Evaluation of the Benin and Ghana WFP Country Strategic Plans 2019-2023

November 2023
### Ghana CSP 2019-2023

- **24.4%** Nutrition
- **31.1%** Inclusive and resilient food systems
- **15.5%** Institutional capacity strengthening
- **5.2%** Advocacy and policy
- **23.8%** Crisis response

### Benin CSP 2019-2023

- **89%** School feeding
- **3%** Nutrition
- **2%** Country capacity strengthening
- **7%** Crisis response
Contribution to strategic outcomes

**Benin**
- Massive scale-up and significant contribution to success of the national school feeding programme
- Limited implementation of nutrition activities due to lack of funding
- Country Capacity Strengthening activities delayed due to late funding arrival
- Emergency assistance arrived too late to address immediate needs

**Ghana**
- Improved nutrition for vulnerable populations & school attendance (adolescent girls) – but limited overall effects on education outcomes.
- Social & behavioural change communication - reached intended target groups.
- Food systems: Increased production & reduced losses but targets unmet. Supply chain challenges
- Capacity strengthening helped improve government programmes but no clear intervention logic
- Incomplete results on advocacy and policy coherence work
Cross cutting aims

- Both CSPs oriented towards gender equality
- Insufficient concrete efforts in Benin
- Positive results on gender equality in Ghana with clear efforts to address diverse needs
- Adequate attention for protection
- Ghana: prevention mechanism for Sexual Exploitation and Abuse
- Accountability to affected populations needs further strengthening
Factors explaining WFP's performance

Benin: limited donor interest beyond school feeding. Majority of funding from Government.
Ghana: uneven & insufficient funding from limited donor base

Benin: Efficient and timely logistics for school feeding but assistance to flood affected people delayed

Lack of staff capacity for WFP to play its enabler role
Conclusions

**Benin**
- Successful implementation of national school feeding programme
- Insufficiently articulated capacity strengthening strategy $\rightarrow$ not ready for handover
- Lack of a clear strategy for addressing cross-cutting issues and insufficient efforts to promote gender equality

**Ghana**
- Progress in transition from delivering assistance to enabling national capacities
- Showcased market-based approaches to enhance nutrition
- Strategic shift constrained by lack of clear management plan/insufficient funding for capacity strengthening and policy work
Recommendations

Benin CSPE
1. Balance strategic direction across school feeding, nutrition, resilience & preparedness
2. Strengthen the integration of cross-cutting aspects
3. Promote WFP’s comparative advantages outside school feeding
4. Strengthen sustainability
5. Align staff capacity to strategic direction

Ghana CSPE
1. Define WFP strategic focus as an enabler & facilitator within the Ghana context
2. Deepen & align partnerships – e.g. private sector, civil society organizations, academia, UN agencies, other development partners
3. Focus on support for emergency preparedness & response with relevant partners
4. Enhance collaboration processes with cooperating partners; use innovative financing mechanisms
5. Support the Government: sustainable market-based approaches for food systems strengthening; scale up nutrition-sensitive livelihood programme
6. Review AAP mechanism & address bottlenecks to beneficiary awareness