key government stakeholders the evaluation will engage with include, Ministry of Food and agriculture, Ministry of Health, Ghana Health Service, National Development Planning Commission, National Disaster Management Organization, Ministry of Education, Ministry of Gender, Children and Social Protection which houses the Ghana School Feeding Programme and the Livelihood Empowerment Against Poverty social protection programme, Food and Drug Authority, Ghana Standards Authority, Statistics, Research and Information Directorate , and Women in Agriculture Development directorate.
30. Other United Nations agencies are crucial partners of WFP. The UN country team (UNCT)'s harmonized action aims to 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. WFP closely works with FAO, IFAD, UNICEF and UNDP in the areas of food security, country capacity strengthening, school feeding, nutrition and livelihoods.
31. WFP works with NGO's which include Farm Radio International and ADRA supporting the dissemination of information on good agricultural practices, post-harvest management, agriculture extension services, contract negotiation, and commodity price stabilization..
32. Private sector partners such as Sesi Technologies work on post-harvest management and provision of moisture meters for ENVAC. Alpha Communication & Health Foundation and Savana Signatures implement Social Behavioural Change Communication and social marketing for the targeted nutrition intervention beneficiaries. Other private sectors include Premium Foods Limited, Yedent Food Processing company, Product Peanut Butter and Ghana Commodity Exchange.
33. The evaluation team is expected to consult with relevant research institutions include Food Research Institute, Kwame Nkrumah University of Science and Technology, Savana Agricultural Research Institute, University of Development Studies and Crop Research Institute.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

34. WFP established a presence in Ghana in 1963 to provide relief food assistance. In 2005 it shifted to a five-year development portfolio of school meals, mother and child health and nutrition, asset and livelihood programmes and emergency preparedness and response. WFP recent pre-CSP interventions comprised the Country Programme Ghana 2012-2018 (CP 200247), Assistance to Ivorian refugees 2014-2015 (PRRO 200675), and Logistics common services for the humanitarian community's response to the Ebola virus disease outbreak in West Africa 2014-2015 (SO 200773). Since 2016 it has been gradually moving from operational support to an enabling role, decreasing food assistance and increasing capacity strengthening and policy support; this continued during the term of the country strategic plan (CSP).³⁵
35. A 2015 mid-term evaluation of the country programme noted that take-home rations had a positive impact on girls' education by narrowing the gender gap in school attendance. The mid-term evaluation and a subsequent nutrition appraisal recommended a reduction in the number of areas where WFP makes direct transfers; improved integration of programme components; the scaling up of interventions to prevent stunting and micronutrient deficiencies; support for the production and consumption of local nutritious foods, including specialized nutritious foods; and a transition to cash-based transfers (CBTs). A 2015 joint evaluation of the Renewed Efforts Against Child Hunger

³⁵ WFP Ghana CSP 2018

programme found that it helped to increase awareness and establish a national commitment to nutrition but suffered from weak implementation of joint communication and advocacy strategies. A 2016 final assessment of the impact of purchase for progress activities confirmed the relevance of supporting smallholder farmers, particularly women, and agricultural value chains. In 2021, the Final Evaluation of Enhanced Nutrition and Value Chains (ENVAC) Project (2016-2021) recommended: strengthening complementary nutrition food value chains in the next CSP; strengthening food safety and quality management systems and related regulatory frameworks; expanding partnerships with private sector, MoFA and development partners; formalizing the innovation strategy of WFP Ghana; strengthening support to small holder farmers and strengthening CO capacity.

36. The Ghana Shared Growth Development Agenda (2014–2017) and the draft Long Term National Development Plan (2018-2057) provided the framework for WFP's contribution to achieve national food security and nutrition targets in the context of the WFP Ghana Transitional Interim Country Strategic Plan (T-ICSP) from January to December 2018. With a needs-based plan of 10.3 million USD and targeting 73,000 direct beneficiaries, the T-ICSP was largely based on Country Programme 200247 (2012–2017). The CP was extended by one year, from 1 January 2018 to 31 December 2018, to allow the Ghana country office sufficient time to undertake consultations for the preparation of its full Country Strategy Plan. The T-ICSP had 4 Strategic Objectives and related activities in nutrition, value chain, safety nets, country capacity strengthening and support for policy frameworks, following the same structure as the subsequent Country Strategic Plan (2019-2023).
37. The WFP Ghana Country Strategic Plan (CSP 2019-2023) was informed by the findings and recommendations of the zero hunger strategic review and the above mentioned thematic evaluations. It aims to contribute to the SDG 2 and 17 aiming to align with WFP's Strategic Results 2, 4, 5 and 6, and to align with the Government's plans and policies. The zero hunger strategic review identified the following priorities for achieving zero hunger by 2030:
 - Addressing the triple burden of malnutrition;
 - Reducing post-harvest losses at the farm level and along supply chains;
 - Improving linkages between smallholder farmers and markets and make agriculture profitable and thus attractive to young people;
 - Improving the entire value chain by enhancing value and food safety;
 - Mapping food-insecure and at-risk populations at the national level to improve the targeting of social protection and food security and nutrition interventions; and
 - Building government capacities to implement food and nutrition security policies and programmes, especially at the district level.³⁶
38. The CSP was built around four strategic outcomes and five activities that work together in achieving the zero-hunger goal (Table 1). Thus support for local farmers and processors of specialized nutritious foods under outcome 2 contributes to increasing the availability, affordability and safety of food that can be used for nutrition-specific interventions under strategic outcome 1, while social and behaviour change communication under strategic outcome 1 reinforces strategic outcome 2 by increasing awareness and demand for nutritious foods, including specialized nutritious foods, among the general population. Strategic Outcomes 3 and 4 further support outcomes 1 and 2 by building local and national institutional capacities and promoting zero hunger relevant policies through a food systems approach.³⁷

³⁶ ibid

³⁷ ibid

Table 1: Ghana T-ICSP (Jan.-Dec. 2018) and CSP (2019-2023), Overview of Strategic Outcomes and Activities

Strategic Outcomes	T-ICSP (Jan.-Dec. 2018) activities	CSP (2019-2023) Activities
<p>SO 1: Vulnerable populations, including children and women of reproductive age, in high burden regions have improved nutritional status in line with national targets by 2025</p>	<p>01: Provide take home rations, nutrition education and Adolescent Sexual & Reproductive Health education to adolescent girls in Junior High School [Activity category 4 / Modality: cash & voucher/capacity strengthening]</p> <p>02: Provide commodity vouchers to access locally produced Specialized Nutritious Foods to pregnant and lactating women and girls, people living with HIV and children 6-23 months [Activity category 6 / Modality: cash & voucher]</p> <p>03: Provide capacity strengthening to Ghana Health Service for Nutrition Counselling and Social Behavioural Change Communication (SBCC) [Activity category 9 / Modality: capacity strengthening]</p>	<p>01: Provide cash/vouchers for Specialised Nutritious Foods and/or micronutrient-dense fresh foods to vulnerable children 6-23 months, adolescent girls, pregnant and lactating women and girls under Government Safety Nets Programmes, and support Ghana Health Service on SBCC for healthy diets in high burden areas (Malnutrition prevention activities; Modality: CBT & CS)</p>
<p>SO 2: Targeted populations and communities in Ghana benefit from more efficient, inclusive and resilient food systems which support nutrition value chains by 2030</p>	<p>04: Provide technical support to selected Community Level processors of blended flours [Activity category 8 / Modality: capacity strengthening]</p> <p>05: Provide financial and technical support to two industrial processors for equipment upgrade [Activity category 9 / Modality: capacity strengthening]</p> <p>06: Provide capacity building & equipment support for smallholder farmers on Good Agricultural Practices, Post-Harvest Handling and Quality Assurance [Activity category 7 / Modality capacity strengthening]</p>	<p>02: Provide technical support on production of fortified flours, food safety and quality assurance to selected community level and industrial food processors (Institutional capacity strengthening activities; Modality: CS)</p> <p>03: Provide support and link smallholder farmers to the Government One District One Warehouse Flagship through training and equipment support for the reduction of post-harvest losses, quality assurance and market linkages to processors and</p>

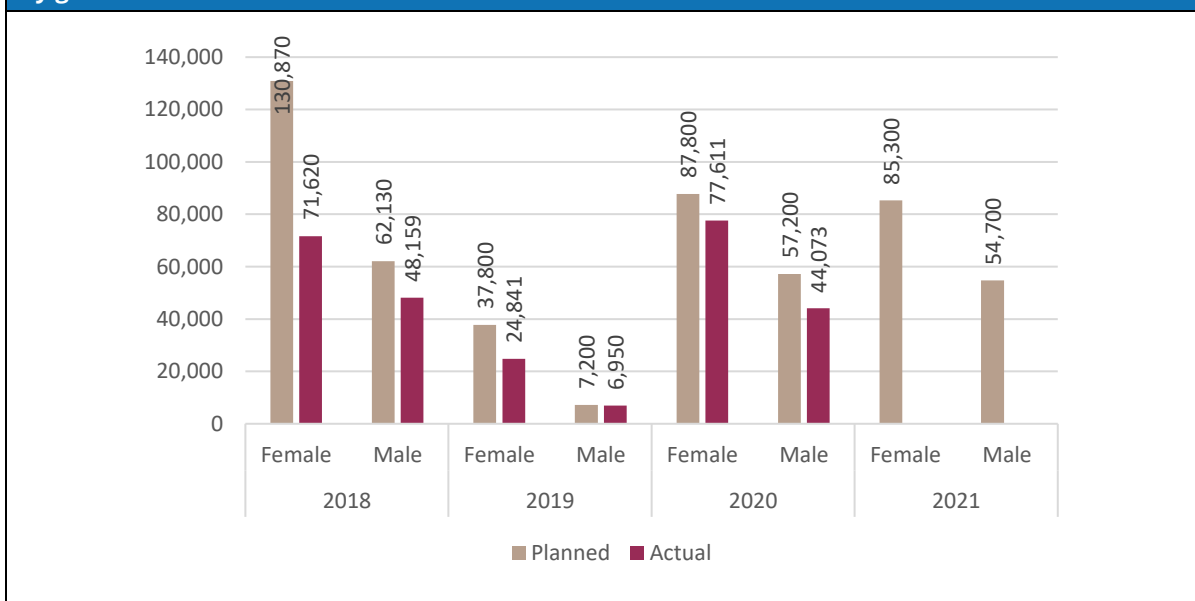
		institutional demand (Smallholder agricultural market support activities; Modality: CS)
SO 3: Local and national institutions have strengthened capacity to better target and manage food security, nutrition and social protection programmes by 2030	07: Provide technical support to the National School Feeding Programme on policy implementation and monitoring, targeting, nutritious quality of school meals and linkages to smallholder farmers [Activity category 9 / Modality: capacity strengthening]	04: Provide technical support including through South-South cooperation to the National School Feeding Programme, MoFA-SRID, NADMO, FDA and GHS on nutritional quality of school meals, food security monitoring, Early Warning System, Disaster Risk Reduction & emergency preparedness, food safety and quality, and food-based dietary guidelines (Institutional capacity strengthening activities; Modality: CS)
SO 4: Government efforts towards achieving Zero Hunger by 2030 are supported by advocacy and effective and coherent policy frameworks	08: Provide technical support for policies & legislation related to social protection, nutrition, local fortification and smallholder farmers to the Government [Activity category 9 / Modality: capacity strengthening]	05: Advocate for promulgation and enforcement of policies & legislation related to school feeding, gender, nutrition, food safety, weights, measures and standards, smallholder friendly public procurement, and market support at national institutions (Institutional capacity strengthening activities; Modality: CS)
SO 5: Crisis-affected populations are able to meet their basic food and nutrition needs during and in the aftermath of shocks (added following budget revision 1)		06: Provide food and nutrition assistance through in-kind or cash-based transfers to crisis-affected populations, including COVID-19 populations in epicentres, refugees and displaced persons, adolescent girls and other vulnerable groups (General Distributions; Modality: CBT & In-kind Food)

Source: SPA Plus

39. While the original CSP did not include any crisis response activities, this was revised in response to the onset of the COVID-19 crisis and an anticipation of refugees from neighbouring Cote d'Ivoire and Burkina Faso. The first budget revision (BR 01) to the CSP was approved in May 2020, shifting the strategic orientation of the CSP with the introduction of strategic outcome 5 to help the crisis-affected population to meet their basic food and nutrition needs. The new activity (06) under this strategic outcome added 100,000 planned beneficiaries to the existing caseload of 225,000 for the entire duration of the CSP. In 2020 WFP in Ghana targeted 145,000 beneficiaries, of which about 122,000 were reached (Figure 7). This is in contrast with the originally planned 45,000 annual beneficiaries, such as in 2019. The new activity targeted those considered most vulnerable to the impact of COVID-19 – persons afflicted by the disease, displaced persons, and adolescent girls – with in-kind food rations and CBT. However, neither support to refugee populations nor to adolescent girls was implemented, as the anticipated refugee influx did not take place and schools were closed.³⁸ More details on planned and actual beneficiaries are available in Annex 8.

³⁸ Ghana Annual Country Report 2020

Figure 7: Ghana T-ICSP (2018) and Ghana CSP (2019-2023), annual planned and actual beneficiaries, by gender

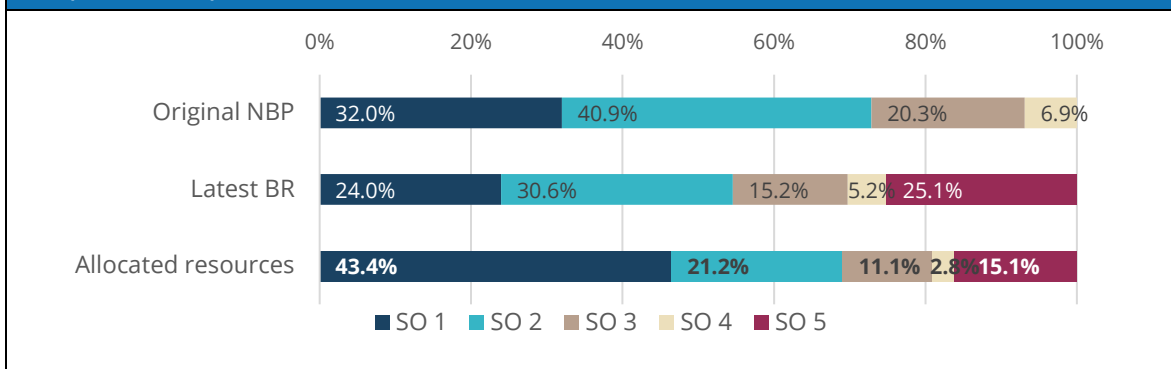


Source: COMET CM-R001b, retrieved 7 December 2021

Resources

40. As of January 2022, cumulative resources allocated to CSP Ghana amount to close to USD 27 million, or 28.6 percent of the USD 94.1 million total country portfolio budget (CPB) (Table 2). In 2019, approximately 83 percent of the annual USD 16.1 million requirements was funded, whereas in 2020 only 61 percent of the annual requirements was funded.³⁹ Whereas SO 2 requirements make up the highest share of the CPB (40.9 percent in the original NBP and 30.6 percent in the revised NBP), SO 1 funds account for the highest share of allocated resources, 43.4 percent (Figure 8).

Figure 8: Ghana CSP – strategic outcome composition of direct operational costs of the original NBP, latest NBP, and cumulative allocated resources



Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, 7 January 2021

³⁹ Ghana Annual Country Report 2019, 2020

41. SO 1 has been comparatively over-funded since the first year of CSP implementation,⁴⁰ whereas activities under remaining strategic outcomes have been comparatively under-funded. As of January 2022, allocated resources cover one half of the requirements under SO 1, while the cumulative resourcing level of activities under other strategic outcomes varies between 15 and 21 percent (Table 2). Adequate funding for SO 1 has been due to contributions from Japan for the stunting prevention programme in Ghana and Canadian multi-year funding for nutrition activities.⁴¹

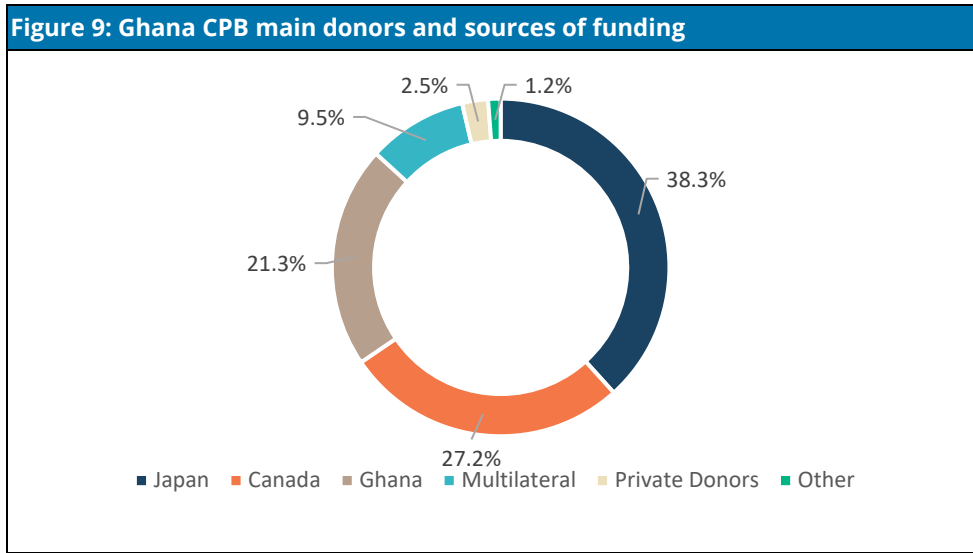
Table 2: Ghana CPB cumulative financial overview						
Focus Area	Strategic Outcome	Activities	Original Needs Based Plan (USD)	Needs Based Plan - latest BR (USD)	Allocated Resources (USD)	Resourcing level
Root causes	SO 1	Act. 01	19,181,226	⇒ 19,181,226	9,615,597	50.1%
	SO 1 subtotal		19,181,226	⇒ 19,181,226	9,615,597	50.1%
Resilience building	SO 2	Act. 02	11,793,087	⇒ 11,793,087	1,975,986	16.8%
		Act. 03	12,704,635	⇒ 12,704,635	2,710,679	21.3%
	SO 2 subtotal		24,497,722	⇒ 24,497,722	4,686,665	19.1%
Root causes	SO 3	Act. 04	12,151,854	⇒ 12,151,854	2,448,360	20.1%
	SO 3 subtotal		12,151,854	⇒ 12,151,854	2,448,360	20.1%
	SO 4	Act. 05	4,126,155	⇒ 4,126,155	611,522	14.8%
	SO 4 subtotal		4,126,155	⇒ 4,126,155	611,522	14.8%
Crisis response	SO 5	Act. 06		↑ 20,088,234	3,347,301	16.7%
	SO 5 subtotal			↑ 20,088,234	3,347,301	16.7%
Non SO Specific				⇒ 0	1,435,956	
Total Direct Operational Cost			59,956,955	↑ 80,045,189	22,145,402	27.7%
Direct Support Cost (DSC)			7,693,345	↑ 8,321,837	3,462,348	41.6%
Total Direct Costs			67,650,300	↑ 88,367,026	25,607,750	29.0%
Indirect Support cost (ISC)			4,397,270	↑ 5,743,857	1,286,249	22.4%
Grand Total			72,047,570	↑ 94,110,883	26,893,999	28.6%

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, 7 January 2022

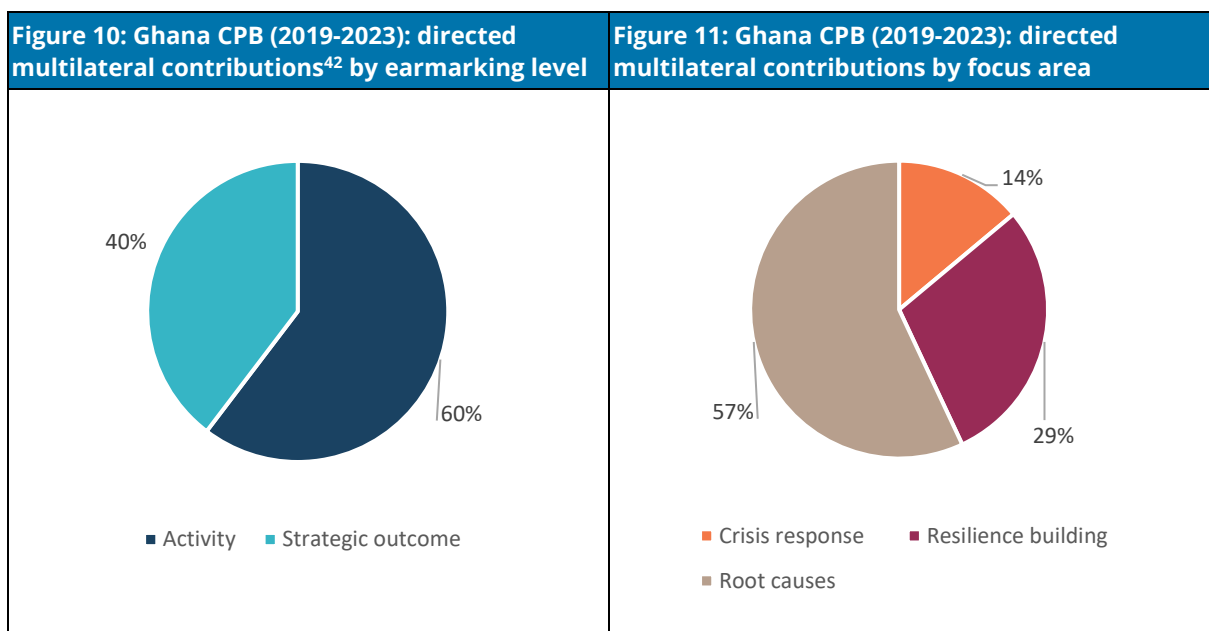
42. The list of WFP Ghana's donors is compact, with three top donors providing about 87 percent of total allocated contributions. Following Japan and Canada, which provide 38.3 and 27.2 percent of total contributions, the host government is the third largest donor with 21.3 percent of contributions (Figure 9). Importantly, 2.5 percent of contributions come from the private sector. Multilateral directed funds are earmarked entirely at activity (60 percent) and strategic outcome (40 percent) level (Figure 10). While the largest share of funds is earmarked for activities addressing root causes, especially SO 1 (Figure 11), new contributions coming in response to COVID-19 in 2020 were earmarked for crisis response, enabling the CO to prioritize those most vulnerable.

⁴⁰ Ibid.

⁴¹ Ghana ACR 2019



Source: WFP FACTory Resource Situation, accessed 7 December 2021



Source: WFP FACTory, Distribution Contribution and Forecast Stats – data extracted on December 31, 2021

Source: IRM analytics, data

Partnerships

43. WFP in Ghana collaborates with an elaborate network of government and non-government partners. All programmes in Ghana are implemented “with and through national institutions.”⁴³ WFP cooperates with the Ministry of Gender, Children and Social Protection, the Ministry of Health, the Ghana Health Service and UNICEF on nutrition-related activities. The partners in smallholder agricultural market activities and the associated capacity strengthening activities are the Ministry of Food and Agriculture, the Ghana Standards Authority, the Food and Drugs Authority, the Public

⁴² Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which Donors request WFP to direct to a specific Country/ies SO/s, or activity/ies

⁴³ Ghana Annual Country Report 2019

Procurement Authority, the Ghana Commodity Exchange, and the National Disaster Management Organization. On advocacy activities under SO 4, the main partners are the Ghana AIDS Commission, UNAIDS and Farm Radio International.

44. Since 2019, the main cooperating partners for WFP Ghana have been Farm Radio International, Adventist Development and Relief Agency, Aurum Institute Ghana, Agrihouse Foundation and Savana Signatures.⁴⁴

Country office and staffing

45. WFP Ghana country office employs 64 staff, all but two of which are national staff. Seventy percent of employees are long-term employees, and men outnumber women employees, 45 to 19. In addition to the head office in Accra, WFP is present in three sub-offices, in Bolgatanga, Tamale and Wa (see map in Annex 1).

3.2. SCOPE OF THE EVALUATION

46. The evaluation will cover all of WFP activities (including cross-cutting results) in Ghana from 2018 under the T-ICSP and CSP up to mid-2022. It will also consider WFP interventions immediately preceding the T-ICSP to assess key changes in the approach. The evaluation will look at how the country strategic plan builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and, if so, what the consequences are. The unit of analysis is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the country strategic plan document approved by WFP Executive Board (EB), as well as any subsequent approved budget revisions.
47. Connected to this, the evaluation will focus on assessing WFP contributions to country strategic plan strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. The evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.
48. Gender equity and vulnerability analysis across the CSP will be vital to understanding the transformative effect the CSP implementation has made not only to the production, marketing cycles and value chain linkages but to women within the context of family and community. Gender equity considerations will also be considered in relation to the country office's ability to promote equity, transform and empower women; and in relation to stakeholder rights and duty bearer responsibilities. Special emphasis will be given to the evaluation of cost efficiency and cost effectiveness and country capacity strengthening.
49. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. It will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.

⁴⁴ WFP DOTS, Ghana Partnership Expenditures, accessed 13 January 2022.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

50. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Ghana?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?

EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?

3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?

EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

51. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.
52. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest related to the main thrust of WFP activities, challenges or good practices in the country, which are of particular interest to evaluation stakeholders for learning purposes. These learning themes should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions. Based on a review of CSP-related documentation and discussion with the CO, the following tentative themes could be considered:
 - The role of WFP in national capacity strengthening for food security;
 - The transition from food aid to food assistance;
 - The interface between nutrition sensitive value chain and resilience; and
 - Partnerships opportunities and challenges in the context of Agenda 2030

4.2. EVALUATION APPROACH AND METHODOLOGY

53. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).

54. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
55. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive.
56. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
57. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these terms of reference and informed by a thorough evaluability assessment.
58. A key annex to the inception report will be an evaluation matrix that spells out for each evaluation question and sub-question the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques (see template in Annex 3). The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions.
59. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
60. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the country strategic plan was designed
 - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
 - To what extent WFP contributed to gender-transformative changes.
61. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.
62. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues, accountability for affected populations and CO M&E in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups. The team should propose a methodology on assessing accountability to affected populations and engaging the affected populations through communication processes in which they are able to ask questions, provide feedback and contribute to discussions about how WFP assistance has affected their lives, and that provisions should be made to capture this through use of local consultants and local languages.
63. At this stage, the CSP can be evaluated using a **standard approach** of the external evaluation team travelling to Ghana conducting the inception mission and the CSPE workshop by the team leader and the data collection by the entire external team following the required safety protocols and procedures

against COVID-19. OEV will closely monitor the COVID-19 situation in Ghana and reconfirm this plan during evaluation team contracting process. Technical offers by evaluation firms should include fall-back provisions in case travel is restricted due to the covid-19 pandemic.

64. The second scenario is **a hybrid approach**. Covid-related travel restrictions may affect the conduct of the evaluation and call for adjustments to carry out part-remote and part in-country and in-presence evaluation inception, data collection activities and CSPE workshop. If some of the international evaluators cannot travel but others can, a hybrid approach will allow the application of both remote and in country face-to-face interactions with stakeholders and partners in Ghana. National team members will conduct interviews in-country and those team members affected by international travel restrictions will conduct interviews remotely whilst providing regular oversight and guidance to national team members. The evaluation team will explore various ways of interviewing stakeholders including zoom calls (from WFP sub-offices) with beneficiaries, focus group discussions with beneficiaries in partners' offices, one-to-one calls with stakeholders, ensuring do no harm, and safety of anyone involved in the interviews. Mobile phone surveys for beneficiaries may be considered.

4.3 EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

65. A full evaluability assessment will be conducted by the evaluation team during the inception phase of the evaluation, but a preliminary assessment based on performance reporting in 2019 and 2020 shows that the evaluation can count on a reasonably high quality dataset. The logical framework of Ghana CSP was revised twice to date; the revision in 2019 added the capacity strengthening outcome indicators for SO 3 and SO 4 and a number of output indicators to align the logframe with the revised CRF. The second revision added outcome and output indicators for SO 5, following the first budget revision. After the last revision, the logical framework includes 25 outcome indicators, 55 output indicators and all 10 cross-cutting indicators (Table 1, Annex 5).
66. In 2019, all outcome indicators had baselines, end-of-CSP targets and annual targets set, and there was follow-up monitoring of all indicators. Follow-up measurement from 2020 is available for all outcome indicators except those under SO 2, where only one indicator value was reported, and the newly introduced SO 5, where some indicators were not measured. Output-level data is available for most indicators in both 2019 and 2020; some cash and voucher-related indicators were not reported, mainly under SO 5. Of the 10 cross-cutting indicators, eight have been fully reported on in 2019 and 2020, while two of the indicators on GEWE lack any reporting. More details are available in Table 2 of Annex 5 below. Data from 2021 monitoring is expected to be available by the time of the evaluation inception mission.
67. Monitoring data sets, standard performance reports, and assessment reports relevant to WFP's work will be available through December 2021. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation. At this stage the following evaluability challenges have been identified:
- COVID-19 travel and movement restrictions in the Ghana and in the countries from where the external team will initiate travel, may affect the coverage of field visits during the inception, data collection mission, and the CSPE workshop.
 - The CSP document does not include an explicit Theory of Change (ToC), potentially making it challenging for the Evaluation Team to draw theory-based conclusions on WFP's

contribution to higher-level results. During the inception phase, the Evaluation Team is expected to reconstruct a ToC in consultation with the CO as a basis for the evaluation work.

- The CSPE is conducted during the penultimate year of the current CSP, which excludes coverage of WFP performance during 2023 of the CSP. This will have implications for the completeness of results reporting and attainment of expected outcomes.
 - Relatively vague definitions of the expected outcomes, or outputs, as in capacity strengthening, women's empowerment, resilience.
 - The validity and measurability of indicators especially in country capacity strengthening and what percentage of contribution to nationally indicated strategic outcomes.
 - For some indicators, the absence of baselines and/or limited availability of monitoring data.
 - Inconsistent or incomplete consistent data for systematic longitudinal analysis, evaluating efficiency, sustainability of WFP outputs and results, gender inequality and women empowerment, country capacity strengthening, resilience.
68. There are relevant WFP evaluation reports that the CSPE team can use as secondary sources of evidence, e.g. the 2015 mid-term evaluation of the country programme and joint evaluation of the Renewed Efforts Against Child Hunger programme, the 2016 final assessment of the impact of purchase for progress, WFP Ghana - decentralized evaluation of Enhanced Nutrition and Value Chains Project (2021), WFP strategic evaluation of the pilot country strategic plans (2018), the evaluation of WFP's Partnership Strategy (2017), the Strategic Evaluation of Funding of WFP's Work (2018), the Policy Evaluations of Capacity Development (2016), Protection and Humanitarian Principles and Access (2017).
69. Beyond WFP evidence, the evaluation may be able to refer to national and sub-national data issued by the governmental institutions or non-governmental organizations. The Ghana Statistical Service has recently published the General Report of the Ghana 2021 population and housing census.⁴⁵ Other recent statistical exercises include the Multidimensional Poverty Report, published in the 2020, the Living Standards Survey (2019) and the Multiple Indicator Cluster Survey (2018); the latest Demographic and Health Survey was conducted in 2014 and published in 2015. The monitoring of progress towards the SDGs, an overall assessment of data availability is available in the 2019 Ghana Voluntary National Review.⁴⁶ The second Voluntary National Review was launched in November 2021, and will be presented at the 2022 High Level Political Forum;⁴⁷ data from this review may be available at the time of evaluation data collection.

4.4. ETHICAL CONSIDERATIONS

70. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, 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 do no harm to participants or their communities.
71. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Ghana CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

⁴⁵ <https://census2021.statsghana.gov.gh/>

⁴⁶ <https://dhsprogram.com/publications/publication-MIS35-MIS-Final-Reports.cfm>. Government of Ghana *Voluntary National Review towards the 2030 agenda*, 2019

⁴⁷ <https://www.gna.org.gh/1.21251502>

4.5. QUALITY ASSURANCE

72. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
73. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation by the team leader.
74. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

75. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 3: Summary timeline – key evaluation milestones		
Main phases	Timeline ADD KEY DATES	Tasks and deliverables
1. Preparation	March 13, 2022 March 3, 2021 – March 18, 2022 March 21, 2021	Final ToR Evaluation team and/or firm selection & contract Summary ToR
2. Inception	March 28-April 1, 2022 April 4-13, 2022 May 6, 2022 July 18, 2022	HQ briefing Inception mission Draft Inception report Final Inception report
3. Data collection	August 8-26, 2022 September 14, 2022	Evaluation data collection and exit debriefing HQ briefing by teleconference
4. Reporting	October 1- November 30, 2022 December 1-13, 2022 December 13-14, 2022 February 28, 2023 April 15, 2023	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report editing
5. Dissemination	May 1- November 2023 December 2023 onwards	Management response and Executive Board preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

76. The CSPE will be conducted by a gender balanced team of three international (including a researcher) and two national consultants (one male and one female) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with relevant language skills who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills.

In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 4: Summary of evaluation team and areas of expertise required

Areas of CSPE	Expertise required
Team Leadership (over 15 years)	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including the ability to resolve problems. • Strong experience in evaluating relevance and implementation of strategic plans in humanitarian, recovery and development contexts. • Relevant knowledge and experience in the Ghana or similar context. • Excellent understanding of key players within and outside the UN System. • Strong familiarity with the humanitarian, development and peace nexus discourse. • Strong experience in monitoring and evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time. • Specialization in one or more of the technical areas below.
Government capacity strengthening	<ul style="list-style-type: none"> • Strong technical expertise in providing government capacity strengthening in diverse areas relevant to the CSP, including for policy development and implementation • Experience in evaluating the relevance, effectiveness and efficiency of the above
Food assistance	<ul style="list-style-type: none"> • Strong familiarity with different food assistance modalities to crisis-affected populations • Expertise in food security assessments and targeting of assistance • Experience in evaluating the relevance, effectiveness and efficiency of the above
Food systems	<ul style="list-style-type: none"> • Strong technical expertise in small holder agricultural value chains including agricultural production, food conservation, processing and fortification as well as food safety. • Experience in evaluating interventions to support food systems
Nutrition and Health	<ul style="list-style-type: none"> • Strong technical expertise in nutrition, including prevention and treatment of malnutrition and school feeding • Proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context. • Familiarity with the latest evidence in nutrition and health including COVID-19
Emergency preparedness and response, Logistics	<ul style="list-style-type: none"> • Strong technical expertise in evaluating emergency and preparedness frameworks , logistics, supply-chain, and capacity building in those fields in similar contexts. • Common services and platforms including UNHAS

Research Assistance	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
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5.3. ROLES AND RESPONSIBILITIES

77. This evaluation is managed by the WFP Office of Evaluation. Dawit Habtemariam has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. He is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sanela Muharemovic, Research Analyst, will provide data and research support to the CSPE. Michael Carbon, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, the Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2023.
78. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team's contacts with stakeholders in Ghana; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. John Sitor has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders. The TORs and proposed composition of the IRG are presented in Annex 12.

5.4. SECURITY CONSIDERATIONS

79. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office 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 evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

80. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The

summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2023. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

5.6. THE PROPOSAL

81. The evaluation will be financed through the country portfolio budget.
82. Technical and financial offers for this evaluation should consider the two main scenarios (remote and in-country inception and data collection missions and stakeholder workshop). The final decision on whether the inception mission and data collection mission should be conducted remotely, in country or with a hybrid format will be made close to the date and this will depend on any travel restrictions and measures in place at that time.
83. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annexes

Annex 1: Ghana, Map with WFP Offices in 2021



Source: WFP GIS unit

Annex 2: Ghana Fact Sheet

	Parameter/(source)	Last reported value	Year	Data source
General				
1	Human Development Index (1)	0.611	2019	UNDP Human Development Report 2020
2	Asylum-seekers (pending cases) (5)	1,511	2020	UNHCR
3	Refugees (incl. refugee-like situations) (5)	12,406	2020	UNHCR
4	Others of concern (5)	0	2020	UNHCR
5	Internally displaced persons (IDPs)	0	2020	UNHCR
6	Returned IDPs (5)	not reported	2020	UNHCR
Demography				
7	Population, total (millions) (6)	30.8	2021	Census 2021
8	Population, female (percent of total population) (6)	50.7	2021	Census 2021
9	Percent of urban population (6)	56.7	2021	Census 2021
10	Total population by age (1-4) (millions) (6)	3.04	2021	Census 2021
11	Total population by age (5-9) (millions) (6)	3.75	2021	Census 2021
12	Total population by age (10-14) (millions) (6)	3.37	2021	Census 2021
13	Total Fertility rate, per women (10)	3.7	2020	UNFPA
14	Adolescent birth rate (per 1000 females aged between 15-19 years) (9)	75	2018	MICS
Economy				
15	GDP per capita (current USD) (12)	2,213	2020	GSS - Rebased 2013-2020 Annual Gross Domestic Product, April 2021
16	Income Gini Coefficient (1)	43.5	2016	UNDP Human Development Report 2018 & 2019
17	Foreign direct investment net inflows (percent of GDP) (2)	5.77	2019	World Bank
18	Net official development assistance received (percent of GNI) (4)	1.4	2019	OECD/DAC
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	5.3	2018	SDG Country Profile
20	Agriculture, forestry, and fishing, value added (percent of GDP) (2)	18.24	2019	World Bank
Poverty				

21	Population vulnerable to/near multidimensional poverty (percent) (1)	20.1	2018	UNDP Human Development Report 2018 & 2019
22	Population in severe multidimensional poverty (percent) (1)	8.4	2018	UNDP Human Development Report 2018 & 2019
Health				
23	Maternal Mortality ratio (percent) (lifetime risk of maternal death: 1 in:) (3)	82	2017	UNICEF SOW 2019 and 2021
24	Healthy life expectancy at birth (total years) (2)	64.07	2018	World Bank
25	Prevalence of HIV, total (percent of population ages 15-49) (2)	1.7	2020	World Bank
Gender				
27	Gender Inequality Index (rank) (1)	135	2019	UNDP Human Development Report 2019 & 2020
28	Proportion of seats held by women in national parliaments (percent) (2)	13.09	2020	World Bank
29	Labor force participation rate, female (percent of female population ages 15+) (modelled ILO estimate) (2)	63.86	2019	World Bank
30	Employment in agriculture, female (percent of female employment) (modelled ILO estimate) (2)	22.10	2019	World Bank
Nutrition				
31	Prevalence of moderate or severe food insecurity in the total population (percent) (7)	50.20	2018-2020	The State of Food Security and Nutrition report 2021
32	Weight-for-height (Wasting - moderate and severe), (0-4 years of age) (percent) (3)	7	2020	UNICEF SOW 2019 and 2021
33	Height-for-age (Stunting - moderate and severe), (0-4 years of age) all children (percent) (3)	14	2020	UNICEF SOW 2019 and 2021
34	Weight-for-age (Overweight - moderate and severe), (0-4 years of age) (percent) (3)	3	2020	UNICEF SOW 2019 and 2021
35	Mortality rate, under-5 (per 1,000 live births) (2)	46.20	2019	World Bank
Education				
36	Adult literacy rate (percent ages 15 and older) (1)	79	2018	UNDP Human Development Report 2018
37	Population with at least secondary education (percent ages 25 and older) (1)	63	2019	UNDP Human Development Report 2018 & 2019
38	Adjusted primary school enrolment, net percent of primary school-age children (2)	86.70	2019	World Bank
39	Secondary school enrolment, net percent of secondary school-age children (2)	57.24	2019	World Bank

Sources: **(1)** UNDP Human Development Report – 2016 and 2018; **(2)** World Bank. WDI; **(3)** UNICEF SOW; **(4)** OECD/DAC; **(5)** UNHCR; **(6)** Ghana Census 2021; **(7)** The State of Food Security and Nutrition report - 2019; **(8)**

Annex 3: Timeline

Phase 1 - Preparation			
	Draft ToR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	February 9, 2022
	Comments on draft ToR received	CO	March 1, 2022
	Proposal deadline based on the draft ToR	LTA	March 2, 2022
	LTA proposal review	EM	March 3-4, 2022
	Final revised ToR sent to WFP stakeholders	EM	March 18, 2022
	Contracting evaluation team/firm	EM	March 18, 2022
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	March 21-25, 2022
	HQ & RB inception briefing	EM & Team	March 28-April 1, 2022
	Inception briefings	EM + TL	April 4-13, 2022
	Submit draft inception report (IR)	TL	May 6, 2022
	OEV quality assurance and feedback	EM	May 13, 2022
	Submit revised IR	TL	May 20, 2022
	IR QA2 review	QA2	May 27, 2022
	IR clearance to share with CO	DDoE	June 10, 2022
	EM circulates draft IR to CO for comments	EM	June 10-24, 2022
	Submit revised IR	TL	July 4, 2022
	IR review	EM	July 4-11, 2022
	Seek final approval by QA2	EM	July 11, 2022
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	July 18, 2022
Phase 3 - Data collection, including fieldwork ⁴⁸			
	In country / remote data collection	Team	August 8-26, 2022
	Exit debrief (ppt)	TL	August 26, 2022
	Preliminary findings debrief	Team	September 14, 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	October 9, 2022
	OEV quality feedback sent to TL	EM	October 14, 2022
Draft 1	Submit revised draft ER to OEV	TL	October 21, 2022
	OEV quality check	EM	November 4, 2022
	Seek clearance prior to circulating the ER to IRG	DDoE	November 21, 2022
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	November 28, 2022
	Stakeholder workshop (in country or remote)		November 30-Dec1, 2022
	Consolidate WFP comments and share with team	EM	December 15, 2022
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	December 29, 2022

⁴⁸ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

Draft 2	Review D2	EM	January 15, 2023
	Submit final draft ER to OEV	TL	January 30, 2023
Draft 3	Review D3	EM	January 31, 2023
	Seek final approval by DDoE	DDoE	February 21, 2023
	Draft summary evaluation report	EM	February 28, 2023
	Seek SER validation by TL	EM	March 21, 2023
	Seek DoE clearance to send SER	DDoE	March 30, 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DDoE	April 15, 2023
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	May 2023
	Tail end actions, OEV websites posting, EB round table etc.	EM	May 2023
	Presentation of summary evaluation report to the EB	DDoE	November 2023
	Presentation of management response to the EB	D/CPP	November 2023

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
Internal (WFP) stakeholders			
Country office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior CO management, Head of Programme and Programme Officers, Heads of CCS, Nutrition RAM, CBT, gender, protection and other units as relevant. Heads field offices and field office staff.
Regional bureau in Dakar	WFP Senior Management and the Regional Bureau in Dakar (RBD) have an interest in learning from the evaluation results because of the strategic and technical importance of the Ghana in the WFP corporate and regional plans and strategies. Apply learning to other country offices including neighbouring WFP COs, given the strong regional collaboration and national government prioritization of regional partnerships and markets.	RBD will be key informants and interviewees during the inception and main mission, provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.	Senior RBD Management, members of the Internal Reference Group and other technical and senior staff as relevant.
WFP technical divisions	WFP technical units such as programme policy, EPR, school	The CSPE will seek information on WFP approaches, standards and success criteria	PRO – Programme, Humanitarian and Development, Country Capacity

	feeding, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, disaster risk reduction, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates. Use recommendation for the design or update WFP's strategies and policies.	from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. As part of the IRG, they will have an opportunity to review and comment on the draft ER, and management response to the CSPE. They will brief the evaluation team during the inception phase and be interviewed as key informants during the main data collection phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the evaluation report. Selected RB staff will be invited to selected sessions of the Learning Stakeholder Workshop at the end of the evaluation process, to help shape evaluation recommendations.	Strengthening, PRO – Field Support Services as represented in the IRG
WFP senior management	WFP Senior management is expected to have an interest in learning from the evaluation results because of the importance and uniqueness of the Ghana CSP and activities as an enabler.	WFP Senior Management will have an opportunity to receive the SER for information and will provide a Management Response to the CSPE recommendations.	Members of the Oversight and Policy Committee (OPC)
WFP Executive Board	Accountability role, and an interest in potential wider lessons from evolving context of the Ghana and about WFP roles, strategy and performances.	Secondary stakeholder. Presentation of the evaluation results at the November 2023 session to inform Board members about the performance and results of WFP activities in Ghana.	Executive Board member delegates.
External stakeholders			
Affected communities		Interviews and feedback sessions.	

<p>Government at central level</p>	<p>Government of Ghana is a major stakeholder and has influence on how WFP operates and engages in the country in terms of policy, strategy and operations.</p>	<p>Interviews both policy and technical levels and feedback sessions. Selected partners will be invited to selected sessions of the Stakeholder Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p>Ministry of Food and Agriculture, Ministry of Health, National Development Planning Commission, Ghana Health Service on Nutrition, National Disaster Management Organization, WFP Ghana is supporting Ghana School Feeding Programme, Food and Drug Authority, Ghana Standard Authority, Statistic Research and Information Directorate, and Women in Agriculture Development directorate</p>
<p>Private Sector</p>	<p>Private Sector actors are WFP's partners for the implementation of some of the activities. The results of the evaluation might affect future implementation modalities, and partnerships.</p> <p>Feedback on product acceptability, potential increase in demand thus opportunities to optimize production.</p>	<p>Interviews with private sector partners of WFP Ghana</p>	<p>Premium Foods Limited; Yedent Food Processing company; Product Peanut Butter; Ghana Commodity Exchange, Sesi Technologies, Alpha Communication & Health Foundation and Savana Signatures</p>
<p>UN country team</p>	<p>The United Nations Country Team's (UNCT) harmonized action should contribute to the realization 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 Framework. Various agencies are also direct partners of WFP at policy and activity level.</p>	<p>Interviews both policy and technical levels and feedback sessions. Selected partners will be invited to selected sessions of the Stakeholder Workshop at the end of the evaluation process, to help shape evaluation recommendations</p>	<p>Food and Agriculture (FAO), International Fund for Agricultural Development (IFAD), United Nations Children's Fund, United Nations Development Programme (UNDP), International Organization for Migration (IOM), UN-Habitat, and UNICEF.</p>

<p>NGOs</p>	<p>NGOs are implementing partners of WFP.</p>	<p>Interviews both policy and technical levels and feedback sessions. Selected partners will be invited to selected sessions of the Stakeholder Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p>Farm Radio International, ADRA Ghana, Mennonite Economic Development Associates -Greater Rural Opportunities for Women (MEDA-GROW</p>
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Annex 5: Evaluability assessment




Table 1: Country Strategic Plan Ghana (2019-2023) logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0	Total nr. of indicators	15	6	15
v 2.0	New indicators	3	3	24
	Discontinued indicators	-	-	-
	Total nr. of indicators	18	9	39
v 3.0	New indicators	7	-	16
	Discontinued indicators	-	-	-
	Total nr. of indicators	25	9	55
Total number of indicators that were included across all logframe versions		15	6	15

Table 2: Analysis of results reporting in Ghana annual country reports 2019-2020			
		ACR 2019	ACR 2020
Outcome indicators			
	Total number of indicators in applicable logframe		
Baselines	Nr. of indicators with any baselines reported	18	18
Year-end targets	Nr. of indicators with any year-end targets reported	18	18
CSP-end targets	Nr. of indicators with any CSP-end targets reported	18	17
Follow-up	Nr. of indicators with any follow-up values reported	18	14
Cross-cutting indicators			
	Total number of indicators in applicable logframe		
Baselines	Nr. of indicators with any baselines reported	7	7
Year-end targets	Nr. of indicators with any year-end targets reported	7	7
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7	7

Follow-up	Nr. of indicators with any follow-up values reported	7	7
Output indicators			
	Total number of indicators in applicable logframe		
Targets	Nr. of indicators with any targets reported	27	37
Actual values	Nr. of indicators with any actual values reported	27	37

Annex 6: WFP Ghana presence in years pre-Country Strategic Plan

	2014	2015	2016	2017	2018
Ghana relevant events	<ul style="list-style-type: none"> - Inflation - Cholera epidemic (Accra greater region, Eastern region, Ashanti region, Western region) 	<ul style="list-style-type: none"> - Inflation 	<ul style="list-style-type: none"> - Inflation - Cholera epidemic (Central region) - General election 	<ul style="list-style-type: none"> - Floods (Accra greater region, Central region, Western region, Eastern region) 	<ul style="list-style-type: none"> - Floods (Bakwu West, Talensi districts) - Ghana Zero Hunger Strategic Review
WFP interventions					Ghana T-ICSP 2018 <ul style="list-style-type: none"> - School meals - Malnutrition prevention - Capacity strengthening - Smallholder agricultural market support Total requirements: USD 11,481,035
	Country Programme Ghana 2012-2018 (CP 200247) <ul style="list-style-type: none"> - Support for primary education and girls' education (THR) - Nutrition support to vulnerable groups/prevention of stunting - Resilience to climate shocks and support to livelihoods Total requirements: USD 88,243,089				
	Assistance to Ivorian refugees 2014-2015 (PRRO 200675) <ul style="list-style-type: none"> - Addressing food security and nutrition needs of refugees (general food distribution) 				

WFP interventions	Approved budget: USD 2,391,781				
	Logistics common services for the humanitarian community's response to the Ebola virus disease outbreak in West Africa 2014-2015 (SO 200773) - Supply chain capacity strengthening - Humanitarian Air Services - Emergency preparedness Total requirements: USD 87,000,000				
	1,192 MT	CP: 6,546 MT PRRO 200675: 654 MT	CP: 1,763 MT		
		CP+PRRO: USD 1,848,823	CP: USD 888,768	CP: USD 1,430,541	USD: 2,089,408
	CP+PRRO: 250,420	CP+PRRO: 260,416	CP: 241,028	CP: 112,252	T-ICSP: 119,779

(Source), data compiled on [December 2021]

Annex 7: Line of sight

GHANA CSP 2019-2023

SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 4 – Sustainable food systems (SDG Target 2.4)	SR 5 – Countries strengthened capacities (SDG Target 17.9)	SR 6 – Policy Coherence (SDG Target 17.14)	SR 1 – Everyone has access to food (SDG Target 2.1)
ROOT CAUSES	RESILIENCE BUILDING	ROOT CAUSES	ROOT CAUSES	CRISIS RESPONSE
<p>OUTCOME 1: Vulnerable populations, including children and women of reproductive age, in high burden regions have improved nutritional status in line with national targets by 2025</p>	<p>OUTCOME 2: Targeted populations and communities in Ghana benefit from more efficient, inclusive and resilient food systems which support nutrition value chains by 2030</p>	<p>OUTCOME 3: Local and national institutions have strengthened capacity to better target and manage food security, nutrition and social protection programmes by 2030</p>	<p>OUTCOME 4: Government efforts towards achieving Zero Hunger by 2030 are supported by advocacy and effective and coherent policy frameworks</p>	<p>OUTCOME 5 Crisis-affected populations are able to meet their basic food and nutrition needs during and in the aftermath of shocks</p>
<p>OUTPUTS:</p> <ol style="list-style-type: none"> Vulnerable pregnant and lactating women and girls (PLW/G), adolescent girls and children 6-23 months under Government Safety Net Programmes (Tier 1) in areas with highest stunting and anaemia receive nutrient dense foods including locally produced specialised foods through e-vouchers (output categories A, B) in order to prevent malnutrition [SDG3] All pregnant and lactating women and girls (PLW/G), adolescent girls and care-givers of children 6-23 months and their households in high burden areas (Tier 2) benefit from enhanced Social Behavioural Change Communication from Ghana Health Service (output category E) [SDG3] 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> Targeted populations (Tier 2) benefit from strengthened capacities of industrial and community level food processors (output categories C, L) in order to improve access to specialised nutritious foods at affordable prices (SR2) and to safe milled or blended flours at the community level Targeted smallholder farmers (Tier 2) benefit from increased purchases of quality staples by institutional markets and selected processors of specialised nutritious foods (output categories C, F) in order to improve their incomes and livelihoods (SR3) Targeted smallholder farmers (Tier 2) benefit from the use of hermetic silos and proper post-harvest handling practices (output category F) in order to reduce post-harvest losses at farm level (SR3) Smallholder farmers (Tier 3) benefit from enhanced warehouse inventory management of the Government One District One Warehouse programme (output category C) in order to reduce post-harvest losses (SR3) 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> School children (Tier 3) benefit from strengthened capacities of the national school feeding programme (output category C) to provide nutritious school meals through enhanced local sourcing [SDG3, SDG4] Populations in Ghana (Tier 3) benefit from an updated national assessment and mapping of food insecure and vulnerable groups (output category C) in order to improve access to social protection services Populations in Ghana (Tier 3) benefit from an enhanced Food Security & Nutrition Monitoring System integrated with Early Warning System for Emergency Preparedness (output category C) in order to receive timely assistance from the Government Populations in Ghana (Tier 3) benefit from enhanced capacity of Food & Drugs Authority for food safety surveillance and nutrition food labelling (output category C) in order to ensure access to safe and quality food [SDG3] Populations in Ghana (Tier 3) benefit from enhanced research on indigenous foods and dietary guidelines (output category C) in order to improve nutrition-related practices [SDG3] 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> Populations in Ghana (Tier 3) benefit from support provided to national institutions to develop nutrition policy and school feeding legislation (output category J) in order to meet their basic food and nutrition needs (SR1, SR2) Populations in Ghana (Tier 3) benefit from more nutrition-sensitive national social protection programmes in order to meet their basic food and nutrition needs (SR2) Smallholder farmers (Tier 3) benefit from the adoption of pro-smallholder public procurement policies and procedures by government institutions (output category J) in order to increase their livelihoods and incomes (SR3) Smallholder farmers (Tier 3) benefit from technical and policy support to Government and Private Sector (output category C) for a more effective Warehouse Receipt System (SR3) Populations in Ghana (Tier 3) benefit from advocacy on nutrition-sensitive agriculture around the dams of the One Village One Dam flagship programme (output category J) in order to have improved livelihoods and access to nutritious food (SR2) 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> COVID-19 Affected populations in epicentres (Tier 1) receive timely and adequate nutritious food and/or cash-based transfers (CBTs) (Output categories A, B & E) in order to meet their immediate food and nutrition needs" (linked to SDG 3) Adolescent Girls in Junior High School (Tier 1) receive cash incentives (Output categories A & N) that contributes to their basic food and nutrition needs and improves attendance and retention in schools after the COVID 19 emergency (linked to SDG 2 and 4) Refugees and displaced persons (Tier 1) receive timely in-kind food assistance (Output categories A & B) in order to meet their immediate food and nutrition needs". (linked to SDG 2) COVID-19 Affected populations and adolescent girls in the epicentres, refugees and displaced (Tier 2) benefit from enhanced Social Behavioural Change Communication from partners (output category E) [SDG3]
<p>ACTIVITY 1: Provide cash/vouchers for Specialised Nutritious Foods and/or micronutrient-dense fresh foods to vulnerable children 6-23 months, adolescent girls, pregnant and lactating women and girls under Government Safety Nets Programmes, and support Ghana Health Service on SBCC for healthy diets in high burden areas (6: Mainnutrition prevention activities; Modality: CBT & CS)</p>	<p>ACTIVITY 2: Provide technical support on production of fortified flours, food safety and quality assurance to selected community level and industrial food processors (9: Institutional capacity strengthening activities; Modality: CS)</p> <p>ACTIVITY 3: Provide support and link smallholder farmers to the Government One District One Warehouse Flagship through training and equipment support for the reduction of post-harvest losses, quality assurance and market linkages to processors and institutional demand (7: Smallholder agricultural market support activities; Modality: CS)</p>	<p>ACTIVITY 4: Provide technical support including through South-South cooperation to the National School Feeding Programme, MoFA-SRID, NADMO, FDA and GHS on nutritional quality of school meals, food security monitoring, Early Warning System, Disaster Risk Reduction & emergency preparedness, food safety and quality, and food-based dietary guidelines (9: Institutional capacity strengthening activities; Modality: CS)</p>	<p>ACTIVITY 5: Advocate for promulgation and enforcement of policies & legislation related to school feeding, gender, nutrition, food safety, weights, measures and standards, smallholder friendly public procurement, and market support at national institutions (9: Institutional capacity strengthening activities; Modality: CS)</p>	<p>ACTIVITY 6: Provide food and nutrition assistance through in-kind or cash-based transfers to crisis-affected populations, including COVID-19 populations in epicentres, refugees and displaced persons, adolescent girls and other vulnerable groups.; (General Distribution; Modality: CBT & In-kind Food)</p>

Source: WFP SPA website

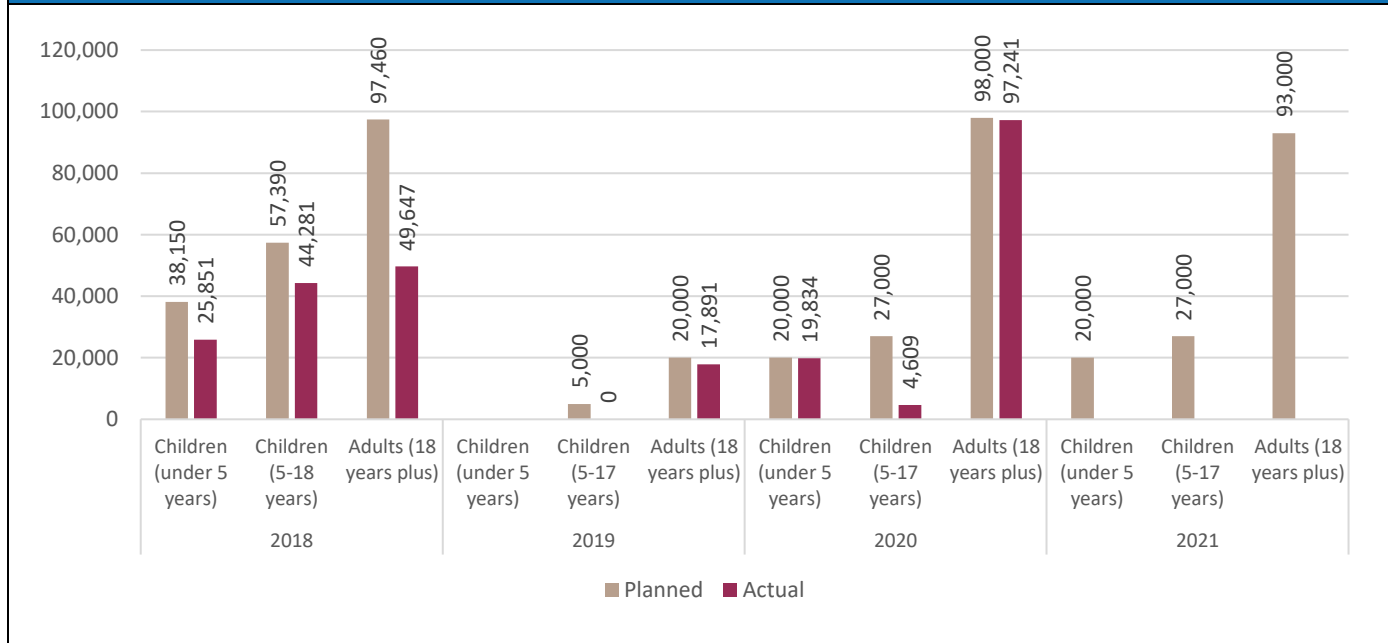
Annex 8: Key information on beneficiaries and transfers

Table 1: Annual planned and actual beneficiaries by gender, activity tag and beneficiary category, Ghana T-ICSP 2018 and CSP 2019-2023																	
		2018				2019				2020				2021		2022	
Activity tag		Planned		Actual		Planned		Actual		Planned		Actual		Planned		Planned	
Beneficiary category		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Ghana T-ICSP 2018																	
SO 1: Vulnerable women, adolescent girls, people living with HIV and children aged 6-23 months in targeted areas have enhanced nutritional status all year-round																	
Activity 01: Provide take home rations, nutrition education and Adolescent Sexual & Reproductive Health education to adolescent girls in Junior High School																	
School feeding (take-home rations)		96,000	54,000	51,289	28,851												
Students (secondary schools)		96,000	54,000	51,289	28,851												
Activity 02: Provide commodity vouchers to access locally produced Specialized Nutritious Foods to pregnant and lactating women and girls, people living with HIV and children 6-23 months																	
HIV/TB care & treatment		2,070	930	2,559	1,149												
ART clients		2,070	930	2,559	1,149												
Prevention of stunting		32,800	7,200	29,155	6,775												
Children		12,800	7,200	12,044	6,775												
Pregnant and lactating women		20,000		17,111													
Ghana CSP 2019-2023																	
SO 1: Vulnerable populations, including children and women of reproductive age, in the regions with the highest numbers of stunted children have improved nutrition status in line with national targets by 2025																	
Activity 01: Provide cash and vouchers for specialized nutritious foods and/or micronutrient-dense fresh foods for vulnerable children aged 6–23 months, adolescent girls and pregnant and lactating women through government safety nets and support the Ghana Health Service with regard to social and behaviour change communication to promote healthy diets in high burden areas																	
Prevention of stunting						37,800	7,200	24,841	6,950	37,800	7,200	43,455	9,917	37,800	7,200	37,800	7,200
Activity supporters						5,000	0			5,000	0	4,609	0	5,000	0	5,000	0
Children						12,800	7,200	6,950	6,950	12,800	7,200	9,917	9,917	12,800	7,200	12,800	7,200

	Pregnant and lactating women					20,000	0	17,891	0	20,000	0	28,929	0	20,000	0	20,000	0
SO 5: Crisis-affected populations are able to meet their basic food and nutrition needs during and in the aftermath of shocks																	
Activity 06: Provide food and nutrition assistance through in-kind or cash-based transfers to crisis-affected populations, including COVID-19 populations in epicentres, refugees and displaced persons, adolescent girls and other vulnerable groups																	
General distribution										47,500	47,500	34,156	34,156	47,500	47,500	35,000	35,000
	All									35,000	35,000	34,156	34,156	35,000	35,000	22,500	22,500
	Students (secondary schools)									12,500	12,500			12,500	12,500	12,500	12,500
Prevention of acute malnutrition										2,500	2,500			0	0	0	0
	All									2,500	2,500			0	0	0	0

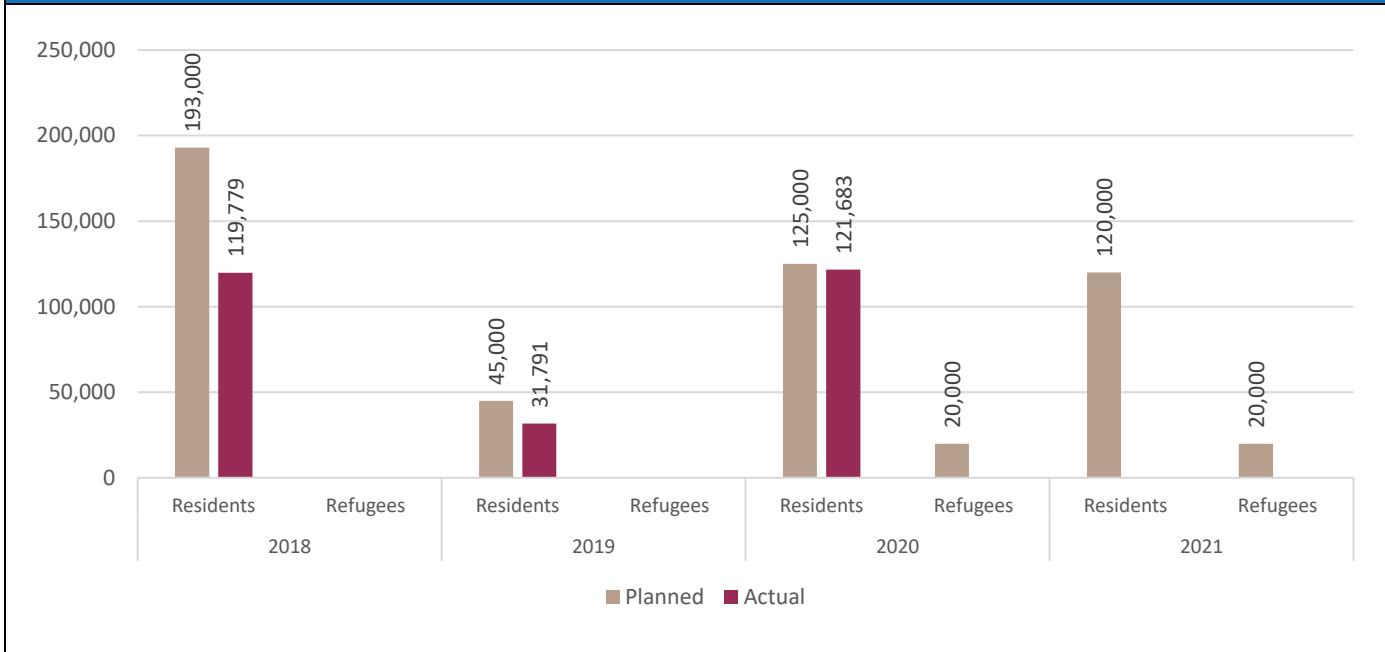
Source: COMET report CM-R020, data extracted on 12 January 2022

Figure 1: Actual versus planned beneficiaries by age* in Ghana, 2018-2021



Source: COMET report CM-R001b, data extracted 7 December 2021.*For 2018, the children category is 5-18 years old; whereas from 2019 onwards the category combines age categories 5-11 and 12-17.

Figure 2: Actual versus planned beneficiaries by residence status in Ghana, 2018-2021



Source: COMET report CM-R001b, data extracted 7 December 2021

Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation team 	<ul style="list-style-type: none"> • Email 	EM/ CM		November 2021	February 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		March 2022	March 2022
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		May 2022	August 2022
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		September 2022	September 2022
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	December 2022	December 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	November 2023	November 2023

		<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks 					
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash 	EM	CM	November 2023	December 2023
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	February 2023	November 2023
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE	October 2023	November 2023
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	October 2023	November 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	October 2023	November 2023
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE	October 2023	November 2023

Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email 	CM	EM	October 2023	November 2023
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Cards 	CM		October 2023	November 2023
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	October 2023	November 2023
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • WFP country/regional office/local stakeholders • WFP staff 	Presentation	EM		October 2023	November 2023
Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • WFP evaluation 	Presentation	EM		February 2023	April 2023
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> • WFP Technical staff/programmers /practitioners • WFP governance/management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Presentations • Email • WFP webpages 	EM/CM		2024	2024
Dissemination	Lessons learned feature	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) 	CM	EM	2024	

			<ul style="list-style-type: none"> • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter 				
Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	CM	EM		
Dissemination	Social media Twitter campaign	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Social media (Twitter) 	CM	CAM		
Dissemination	Video presentation	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter • Presentation 	EM/CM			
Dissemination	Blog	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter 	EM	CM		
Dissemination	Digital report (Sway)	<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) 	CM	EM		

			<ul style="list-style-type: none"> • Evaluation Networks (UNEG, ALNAP, EvalForward) 				
Dissemination	Story pitch for local media	<ul style="list-style-type: none"> • WFP country/regional office • CAM/media • Affected populations 	<ul style="list-style-type: none"> • Email 	CM	CAM/CO		
Dissemination	Press release/news story for regional/country office	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • Donors/countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels 	CM	CAM/CO		
Dissemination	Poster/public announcement/cartoon/radio/drama/video	<ul style="list-style-type: none"> • Affected populations • WFP country/regional office/local stakeholders • Donors/countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels 	EM/CM	CO		
Follow up	1 year later video/feature	<ul style="list-style-type: none"> • Affected populations • WFP country/regional office/local stakeholders • Donors/countries • WFP technical staff/programmers/practitioners • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels • EvalForward 	EM/CM			
Follow up	Review of MR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP management 	<ul style="list-style-type: none"> • Internal channels 	RMP	EM/CM		

KEY

Main content (mandatory)

Knowledge management products (optional)

Associated content (optional)

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					

Annex 11: Approved Country Strategic Plan document

[Ghana CSP \(2019-2023\) on wfp.org](https://www.wfp.org/publications/ghana-csp-2019-2023)

Annex 12: Terms of Reference for the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national stakeholder workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level⁴⁹ (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

⁴⁹ An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

Country office	Regional bureau	Headquarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> • John Sitor, Evaluation Focal Point (nominated by CD) • Anna MUKIIBI-BUNNYA, Deputy Country Director • Barbara CLEMENS, Country Director 	<p>Core members:</p> <ul style="list-style-type: none"> • Isabelle MBALLA, Regional Supply Chain Officer • Thomas CONAN, Regional Programme Advisor • Ollo Sib, Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Ramatoulaye DIEYE, Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Katrien GHOOS, Regional Nutrition Adviser • Leila MASSON, Regional Nutritionist • Karen OLOGOUDOU, Regional School Feeding Officer • Regional Partnerships Officer • Natasha FROSINA, Regional Programme Officers (Cash-based transfers) • Fatai ADEGBOYE, Regional Risk Management Officer • Marekh Khmaladze, Regional Program Cycle Officer • Rivandra Royono, Regional Country capacity Strengthening <p>Keep in copy: REO and RDD</p>	<ul style="list-style-type: none"> • Technical Assistance and Country Capacity Strengthening Service, OSZI • School Based Programmes, SBP • Protection and AAP, OSZP • Emergencies and Transition Unit, OSZPH. • Cash-Based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol (insert hyperlink to Comm. Protocol)</p>

5. Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national stakeholder workshop to validate findings and discuss recommendations.

Annex 13: Bibliography

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Annex 14: Acronyms

AAP	Accountability to Affected Populations
CBT	Cash-based Transfers
CSPE	Country Strategic Plan Evaluation
ACDI/VOCA	Agricultural Cooperative Development International/Volunteer Organization Cooperative Assistance
ADVANCE	Agricultural Development, Value Chain Enhancement
ADRA	Adventist Development Relief Agency - Integrated Agricultural Productivity
INTAPIMP	Improvement and Marketing Project
ACHF	Alpha communication and Health Foundation
AIDS	Acquired Immuno Deficiency Syndrome
APHILIS	African Post-harvest losses information system
CAP	Coronavirus Alleviation Plan
CAADP	Comprehensive Africa Agriculture Development Programme
CARES	Coronavirus alleviation and revitalization enterprise support
CASE	Competitive Agricultural Systems and Enterprises
CBMSFP	Community Based and Medium Scale Food Processors
CCA	Canadian Cooperative Association
CHF	Canadian Hunger Foundation
CMAM	Community-based Management of Acute Malnutrition
CO	Country Office
COMET	Country Office Tool for Managing Effectively
COVID-19	Coronavirus Disease
CP	Country Programme
CPESDP	Coordinated Programme of Economic and Social Development Policies
CRF	Corporate Result Framework
CRI	Crop Research Institute
CSO	Civil Society Organization
CSP	Country Strategic Plan
DCD	Department of Community Development
DE	Decentralized Evaluation
DEQAS	Decentralized Evaluation Quality Assurance System
EB	Executive Board
EC	Evaluation Committee
ECF	Extended Credit Facility
EFSA	Emergency Food security assessment
EIP	Environmental Integration Process
EM	Evaluation Manager
ENVAC	Enhanced Nutrition and Value Chains
ET	Evaluation team
ER	Evaluation Report
EU	European Union
EU-GAP	European Union-Ghana Agriculture Programme
ERG	Evaluation Reference Group
EQ	Evaluation Question
FAO	Food and Agriculture Organization

FASDEP	Food and Agricultural Sector Development Policy
FBO	Farmer Based Organization
FbP	Food by Prescription
FCS	Food Consumption Score
FO	Farmers' Organization
FSNMS	Food security and nutrition monitoring system
FRI	Farm Radio International
FRI	Food Research Institute
GADS	Gender and Agriculture Development Strategy
GAIN	Global Alliance for Improved Nutrition
GAM	Global Acute Malnutrition
GAP	Good Agricultural Practices
GASIP	Ghana Agriculture Sector Investment Programme
GCA	Global Affaire Canada
GDHS	Ghana Demographic and Health Survey
GDP	Gross Domestic Product
GGC	Ghana Grains Council
GEEW	Gender Equality and Empowerment of Women
GHS	Ghana Health Service
GLSS	Ghana Living Standards Survey
GIZ	German International Development Cooperation
GSA	Ghana Standards Authority
GCX	Ghana Commodity Exchange
GFSS	Global Food Security Strategy
GOG	Government of Ghana
GSGDA	Ghana Shared Growth Development Agenda
Ha	Hectare
HIV	Human Immunodeficiency Virus
HQ	Headquarters
IDP	Internally Displaced persons
IEC	Information, Education, and Communication
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Centre
IFPRI	International Food policy research Institute
IMF	International Monetary Fund
IR	Inception Report
KNUST	Kwame Nkrumah University of Science and Technology
LAP	Land Administration project
LEAP	Livelihood Empowerment Against Poverty
MAD	Minimum Acceptable Diet
MAG	Modernizing Agriculture in Ghana
MDCA	Mmobile data collection and analytics)
MDD	Minimum Dietary Diversity
MAM	Moderate Acute Malnutrition
MEDA-GROW	Mennonite Economic Development Associates - Greater Rural Opportunities for Women
M&E	Monitoring and Evaluation

METASIP	Medium Term Agricultural Sector Investment Plan
MICS	Multiple Indicator Cluster Survey
MOAP	Market Oriented Agriculture Programme
MOFA	Ministry of Food and Agriculture
MOH	Ministry of Health
MT	Metric Tonne
NRGP	Northern Rural Growth Programme
NGO	Non-Governmental Organization
OEV	Office of Evaluation
OFSP	Orange Fleshed Sweet Potatoe
OIC	Officer in Charge
PLW	Pregnant and Lactating Mothers
PMF	Programme Monitoring Framework
P4P	Purchase for Progress
PHH	Post-Harvest Handling
SNFs	Specialized Nutritious Foods
SBCC	Social and Behaviour Change Communication
SC	Super Cereals
SC+	Super Cereal Plus
SDG	Sustainable Development Goal
SHF(s)	Smallholder Farmer(s)
SNFs	Specialized Nutritious Foods
TOR	Terms of reference
UNDP	United Nations Development Programme
USDA	United States Department of Agriculture
WFP	World Food Programme
WIAD	Women in Agriculture Directorate

WFP Ghana Country Office

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