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## **Management response to the recommendations from the summary report on the evaluation of the country strategic plan for Ghana (2019–2023)**

### **Background**

1. This document presents the management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Ghana for 2019–2023.
2. The evaluation was conducted between May 2022 and May 2023 and assessed WFP's relevance, strategic positioning, coherence, contribution to outcomes and efficiency in implementing the CSP, and the factors explaining WFP's performance.
3. The evaluation used a theory-based, participatory and mixed-methods approach designed to serve accountability and learning purposes and inform the preparation of a new CSP.
4. The evaluation made six recommendations, of which three are strategic and three are operational.
5. The following response sets out whether WFP management agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations, and presents the planned (or completed) actions together with the responsibilities and timelines for their implementation.

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**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT  
ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR GHANA (2019–2023)**

Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Status of implementation
<p><b>Priority: High</b></p> <p><b>1. In the next country strategic plan, WFP should clearly define its strategic focus as an enabler and facilitator in Ghana.</b></p>	Country office	Agreed				
<p>1.1 Include a theory of change that articulates:</p> <ul style="list-style-type: none"> <li>• an intervention logic for capacity strengthening informed by a comprehensive capacity needs analysis;</li> <li>• how the enabler and facilitator role will ultimately contribute to improving food security and nutrition outcomes for people in Ghana, with a vision of leaving no one behind; and</li> <li>• the connection between direct implementation and upstream capacity strengthening and policy coherence interventions.</li> </ul> <p><b>(April 2024)</b></p>	Country office (regional bureau and headquarters country capacity strengthening (CCS) function)	Agreed	The WFP country office will finalize the theory of change that articulates WFP's enabling role and how it expects to contribute to improved food security and nutrition outcomes in Ghana and clarifies the linkages between direct implementation and activities aimed at strengthening capacity and fostering policy coherence.	Research, assessment and monitoring unit, head of programme, strategic outcome and activity managers and communication unit	November 2023	Under way The current draft theory of change has been informed by the priorities of the National Medium-term Development Policy Framework for 2022–2025; consultations with national stakeholders and development partners, including workshops on the CSP, focus group discussions and bilateral meetings; the country context analysis, which is reviewed annually; and the United Nations sustainable development cooperation framework (UNSDCF) for 2023–2025.
		Agreed	A capacity strengthening needs assessment will be undertaken using the flexibility provided for in the	Head of programme, strategic outcome and activity managers, research, assessment and	April 2024	Under way

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			new corporate guidelines for country capacity strengthening and emphasizing joint analysis and co-design processes with the Government This will complement the disaster risk assessment completed by the Capacity for Disaster Reduction Initiative in the current CSP.	monitoring unit, support services (finance, administration, supply chain and procurement, human resources), communication unit, regional bureau and headquarters CCS function		
<p>1.2 Develop a detailed implementation plan to manage the process of shifting to an enabler role. The plan should include:</p> <ul style="list-style-type: none"> <li>• the alignment of staff profiles to the enabler role, taking into account gender and diversity;</li> <li>• a process for phasing out direct implementation; and</li> <li>• a communication strategy on WFP's new enabler role in Ghana.</li> </ul> <p><b>(November 2023 and reviewed and updated annually)</b></p>	Country office (regional bureau and headquarters CCS function)	Agreed	The country office will consolidate the three components of the recommendation into a single implementation plan. The implementation of the plan will be reviewed annually during an all-staff retreat and monitored regularly at monthly meetings of all country office staff.	Country Director, Deputy Country Director, strategic outcome and activity managers, and communication and research, assessment, monitoring and evaluation unit	November 2023	<p>Under way</p> <p>A strategic workforce planning mission undertaken in 2022 resulted in an implementation plan that the country office is currently following.</p> <p>The process for enhancing the capacities of country office staff in WFP's enabler role is articulated in the next CSP and the draft theory of change mentioned in response to sub-recommendation 1.1.</p>

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						Work on a communications strategy started in mid-2022 with WFP defining its value proposition as a facilitator and enabler under each strategic outcome.
<b>Priority: High</b> <b>2. WFP should deepen and align partnerships beyond Government, with the private sector, civil society organizations, academic institutions, other United Nations entities and other development partners.</b>	Country office	Agreed				

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<p>2.1 Build on the work started on market-based food system strengthening, strengthening of the Livelihoods Empowerment Against Poverty programme systems, financial inclusion of women and the planned digital private sector financing initiative aimed at bringing on board additional partners with expertise in private sector development and social protection.</p> <p><b>(December 2024)</b></p>	Country office	Agreed	The country office will finalize the partnership action plan during the development of the new CSP. The plan will define the partnership priorities for the achievement of each strategic outcome.	Head of programme, strategic outcome and activity managers, and gender and communication units	December 2024	<p>Under way</p> <p>Work on developing the partnership action plan has started with the recruitment of a digital transformation officer, a procurement officer and a partnerships management officer and the expansion of the social protection unit, in line with the strategic workforce plan.</p> <p>The partnership action plan will be reviewed annually, following the same process as used for the implementation plan described in the response to sub-recommendation 1.2.</p>

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<p>2.2 Consider engaging with relevant parliamentary committees on the review and formulation of policies for addressing food security and nutrition needs in Ghana.</p> <p><b>(December 2025)</b></p>	Country office	Agreed	WFP will use its engagement in parliamentary forums and other platforms to advocate the formulation of school feeding and social protection laws and agricultural programmes and policies that lead to improved food security and nutrition outcomes. The upcoming elections in 2024, and the potential changes to government priorities that may result, could affect the timeline for implementing this action.	Head of programme, strategic outcome managers and gender unit	December 2025	<p>Under way</p> <p>The country office has participated in a parliamentary forum where participants gained a better understanding of the intersections among social and cultural norms, gender and food security.</p>
<p>2.3 Identify and implement new joint initiatives or enhance existing joint initiatives with other United Nations entities within the United Nations sustainable development cooperation framework.</p> <p><b>(December 2025)</b></p>	Country office	Agreed	The country office will continue to engage with other United Nations entities within the UNSDCF.	Head of programme, UNSDCF results group focal points, research, assessment, monitoring and evaluation unit and strategic outcome managers	December 2025	<p>Under way</p> <p>Joint programmes are under way with the United Nations Children's Fund and have already been completed with the Food and Agriculture Organization of the United Nations.</p> <p>WFP is supporting the effective implementation and monitoring of joint workplans for each of the</p>

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						<p>results groups in the UNSDCF, and a WFP staff member embedded in the resident coordinator's office is helping to strengthen United Nations interagency monitoring. The recruitment of additional staff for contingency planning efforts will follow, resources permitting.</p>
			<p>The country office will continue to identify areas of collaboration and synergy among United Nations entities and will develop joint resource mobilization strategies.</p>	<p>Country Director, head of programme, UNSDCF results group focal points and strategic outcome managers</p>	<p>December 2025</p>	<p>Under way</p>
<p><b>Priority: High</b> <b>3. In the next country strategic plan, WFP should focus on the support it provides to the Government for emergency preparedness and response, in collaboration with other United Nations entities and partners that also have a mandate for crisis response.</b></p>	<p>Country office</p>	<p>Agreed</p>				

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<p>3.1 Maintain and strengthen the crisis response strategic outcome in order to support the Government in:</p> <ul style="list-style-type: none"> <li>• addressing the adverse impact on food security and nutrition of recurring floods, the ongoing surge in food prices and unforeseen crises;</li> <li>• strengthening emergency preparedness systems; and</li> <li>• facilitating the integration of the humanitarian–development–peace nexus into food security and nutrition programming.</li> </ul> <p><b>(April 2024)</b></p>	Country office	Agreed	<p>WFP will continue to support the National Disaster Management Organization (NADMO) in strengthening NADMO’s capacities in emergency preparedness and response. A contingency planning exercise will be carried out by April 2024 with the support of the Office for the Coordination of Humanitarian Affairs.</p> <p>Strategic outcome 1 in the new CSP is focused on crisis and includes anticipatory action and emergency preparedness and crisis response activities.</p>	Deputy Country Director, head of programme, strategic outcome 1 manager and implementing team, emergency coordinator, and gender, information technology and research, assessment and monitoring units	April 2024	<p>Under way</p> <p>WFP chairs the inter-agency working group on emergencies and has supported NADMO in undertaking an assessment of capacities in disaster risk management using the diagnostic tool of the Capacity for Disaster Reduction Initiative. In addition, through the working group on emergencies, and following a rapid assessment, a humanitarian–development–peace nexus approach is being implemented in the response in interventions that support asylum seekers from Burkina Faso and host communities in Ghana.</p>



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			Working with the Ministry of Food and Agriculture, the Ghana Health Service, NADMO and the United Nations Children's Fund, WFP will maintain its efforts to strengthen early warning systems and food security and nutrition surveillance to promote emergency preparedness and response.	Research, assessment and monitoring, and nutrition units, Deputy Country Director, head of programme, strategic outcome 1 manager and implementing team, emergency coordinator, gender and information technology units	April 2024	Under way
			WFP will continue to work on the development of livelihood models as part of its broader efforts to reinforce the resilience of the communities most exposed to recurrent shocks, thereby contributing to peace and social cohesion.	Deputy Country Director, head of programme, strategic outcome 1 manager and implementing team, emergency coordinator, gender, information technology and research, assessment and monitoring units	November 2023	Under way

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			<p>The country office will continue to strengthen emergency preparedness systems by enhancing the use of technology, including social media, through South-South and triangular cooperation and tailored capacity strengthening efforts informed by capacity assessments.</p>	<p>Information technology unit, Deputy Country Director, head of programme, strategic outcome 1 manager and implementing team, emergency coordinator, gender unit</p>	<p>April 2024</p>	<p>Under way</p> <p>The information technology capacities of NADMO's emergency operation centres across the country have been assessed and the country office and NADMO are preparing a report on the findings of that assessment, with recommendations, suggested solutions and a budget for their implementation. WFP is consulting the heads of key ministries and agencies on the assessment results and seeking their inputs to the report.</p> <p>A workshop for the Ministry of Communication and Digitalization, the National Information Technology Agency, the Ghana Investment Fund for Electronic Communications, NADMO and internet service providers, among other partners, is scheduled for 3 November</p>

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						<p>and will include a simulation of drone operations.</p> <p>A field visit under the ongoing South-South and triangular cooperation agreement with the Government of India, in coordination with the Ministry of Interior and NADMO, was scheduled for the first week of November 2023.</p>
<p><b>Priority: Medium</b></p> <p><b>4. WFP should enhance collaboration processes with cooperating partners and make use of innovative financing mechanisms to ensure timely implementation of the country strategic plan.</b></p>	Country office	Agreed				

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<p>4.1 Explore innovative financing mechanisms aligned with multi-year funding needs for upstream capacity strengthening and policy engagement work.</p> <p><b>(November 2023)</b></p>	<p>Country office (regional bureau, headquarters private partnerships and fundraising function)</p>	<p>Agreed</p>	<p>The country office is leveraging WFP's internal innovative catalytic funding mechanisms by submitting a proposal for funding from the climate change window of the Changing Lives Transformation Fund, having already submitted a winning concept note for the proposal. If successful, the country office will use funds to create an enabling environment for adaptation to climate change and incentives for private sector investment.</p>	<p>Head of programme, strategic outcome managers, research, assessment and monitoring, communications and budget and programming units, (headquarters and regional bureau private partnerships and fundraising function)</p>	<p>November 2023</p>	<p>Under way</p> <p>So far, the country office has secured approval for the following grants:</p> <ul style="list-style-type: none"> <li>• USD 10 million in multi-year funding for 2024–2028 from the Korea International Cooperation Agency to fund the economic empowerment of young people through the digitization for resilience in food and nutrition security and improved livelihoods project; and</li> </ul>

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						<ul style="list-style-type: none"> <li>in collaboration with international financial institutions, a grant of USD 20 million for 2023–2025 from the Global Agriculture and Food Security Program awarded to the Ministry of Food and Agriculture with WFP as a technical assistance partner and the African Development Bank as the supervising entity.</li> </ul>
<p>4.2 Streamline and increase awareness of the processes and guidelines for engaging with cooperating partners in order to ensure timely approval of partner agreements within WFP.</p> <p><b>(November 2024)</b></p>	Country office	Agreed	<p>The country office is finalizing the recruitment of a consultant to work on partnerships and field-level agreements with non-governmental organizations. The consultant will train and strengthen the capacity of staff in relevant WFP processes and guidelines.</p>	Cooperating partner management officer (consultant), activity managers, supply chain, gender and human resources units	November 2024	<p>Under way</p> <p>With support from the headquarters NGO Partnerships Unit, the country office is mainstreaming the use of the United Nations Partner Portal for the engagement of all cooperating partners. Partners already engaged via the portal include World Vision.</p>

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<b>Priority: High</b> <b>5. WFP should support the Government in developing sustainable models of market-based approaches for food systems strengthening and in scaling up the nutrition-sensitive livelihood programme, particularly in the Northern and Ashanti regions, through the Ministry of Food and Agriculture.</b>	Country office	Agreed				

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5.1 Support the Government in: <ul style="list-style-type: none"> <li>• developing a strategy for fostering market-based, nutrition sensitive and safe food systems;</li> <li>• strengthening the enabling environment for all actors in nutrition-sensitive food systems, including smallholder farmers, aggregators, food processors, institutional buyers, farming input and technology suppliers; and</li> <li>• mainstreaming climate change adaptation into food systems.</li> </ul> <b>(December 2024)</b>	Country office	Agreed	The country office and the national development planning commission are working together as co-convenors in reinvigorating existing coordination mechanisms and platforms such as the Scaling Up Nutrition Business Network and the National Food Fortification Alliance, by advocating and creating demand for safe and healthy products and enhancing private sector participation with the aim of creating an enabling environment for healthy diets.	Deputy Country Director, head of programme, strategic outcome managers and implementing teams, emergency coordinator, gender, information technology and research, assessment and monitoring units	December 2024	Under way WFP's ongoing projects are aimed at: <ul style="list-style-type: none"> <li>• increasing the use of fortified foods and affordable locally available nutritious foods in school meals;</li> <li>• increasing the participation of young people in agriculture value chains;</li> <li>• creating demand for nutritious foods, including fortified products;</li> <li>• supporting the Government in delivering on the commitments it made at the food systems summit;</li> <li>• strengthening the capacities of value chain actors, particularly smallholder farmers working with medium-scale processors such as</li> </ul>
			The Ministry of Food and Agriculture has asked WFP to prepare a concept note for an agricultural hub project as part of the second phase of Ghana's Planting for Food and Jobs initiative. The purpose of the hub project is to build on the Government's economic enclave project launched in December 2022 by creating an operational	Deputy Country Director, head of programme, strategic outcome managers and implementing team, emergency coordinator, gender, information technology and research, assessment and monitoring units	December 2024	

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			<p>framework that creates links among the key actors in food systems value chains with the aim of boosting productivity and post-harvest gains so as to produce surpluses that can strengthen domestic food security, substitute imports and increase exports. WFP will finalize the concept note and will leverage its comparative advantage as a convenor by supporting the Government in mobilizing the resources needed for the project, which will be implemented in close collaboration and coordination with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development.</p>			<p>Premium Foods Limited and Yedent; and</p> <ul style="list-style-type: none"> <li>strengthening the capacities of Premium Foods Limited in food safety and quality in the production of Super Cereal Plus.</li> </ul>



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			WFP will leverage South-South and triangular cooperation to support capacity building for value chain actors, including the Ghana Commodity Exchange, the national food buffer stock company and the Ministry of Food and Agriculture.	Deputy Country Director, head of programme, strategic outcome managers and implementing team, emergency coordinator, gender, information technology and research, assessment and monitoring units	December 2024	
			The country office will work with food systems convenors to refine and implement transformative solutions and transformation pathways for food systems.	Deputy Country Director, head of programme, strategic outcome managers and implementing team, emergency coordinator, gender, information technology and research, assessment and monitoring units	December 2024	

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			<p>In line with recommendations from a high-level mission led by WFP's Global Chief of Procurement, the country office will commission an independent assessment of food systems aimed at identifying the needs and opportunities for technical capacity strengthening for the Government.</p>	<p>Deputy country director, head of programme, strategic outcome managers and implementing team, emergency coordinator, gender, information technology and research, assessment and monitoring units</p>	<p>December 2024</p>	
			<p>The country office will explore opportunities to mainstream climate change adaptation into food systems by reinforcing its staffing capacity, expanding partnerships and leveraging internal and external sources of innovative and catalytic funding, such as the Changing Lives Transformation Fund and ongoing projects.</p>	<p>Deputy country director, head of programme, strategic outcome managers and implementing team, emergency coordinator, gender, information technology and research, assessment and monitoring units</p>	<p>December 2024</p>	

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<p>5.2 Advocate and support the Government in implementing and/or reviewing policies that enhance market-based approaches to strengthening the nutrition sensitivity of food systems.</p> <p><b>(June 2024)</b></p>	Country office	Agreed	The country office will collaborate with relevant government institutions, such as the Ministry of Food and Agriculture, to support the review, formulation, implementation and evaluation of policies.	Deputy country director, head of programme, strategic outcome managers and implementing team, emergency coordinator, gender, information technology and research, assessment and monitoring units	June 2024	<p>Under way</p> <p>As well as its contribution to the Planting for Food and Jobs initiative described in the response to the previous sub-recommendation, the country office is currently partnering with the Ministry of Food and Agriculture, Ghana's Millennium Development Authority and the Ghana Carbon Registry under the environmental protection agency on developing a project framework for climate change adaptation in agriculture.</p> <p>Lessons learned from a pilot project will inform the development of a policy for enhancing market-based approaches to the strengthening of food systems, including through climate change adaptation.</p>

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						WFP is a member of a technical working group that is formulating a set of national food policies led by the Ministry of Food and Agriculture. The policies include a food supply and retailing policy that will strengthen the food environment and support healthy diets.
5.3 Facilitate the functioning of multi-stakeholder coordination platforms for the food security and nutrition sector. <b>(December 2024)</b>	Country office	Agreed	The country office will maintain its representation and participation in multistakeholder platforms, including national dialogues on food systems, the agricultural development partners group, the agriculture sector working group, the Scaling Up Nutrition network and the national nutrition partners coordination committee.	Head of programme, research, assessment, monitoring and evaluation unit, strategic outcome managers	December 2024	Under way

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<p>5.4 Support the Government (Ministry of Food and Agriculture) in scaling up the nutrition livelihood programme targeting households vulnerable to food insecurity and malnutrition, particularly in the Northern and Ashanti regions.</p> <p><b>(December 2024)</b></p>	Country office	Agreed	Following an approach based on the Songhai model of integrated production, the country office food systems and nutrition units will engage appropriate cooperating partners in the design and implementation of a comprehensive nutrition and livelihoods programme that supports vulnerable communities and households.	Food systems and nutrition units, strategic outcome managers	December 2024	<p>Under way</p> <p>WFP has received a grant from France for working with another United Nations entity on integrating and enhancing digital financial inclusion and social services.</p> <p>Using the grant from the Global Agriculture and Food Security Program described in the response to sub-recommendation 4.1, from November 2023 onwards, WFP will support the Ministry of Food and Agriculture in scaling up nutrition-sensitive livelihood projects in the Northern Savannah Ecological Zone.</p>
<p><b>Priority: High</b></p> <p><b>6. WFP should review the accountability to affected populations mechanism and address bottlenecks to ensure that all beneficiaries are well informed about WFP programmes.</b></p>	Country office	Agreed				

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<p>6.1 Conduct an assessment of the preferred methods for providing feedback and use the findings of this assessment to ensure that beneficiaries are aware of and have access to WFP feedback mechanisms.</p> <p>6.2 Increase the frequency and quality of beneficiary sensitization activities in order to ensure that beneficiaries are well informed about the programmes.</p> <p><b>(December 2024)</b></p>	Country office (regional bureau)	Agreed	The country office will finalize and implement a community engagement action plan to enhance effective engagement with communities.	Strategic outcome and activity managers, communications, advocacy and marketing, research, assessment, monitoring and evaluation, and gender units	December 2024	Under way A draft plan has been prepared with support from the emergency and transitions function at headquarters and the protection team in the regional bureau.
			As part of the community engagement action plan, the country office will enhance two-way communications with the affected population by expanding the community feedback mechanism to include – in addition to the existing tool-free phone line – features such as a community help desk, a complaints and feedback box and access via social media, thereby meeting the minimum standards for community feedback mechanisms and enabling users to contact WFP via their preferred channels of communication	Strategic outcome and activity managers, communications, advocacy and marketing, research, assessment, monitoring and evaluation, and gender units	December 2024	Under way

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			<p>The country office will expand access to the current toll-free line for the community feedback mechanism to cover all mobile service networks so as to ensure unhindered access for all affected people. The country office will also upgrade the infrastructure for its in-house call management capacity.</p>	<p>Information technology unit, strategic outcome and activity managers, communications, advocacy and marketing, research, assessment, monitoring and evaluation, and gender units</p>	<p>December 2024</p>	<p>Under way</p>
			<p>The country office will recruit a community feedback mechanism manager and community feedback mechanism assistants to meet the increased demand for community feedback mechanism services.</p>	<p>Strategic outcome and activity managers, communications, advocacy and marketing, research, assessment, monitoring and evaluation, and gender units</p>	<p>December 2024</p>	<p>Not started</p>

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<b>Recommendations and sub-recommendations</b>	<b>Responsible WFP office or division (with supporting offices and divisions in brackets)</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office or division (with supporting offices and divisions in brackets)</b>	<b>Deadline for completion</b>	<b>Status of implementation</b>
			The country office is engaging with communities to identify beneficiaries' preferred modes of communication and sensitization. The results of this engagement will inform the design of tailored awareness and sensitization measures aimed at ensuring that beneficiaries are well informed on WFP's programmes.	Strategic outcome and activity managers, communications, advocacy and marketing, research, assessment, monitoring and evaluation, and gender units	December 2024	Under way As an immediate response to this sub-recommendation, while the community engagement activities are being implemented, high-frequency SMS and instant voice recording are being used in the farmer support activity funded by the United States Agency for International Development.