



## **Management Response from WFP Ghana to the recommendations of the decentralized evaluation of the Enhanced Nutrition and Value Chains (ENVAC) Project, 2016-2021, in Ghana (DE/GHCO/2021/003) from April 2021 to September 2021**

1. This document, finalized in April 2022, presents the management response to the recommendations of the final evaluation of the Enhanced Nutrition and Value Chains (ENVAC) Project (2016-2021).
2. The evaluation, which was commissioned by WFP Ghana covers all activities implemented within the framework of the Enhanced Nutrition and Value Chain Project between March 2016 and June 2021. The evaluation serves the dual purpose of accountability and learning and as such, the evaluation 1) assessed and reported on the performance and results of the project, and 2) identified reasons why certain results were achieved or not achieved, to draw lessons and recommendations for learning.
3. The evaluation made 8 key recommendations with 21 actions to be taken. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities, and timelines.

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
<p><b>Priority: Medium</b></p> <p><b>Recommendation 1:</b> WFP's next Country Strategy Plan (CSP) for Ghana should include a CNF value chain approach based on</p>	<p>WFP Ghana (RBD)</p>	<p>Agreed (Please note that in some instances timelines were revised, to reflect a realistic time for implementation,</p>	<p><b>1.1.1</b> To incorporate lessons learnt from ENVAC project, the country office will include CNF value chain approach as part of the Line of Sight for the next CSP</p>	<p>WFP Ghana CO - Programme Unit, RBD and HQ-Nutrition, SAMS, (Ministry of Health, Ministry of Food &amp; Agriculture)</p>	<p>December 2023</p>

<p>the lessons learnt from ENVAC. It should be tailored to the Ghana Beyond Aid context. WFP should position itself as technical support to national institutions and programme (MOFA, GSA and FDA, GHS and LEAP programme) to prepare its exit strategy.</p> <p><b>(Deadline: After CSP evaluation; drafting of next CSP)</b></p>		<p>actions were still registered as Agreed)</p>	<p><b>1.1.2</b> To align with WFP Ghana's facilitation role, the country office will promote multisectoral strategic partnerships to develop a nutrition integration strategy that targets LEAP beneficiaries and employs Social Behaviour Change Communication (SBCC), nutrition-sensitive livelihood activities and advocacy for coherent policies that support a nutritious food environment for all persons.</p>	<p>WFP Ghana CO - Programme Unit, RBD and HQ-Nutrition, SAMS, FSQ</p> <p>(Ministry of Health, Ghana Health Services, Ministry of Gender Children and Social Protection (MOGCSP), LEAP secretariat, Ministry of Local Government and Rural Development (MLGRD), Department of Social Welfare, Ministry of Food and Agriculture (MOFA) and Women in Agricultural Development (WIAD))</p>	<p>December 2023</p>
			<p><b>1.1.3</b> To enhance government capacity to assure food safety and quality across the value chain and improve service delivery, an assessment of the national regulatory and legal framework on food safety and quality, and related actors in food safety including key laboratories, will be undertaken. This will be followed by the development of a plan and focused</p>	<p>WFP Ghana CO- Programme, SC, RBD and HQ- FSQ (Food and Drugs Authority, Ministry of Health, United Nations International Development Organisation), Food and</p>	<p>March 2023</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
			actions to address gaps identified and draw synergies. E.g., technical assistance to lead national institutions via trainings with support from RBD/HQ. WFP will also coordinate with other development partners to pool resources and develop appropriate solutions.	Agriculture Organisation (FAO)	
			<b>1.1.4</b> To enhance private-sector capacity and willingness to produce and market affordable and safe fortified nutritious foods, provide technical assistance to the National Development Planning Commission to establish a SUN Business Network which will spearhead production and marketing of safe, nutritious foods across the country	WFP Ghana CO - Programme/Nutrition, SC, RBD (National Development Planning Commission)	December 2023

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<p><b>Priority: High (a condition to other recommendations)</b></p> <p><b>Recommendation 2:</b> WFP should help to strengthen FSQ management systems at all stages of the CNF production chain in Ghana. This means among other things strengthening the regulatory framework in Ghana (and the region – links with ECOWAS), norms and standards for CNF. Meanwhile, ensure all CNFs distributed by</p>	WFP Ghana (RBD FSQ)	Agreed	<p><b>2.1.1</b> To enhance private-sector capacity and willingness to produce and market affordable and safe fortified nutritious foods, conduct an FSQ assessment of WFP contracted CNF producers from food production to retail and develop a country FSQ Risk matrix which details risks and mitigation actions with support from RBD FSQ</p>	WFP Ghana CO - Programme and RBD FSQ Team	December 2023

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WFP's projects are safe. <b>(Deadline: To be strengthened in next programmes and in next CSP)</b>					
<b>Priority: High (a condition to other recommendations)</b>  <b>Priority: High Recommendation 3:</b> (if Recommendation 2 is validated) Pursue partnerships with the two private actors to facilitate sustainable supply of quality CNFs for both PLW and Cu2	WFP Ghana (RBD)	Agreed	<b>3.1.1</b> To align with the Coordinated Programme of Economic and Social Development Policies (2017–2024), Develop new Memorandums of Understanding /agreements, with the private sector partners, that defines the business model with the SHFs and other value chain actors so as to ensure a coherent market linkage strategy that contributes to the development of the local or domestic economy. This will also include capacitating SHFs and other value chain actors (aggregators on pricing mechanisms) but also facilitating signing	WFP Ghana CO - Supply chain and Food systems units (Producers of nutritious processed foods, Ministry of Food and Agriculture, Ministry of Trade and Industry, Ghana Commodity Exchange, National Food and Buffer Stock Company)	December 2022

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<p>(through both commercial markets and CBT). Access to WFP support (financial, technical and CBTs) should be conditional upon 1) fair trade conditions with SHFs (M&amp;F)/aggregator suppliers (M&amp;F) of raw materials, and 2) investment by businesses in commercial markets. 3) Transparency on price of CNFs delivered to WFP, as well as on terms and</p>			<p>of medium to long-term agreements/ contracts between the industrial food processors and SHFs/aggregators. Pricing based on costs of production plus agreeable profit margin will be emphasized. Advocacy through government and other actors on minimum prices for commodities could provide a basis for negotiations. Through the implementation of WFP's Local Regional Food Procurement Policy (LRFPP), the SC contracts with Premium Foods Limited will carry a requirement for traceability evidence clause, for a minimum of 10% of raw material purchases from SHFs</p>		

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conditions for price revision. <b>(Deadline: short term)</b>					
<b>Priority: Medium</b> <b>Recommendation 4:</b> Strengthen partnerships with development actors and MOFA, to develop and upscale the Value Chain approach to improve market linkages between SHFs (Male and Female) and industrial processors of any kind and focusing on WFP's	WFP Ghana	Agreed	<i>To align with the Coordinated Programme of Economic and Social Development Policies (2017–2024):</i>  <b>4.1.1</b> To undertake In-depth value chain analysis in 2022 to identify gaps and opportunities as well as inform the needed partnerships for maximum results.	WFP Ghana CO - Supply chain and Food systems units (Producers of nutritious processed foods, Ministry of Food and Agriculture, Ministry of Trade and Industry, Ghana Commodity Exchange, National Food	December 2022



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specific added value (quality and PHH). <b>(Deadline: Subsequent projects / programmes)</b>			<p><b>4.1.2</b> To develop new, and/or strengthen existing, partnerships with MoFA and other actors, through improved MOUs, to enhance PHL and market access for SHFs.</p> <p><b>4.1.3</b> To strengthen traceability systems established both at the aggregation and at the processors' levels to provide quality and timely data on SHFs sales to aggregators/ processors. Through the implementation of WFP's Local Regional Food Procurement Policy (LRFPP), all food contracts will carry a requirement for traceability evidence clause, for a</p>	and Buffer Stock Company)  WFP Ghana CO - Food Systems Team (MOFA, IFAD, FDA, GCX, NAFCO)  WFP Ghana CO -Food Systems Team, (GEA)	December 2022  December 2022

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			minimum of 10% of raw material purchases from SHFs  <b>4.1.4</b> To enhance market access opportunities through e-commerce and warehouse receipt systems in partnership with GCX and other actors	WFP Ghana CO - Food Systems Team (MOFA, FDA, GCX, NAFCO)	December 2022

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<p><b>Priority: Medium</b></p> <p><b>Recommendation 5:</b> (if Recommendation 2 is validated) Strengthen and formalize the innovative strategy that combines nutrition assistance, promotion of good feeding practices, and market access for local CNF : targets for free distribution should be defined based on beneficiary vulnerability using national criteria (LEAP</p>	<p>WFP Ghana (RBD)</p>	<p>Agreed</p>	<p><i>To address vulnerabilities, strengthen evidence-based programming and enhance operational partnerships with government, development partners and the private sector, WFP Ghana intends to:</i></p> <p><b>5.1.1</b> Develop a nutrition integration strategy that targets LEAP beneficiaries and employs SBCC, nutrition sensitive livelihoods and advocacy for coherent policies that ensure accessibility to nutritious foods by all persons</p>	<p>WFP Ghana CO - Nutrition Team/Food systems Team/Social Protection Team</p>	<p>December 2022</p>

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program); the role that each actor should play according to its mandate (Health, Social protection, Education) should be clarified; the impact of free distribution on			<b>5.1.2</b> Review the Fill the Nutrient (FNG) analysis to provide updated information including cost of a nutritious diet for advocacy	WFP Ghana CO – Nutrition/RAM, RBD & HQ Nutrition Team	December 2022

<p>commercial sales should be monitored. <b>(Deadline: Subsequent projects / programmes)</b></p>			<p><b>5.1.3</b> Employ national vulnerability criteria in selecting beneficiaries and strengthen monitoring to generate evidence to support effective programme implementation</p>	<p>WFP Ghana CO – Programme/Nutrition Team/RAM Team (Ministry of Gender Children and Social Protection);</p>	<p>December 2022</p>
<p><b>Priority: Medium</b> <b>Recommendation 6:</b> Develop specific interventions to support vulnerable SHFs (Male and Female) in Ghana in line with the Global</p>	<p>WFP Ghana</p>	<p>Agreed</p>	<p><i>To enhance and strengthen an integrated approach to building resilience and better livelihoods, WFP intends to:</i></p> <p><b>6.1.1</b> Re-assess the targeting criteria to focus on youth and women; support them to actively engage and benefit from</p>	<p>WFP Food systems and Social Protection Team/RAM Team</p>	<p>December 2022</p>

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<p>Food Security Strategy adopted in Ghana. Support the dissemination of the national strategy and the implementation of ad hoc programs that target vulnerable SHFs and especially women SHFs to improve food security of the most vulnerable.</p> <p><b>(Deadline: Subsequent projects / programmes)</b></p>			<p>activities in the agriculture sector -Across value chains.</p> <p><b>6.1.2</b> Forge innovative partnerships with both local and international NGOs, nontraditional stakeholders to develop tailor made capacity building/ strengthening interventions to strengthen resilience and productivity.</p> <p><b>6.1.3</b> Implement cash transfers to vulnerable small holder farmers whose livelihoods have been put at risk with the onset of COVID-19. They were identified through collaboration with Ghana National Household Registry under the</p>	<p>WFP Food systems/Nutrition Team/Social Protection Team</p> <p>WFP Food systems /Social Protection Team/ Nutrition Team</p> <p>Gender team (Ministry of Food and Agriculture)</p>	<p>December 2022 (ongoing)</p> <p>December 2022 (ongoing)</p>

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			Ministry of Gender Children and Social Protection. The same approach will be applied specifically targeting women and youth who will be introduced to nutrition sensitive agriculture activities.  <b>6.1.4</b> Develop solutions with local government actors, closer to the community, to strengthen ownership.	WFP Food systems /Social Protection Team/ Nutrition Team (Ministry of Gender Children and Social Protection and Ministry of Local Government)	December 2022
<b>Priority: High (short-term)</b>	WFP Ghana	Agreed	<b>7.1.1</b> For evidence generation and to inculcate risk management and	WFP Ghana/Food systems (Ministry of	December 2022

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<b>Recommendation 7:</b> Ensure implementation and monitoring of on-going ENVAC activities (e.g. support for CLMSFPs – Training on gender and Climate Change) and draw lessons from these activities before the end of 2021. <b>(Deadline: Coming Months – before end of 2021)</b>			adherence to sound food safety and quality practices, CLMSFPs (as soon as they are running) will be monitored regularly by WFP, FDA and MoFA regional focal points.  <b>7.1.2</b> To maintain a strong gender lens and facilitate gender mainstreaming in programme design and implementation, funding has been secured to recruit a gender and youth specialist nevertheless existing activity managers will be reskilled to better design gender responsive and sensitive implementation plans. Joint programming will also be explored to enhance multisectoral collaboration.	Food and Agriculture (MOFA)/Women in Agricultural Development (WIAD)/ FDA  WFP Ghana CO Programme unit; WFP RBD Gender team	July 2022 (ongoing)



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			<b>7.1.3</b> To promote climate resilience, climate smart practices and targeted trainings for small holder farmers were undertaken by MOFA regional office. To mainstream climate adaptation, WFP and government partners will also undertake relevant trainings to improve programme design and delivery.	WFP Ghana/Food systems (Ministry of Food and Agriculture (MOFA))	December 2022
<b>Priority: High (short-term)</b> <b>Recommendation 8:</b> Strengthen CO capacity with the skills required for future activities: capacity building, institutional strengthening, partnership management, M&E	WFP Ghana (RBD)	Agreed	<b>8.1.1</b> For effective Programme design, implementation and evidence generation in the identified priority areas, WFP Ghana CO will strengthen the workforce by recruiting relevant staff with technical expertise in Food safety and quality; gender and youth; research assessment and monitoring (RAM) and also to improve partnerships	WFP Ghana CO - Programme, RBD and HQ Food Safety and Quality team/RBD RAM and RBD Gender Advisor	December 2022

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and capitalization; as well as technical skills in FSQ and gender. <b>(Deadline: Subsequent projects / programmes)</b>					