



**WFP EVALUATION**

# Evaluation of Ghana WFP Country Strategic Plan 2019-2023

July 2023

Informal Consultation



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES

# WFP CSP in GHANA 2019-2023

## Five strategic outcomes

(Allocated resources versus needs-based plan as of September 2022 Budget Revision 1)

**24.4 %**

Vulnerable populations have improved nutrition status in line with national targets by 2025

**S01**

**31.1%**

Targeted populations and communities benefit from more efficient, inclusive and resilient food systems which support nutrition value chains by 2030

**S02**

**15.5%**

Local and national institutions have strengthened capacity to better target and manage food security, nutrition and social protection programmes by 2030

**S03**

**5.2%**

Government efforts towards achieving Zero Hunger by 2030 are supported by advocacy and effective and coherent policy frameworks

**S04**

**23.8%**

Crisis-affected populations are able to meet their basic food and nutrition needs during and in the aftermath of shocks

**S05**

# Overview of the evaluation methodological approach

- Document review: More than 250 documents 
- Primary data: 210 individuals 
  - 110 **interviewees**
  - 100 **FGD participants**
  - 61% **female** and 39% **male**

**Ethical safeguards:** UNEG ethical guidelines 2020 - informed consent, protecting privacy, confidentiality, anonymity, gender and cultural sensitivity.



# **EVALUATION FINDINGS**

# Relevance & strategic positioning

 Highly relevant; well aligned with national development priorities

 Evidence-based approach, addressing food security and nutrition needs of vulnerable populations

 Relevant strategic positioning - WFP key actor in food security, nutrition, & resilience-building; agility and flexibility

 Strong internal coherence but community-level-upstream linkages need clearer articulation. Strong external coherence & UN alignment

# Contribution to strategic outcomes



**SO1 Nutrition:** Improved nutrition for vulnerable populations & school attendance (adolescent girls) – but limited overall effects on education outcomes.

Social & behavioural change communication - reached intended target groups.



**SO2 Food systems:** Increased production & sales; reduced post-harvest losses – but targets unmet. Supply chain challenges impeded transition to market-based approach.



**SO3 Capacity strengthening** Enhanced WFP's enabler role in Ghana; helped improve government programmes. But no clear intervention logic



**SO4 Policy coherence & advocacy** Limited results - data challenges & incomplete interventions.



**SO5 Crisis response** Food security & nutrition needs of COVID-19 affected populations addressed. Other activities not materialized.

# Integration of cross cutting issues



**Protection/ Prevention of Sexual Exploitation and Abuse** addressed.



Contributions to **gender equality**; efforts to address diverse needs



**Environmental protection** integrated; measures in CSP, **climate adaptation** mainstreamed



Improvements needed - consultation with **affected populations, disability inclusion**

# Cost efficient use of resources



SO5 activities timely but others incurred delays  
Expenditure rates - between 35% & 45% 2019 and 2021.



Most vulnerable populations effectively targeted – but financial constraints limited coverage



# Factors explaining WFP's performance



CSP – uneven & insufficient funding



WFP monitoring system does not support transition to enabler role



Partnerships a crucial role – but limited collaboration with other UN agencies



Lack of management plan to align staff capacity to enabler role  
Delayed decision-making/ slow approvals impeded performance

# Conclusions



Progress in transition from delivering assistance to enabling national capacities  
Showcased market-based approaches to enhance nutrition but implementation challenges



Supported Government in addressing food security and nutrition needs yet room for stronger links between community-level activities, capacity strengthening and policy coherence



Relevant to needs & adapted well to COVID-19 but did not adequately address capacity gaps for crisis preparedness, community resilience & triple nexus

# Conclusions (cont.)



Lack of clear management plan/insufficient funding for capacity strengthening & policy coherence constrained strategic shift



Gender equality and protection integrated successfully, but challenges in communication with affected populations



Partnerships with Government and the private sector crucial, but limited collaboration with UN agencies

# Recommendations

- 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 models of market-based approaches for food systems strengthening; scale up nutrition-sensitive livelihood programme.
- 6 Review AAP mechanism & address bottlenecks to beneficiary awareness