

# OPERATION EVALUATION

## Country Programme Ghana 200247 (2012-2016)

### Mid-Term Evaluation - Annexes

May, 2015

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Commissioned by the

**WFP Office of Evaluation**

Report number: OE/2014/015



**World Food Programme**



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## Annex 1: List of Acronyms

AC	Asset creation
ADRA	Adventist Development & Relief Agency
ART	Anti-retroviral treatment
BR	Budget revision
C1	Component 1
C2	Component 2
C3	Component 3
C&V	Cash and vouchers
CAS	Community asset score
CBMF	Community-based Milling and Fortification
CFSVA	Comprehensive food security and vulnerability assessment
CHNC	Community health and nutrition centre
CHPS	Community-based Health Planning and Service
CMAM	Community-based Management of Acute Malnutrition
CO	Country Office (WFP)
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CP	Country Programme (WFP)
CPIC	Community project implementation committee
CRS	Catholic Relief Services
CSB	Corn-soya blend
CSO	Civil Society Organization
DA	District Assembly
DCD	Department of Community Development
DDS	Diet diversity score
DEO	District Education Office
DFATD	Department of Foreign Affairs, Trade and Development (Canada)
DNO	District Nutrition Officer (GHS)
DoA	Department of Agriculture
EB	Executive Board (WFP)
EMP	Environmental management plan
ET	Evaluation team
EPA	Environmental Protection Agency
EWS	Early warning system
FAO	Food and Agriculture Organisation of the United Nations
FBF	Fortified Blended Food
FBO	Farmer-based organisation
FCS	Food consumption score
FFA	Food assistance for assets
FFT	Food-for-training
FFW	Food-for-work
FSD	Forestry Services Division
FSNMS	Food security and nutrition monitoring system
GEMP	Ghana Environment Management Project
GHS	Ghana Health Service
GIDA	Ghana Irrigation Development Authority
GPI	Gender Parity Index

GSFP	Ghana School Feeding Programme
GSOP	Ghana Social Opportunities Project
GSS	Ghana Statistical Service
HGSF	Home-grown school feeding
IFAD	International Fund for Agricultural Development
IGA	Income-generating activity
HQ	Headquarters (WFP)
LEAP	Livelihood Empowerment Against Poverty
MAM	Moderate acute malnutrition
M&E	Monitoring and evaluation
MDG	Millennium Development Goal
MLGRD	Ministry of Local Government and Rural Development
MNP	Micronutrient powder
MoFA	Ministry of Food and Agriculture
MoGCSP	Ministry of Gender Children and Social Protection
MoH	Ministry of Health
MOU	Memorandum of understanding
MUAC	Mid-upper arm circumference
MT	Metric ton
NGO	Non-governmental organisation
NORDESO	Northern Development Society
NRGP	Northern Rural Growth Programme
NSPS	National Social Protection Strategy
ODOC	Other direct operational cost
OEV	Office of Evaluation (WFP)
OpEv	Operation evaluation
ORDF	Opportunities for Rural Development Foundation
PCD	Partnership for Child Development
PDA	Personal digital assistant
PDM	Post distribution monitoring
P/L	Pregnant/lactating
PLHIV	People living with HIV
PPIF	Project planning information format
PRRO	Protracted Relief and Recovery Operation (WFP)
P4P	Purchase for Progress
RB	Regional Bureau (WFP)
REACH	Renewed Efforts Against Child Hunger and Undernutrition
RNO	Regional Nutrition Officer (GHS)
RSIS	Re-bagging and Sale of Iodized Salt
SADA	Savannah Accelerated Development Authority
SAM	Severe acute malnutrition
SFP	Supplemental Feeding Program
SC	Supercereal formerly CSB+
SC+	Supercereal product with dry milk formerly CSB++
SIC	School Implementation Committee
SMC	School Management Committee
SM	School Meals
SNV	The Netherlands Development Organization
SPHERE	Humanitarian Charter/Minimum Standards in Humanitarian Response
SPR	Standard Project Report

SRF	Strategic Result Framework
SO	Sub-office (WFP)
THR	Take-home ration
TOR	Terms of reference
TSF	Targeted Supplemental Feeding
UER	Upper East Region
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNU	United Nations University
UWR	Upper West Region
VAM	Vulnerability Analysis and Mapping (WFP)
WFP	World Food Programme
WHO	World Health Organization

## **Annex 2: Evaluation Methodology**

Please refer to the Annex 4 the ToR, which explains the objectives, scope and provides detailed information on the 3 evaluation questions to be addressed.

### **Evaluation matrix**

The matrix presents the three main evaluation questions and numerous sub-questions (SQ). Each sub-question includes measures or indicators appropriate for the three components; sometimes the components are grouped together by measure and in other cases a component may have its own specific measurement indicators. For Q2, sub-questions and indicators related to outputs, outcomes, sustainability and efficiency are included. Detailed questionnaires and field site observation guides were developed for each component in order to respond to the various sub-questions. Some of the indicators included in the matrix were taken from the log frame. In the absence of baseline or target data, the mission examined the change in indicators over the initial data reported.

When carrying out the evaluation, creating a balance between the dual objectives of accountability and learning was considered, in that, results and progress was assessed and reported coupled with the reasons why these reasons occurred along with lessons learned. Gender and capacity building has been more systematically included in the matrix based on recent guidance provided by OEV. A scoring guide based on the 10 evaluation matrix criteria was developed to visually portray results (Annex 6).

### **Data collection instruments**

The collections of information for the evaluation aimed to ensure triangulation of the information through a variety of tools and approaches:

- **Document review:** documents received by the WFP CO, other documents obtained from the principle stakeholders as well as web research, etc.
- **Semi-structured interviews** with the internal and external stakeholders carried out with interview guides designed for each component based on the principle evaluation questions and adapted according to interviewee. The guides also included open questions to allow those interviewed to share their opinions.
- **Focus Group Discussions (FGD)** or individual interviews with the partners and beneficiaries implemented with guides developed for each component based on the evaluation questions and sub-questions and adapted to the groups/persons interviewed.
  - Component 1:
    - Interview guides for WFP staff
    - Interview guides for GES/GSFP staff and other partners
    - Interview guides and observation checklists for schools
    - Leaders guides for FGD with beneficiaries
  - Component 2:
    - Interview guides for WFP staff
    - Interview guides for MoH/GHS and DCD staff
    - Interview guides and observation checklists for health facilities

- Leaders guides for FGD with beneficiaries (TSF and PLHIV) and Women's Food Fortification (FF) groups

- Component 3:
  - Interview guides for WFP staff
  - Interview guides for MoFA staff & other government partners (e.g. EPA, GIDA)
  - Interview guides with cooperating partners
  - Leaders guides for P4P FBOs
  - Leaders guides for FGD with FFA beneficiaries

### **The field mission**

The mission began in Accra with meetings with the CD and WFP staff (ACD, HoP, program officers, M&E staff, logistics, etc.). This was followed by individual ET meetings with their respective program officers. Over the course of the following three days, the ET met with government counterparts, UN Agencies, main donors and other program stakeholders.

Over the weekend, the ET traveled to Tamale, the capital of the Northern Region to carry out program site visits:

- Component 1: The SM is implemented in 33 districts located in the three northern regions; the THR activity is implemented in 12 districts across the Volta and Northern Region. A total of 18 sites were visited across 8 districts in the three northern regions. Field observations included full morning visits to the SM schools, SM kitchens and communities along with in-depth interviews with head teachers, SM focal teachers and focal group discussions with beneficiaries including girls at upper primary level. Interviews were also conducted at the District Education offices and District Assemblies across the 8 districts visited.
- Component 2: TSF is implemented in 26 districts located in the 3 Northern regions; health facilities in the pre-selected districts were selected randomly taking into account maximizing visits and distances-16 health facilities with TSF programs were visited. Because food was not available in all facilities and morning clinics, opportunities to observe TSF and PLHIV MAM activities were limited. Staff at all sites and beneficiaries were interviewed where possible. The HIV/AIDS activity is implemented in all the ART clinic facilities (hospitals) in the Northern regions; 3 ART clinic sites were visited. In addition, one food distribution for PLHIV beneficiaries was observed. Due to scheduling conflicts, none of the 4 ART facilities in the Eastern region were visited. District and regional health officers were visited so that nutritionists and directors could be interviewed.
- Component 3: Four of the five targeted regions were visited, including three from the original operation (Northern, Upper West and Upper East) and Brong Ahafo (that was selected after geographical expansion under BR1), with a total of 7 districts (out of 17 where FFA was/is being implemented) and 11 project sites (i.e. 8 percent of total). While attempting to maximize visits and distances, the sampling was based on the following criteria: i) completed vs ongoing activities; ii) food vs cash-based FFA; iii) type and size/acreage of community assets; iv) type of cooperating partner and their volume of activity (i.e. tonnage/cash handled, number of beneficiaries).



- P4P: The two regions where this pilot is implemented (Ashanti and Northern) were visited. The ET met three of the 26 supported FBOs, covering different contexts (Northern vs Southern production systems, and remote vs close to main markets).

In each of the regions visited by the ET, interviews were conducted with:

1. WFP SO or Field Office staff
2. Regional/district authorities (e.g. DCD, GHS, GSFP, MoFA)
3. For C3, the cooperating partners (including individual meetings as well as a workshop gathering a range of partners from the Northern Region)
4. Beneficiaries (male and female) across the 3 program components
5. For C3, non-beneficiaries (i.e. villagers who did not participate in FFA)
6. For C2, when located not too far from clinic visits, Women's FF groups were visited.

The site visits to health facilities permitted the ET to review available registers and monthly reports for TSF and PLHIV activities for accuracy and completeness. For C1 the visits to schools and District Education Offices provided the opportunity to compare data on enrolment, attendance and performance across SM sites. It also enabled the team to interview officers responsible for the oversight and monitoring of the THR and SM activities including the District Assembly (Ghana School Feeding Programme Officers).

During C3 project site visits and interviews with cooperating partners, the different project monitoring tools and documents such as FFA participant registers, work progress monitoring forms, food/cash distribution reports were reviewed, when available.

### **Team composition and workplan**

The following table presents the members of the evaluation team along with their role, responsibilities and coverage. It also includes each team member's respective deliverables and due dates.

<b>Team member</b>	<b>Role</b>	<b>Responsibilities/Coverage</b>	<b>Deliverables/Dates</b>
Alison Gardner	Team Leader	Responsible for : <ul style="list-style-type: none"> <li>- Evaluation methodology</li> <li>- Guiding / managing the team</li> <li>- Leading the evaluation mission (field work in particular)</li> <li>- Representing the evaluation team during the meetings</li> <li>- Drafting and revising of the evaluation products</li> <li>- Feedback on the evaluation process</li> </ul> Coverage: <ul style="list-style-type: none"> <li>• MCH Nutrition and nutrition in relation to HIV/AIDS</li> <li>• Gender expertise/good knowledge of gender issues</li> </ul>	<ul style="list-style-type: none"> <li>• Final Inception Package- 12/12/2014</li> <li>• Evaluation Field Mission- 2/10-3/2/2015</li> <li>• Aide-Memoire- 3/2/2015</li> <li>• Draft Evaluation Report- 4/1/2015</li> <li>• Final Evaluation Report- 5/1/2015</li> </ul>

<b>Team member</b>	<b>Role</b>	<b>Responsibilities/Coverage</b>	<b>Deliverables/Dates</b>
Johan Pasquet	International Evaluator	<p>Contribution to / responsible for:</p> <ul style="list-style-type: none"> <li>- Evaluation methodology</li> <li>- Field work</li> <li>- Team meetings and meetings with stakeholders</li> <li>- Drafting inception report, evaluation aide memoire end evaluation products</li> <li>- Feedback on the evaluation process</li> </ul> <p>Coverage:</p> <ul style="list-style-type: none"> <li>• Food Security and livelihoods</li> <li>• Local procurement and P4P</li> </ul>	<ul style="list-style-type: none"> <li>• Contributions to Final Inception Package- 12/5/2014</li> <li>• Evaluation Field Mission- 2/10-3/2/2015</li> <li>• Contributions to Aide-Memoire- 2/28/2015</li> <li>• Contributions to Draft Evaluation Report- 3/20/2015</li> <li>• Contributions to Final Evaluation Report- 4/27/2015</li> </ul>
Leslie Casely-Hayford	International evaluator	<p>Contribution to:</p> <ul style="list-style-type: none"> <li>- Evaluation methodology</li> <li>- -Field work</li> <li>- Team meetings and meetings with stakeholders</li> <li>- Drafting inception report, evaluation aide memoire end evaluation products</li> <li>- Feedback on the evaluation process</li> </ul> <p>Coverage:</p> <ul style="list-style-type: none"> <li>• Capacity development</li> <li>• School Feeding</li> <li>• Gender expertise/good knowledge of gender issues</li> </ul>	<ul style="list-style-type: none"> <li>• Contributions to Final Inception Package- 12/5/2014</li> <li>• Evaluation Field Mission- 2/10-3/2/2015</li> <li>• Contributions to Aide-Memoire- 2/28/2015</li> <li>• Contributions to Draft Evaluation Report- 3/20/2015</li> <li>• Contributions to Final Evaluation Report- 4/27/2015</li> </ul>

## Annex 3: Terms of reference



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation  
*Measuring Results, Sharing Lessons*

[FINAL, SEPTEMBER 30<sup>TH</sup> 2014]

## TERMS OF REFERENCE

### MID TERM OPERATION EVALUATION

### GHANA – COUNTRY PROGRAMME – 200247 (2012-2016)

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## 1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Ghana Country Programme (CP) 200247. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from July to December 2014. In line with WFP's outsourced approach for operations evaluations (OpEvs), the evaluation will be managed and conducted by an external evaluation company amongst those having a long-term agreement with WFP for operations evaluations.
2. These TOR were prepared by the OEV focal point based on an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold: 1) to provide key information to the company selected for the evaluation and to guide the company's evaluation manager and team throughout the evaluation process; and 2) to provide key information to stakeholders about the proposed evaluation.
3. The TOR will be finalised based on comments received on the draft version and on the agreement reached with the selected company. The evaluation shall be conducted in conformity with the TOR.

## 2. Reasons for the Evaluation

### 1.1 2.1. Rationale

4. In the context of renewed corporate emphasis on providing evidence and accountability for results, WFP has committed to increase evaluation coverage of operations and mandated OEV to commission a series of Operations Evaluations (OpEvs) in 2013 -2015.
5. Operations to be evaluated are selected based on utility and risk criteria.<sup>1</sup> From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with Ghana Country Office (CO), CP200247 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and design of a new CP starting in 2017.

### 1.2 2.2. Objectives

6. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning:
  - **Accountability** – The evaluation will assess and report on the performance and results of the operation. A management response to the evaluation recommendations will be prepared.
  - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.

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<sup>1</sup> The utility criteria looked both at the timeliness of the evaluation given the operation's cycle and the coverage of recent/planned evaluations. The risk criteria was based on a classification and risk ranking of WFP COs taking into consideration a wide range of risk factors, including operational and external factors as well as COs' internal control self-assessments.

### 1.3 2.3. Stakeholders and Users

7. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package.

**Table 1: Preliminary stakeholders' analysis**

Stakeholders	Interest in the evaluation
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO)</b>	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation.
<b>Regional Bureau (RB) [Dakar]</b>	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
<b>Office of Evaluation (OEV)</b>	OEV is responsible for commissioning OpEvs over 2013-2015. As these evaluations follow a new outsourced approach, OEV has a stake in ensuring that this approach is effective in delivering quality, useful and credible evaluations.
<b>WFP Executive Board (EB)</b>	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the EB at its November session.
<b>EXTERNAL STAKEHOLDERS</b> (See Table 2 for list of external stakeholders)	
<b>Beneficiaries</b>	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
<b>Government</b>	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. The Country Office is collaborating with the Ministry of Health, Ministry of Food and Agriculture, Ministry of Education, Ministry of Local Government, Ministry of Rural Development, Ministry of Employment and the Ministry of Social Welfare.
<b>UN Country team</b>	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
<b>NGOs</b>	NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.
<b>Donors</b>	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.

8. **Users.** The primary users of this evaluation will be:
- The CO and its partners in decision-making related notably to programme implementation and/or design, country strategy and partnerships. Especially this evaluation will feed into the design of a new CP that will go to the board in 2016.
  - Given RB's core functions the RB is expected to use the evaluation findings to provide strategic guidance, programme support and oversight,
  - OEV will use the evaluation findings to feed into an annual synthesis of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

### 3. Subject of the Evaluation

9. Ghana's 2010 census reported a population of 23.5 million people. Its rankings for political rights, civil liberties and freedom of the press are among the highest in Africa. Successful political and economic reforms facilitated Ghana's peaceful transfer of power in the 2008 elections and have led the country to lower middle-income status. Ghana is largely on track to attain Millennium Development Goal (MDG) 1 (eradicate extreme poverty and hunger), but is lagging behind on MDGs 4 and 5 (reduce child mortality and improve maternal health). Ghana presents a mixed picture of development, with large rural-urban and inter-regional disparities. In 2010, it ranked 130<sup>th</sup> out of 169 countries in the human development index, and had slipped from the "medium" into the "low" human development category. In 2013 it ranked 135<sup>th</sup>.
- i.
10. Country programme 200247 targets beneficiaries in the poorest, most food-insecure and HIV- affected regions in Ghana. Based on the Ghana country strategy for 2012-2016, the country programme's goal is to enhance the capacity of the Government and communities to ensure sustainable food and nutrition security through: i) support for primary and girls' education; ii) nutrition support for vulnerable groups; and iii) resilience against climatic shocks and support for livelihoods. The Purchase for Progress initiative promotes smallholder farmers' access to markets. The programme contributes to Millennium Development Goals 1 to 7. It's aligned with WFP's Strategic Objectives 2, 4 and 5, and the 2012-2016 United Nations Development Assistance Framework. WFP advocates with the Government to prioritize food security and nutrition issues, and consults other development partners for complementary partnerships and joint programming.
11. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking [here](#).<sup>2</sup> The key characteristics of the operation are outlined in table two below:

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<sup>2</sup> From WFP.org – Countries – Ghana – Operations.

**Table 2: Key characteristics of the operation**

<b>OPERATION</b>			
<b>Approval</b>	The operation was approved by the Executive Board in November 2011.		
<b>Amendments</b>	There has been one budget revision to the initial project document to initiate a pilot cash transfer component (cash for assets and for skills training); revise the food basket for food-for-assets (FFA) provided for skills training, and revise the nutritional rations for children with moderate acute malnutrition (MAM) and malnourished pregnant and lactating women (PLW) in line with current WFP recommendations. It also geographically expanded FFA activities under the pilot cash transfer component to cover ten districts in the Brong-Ahafo and Volta Regions, bordering the Northern Region.		
<b>Duration</b>	Initial: 5 year period (2012-2016)	Revised: N/A	
<b>Planned beneficiaries</b>	Initial: 878,725	Revised: 890,725	
<b>Planned food requirements</b>	Initial: In-kind food: 52,317mt of food commodities Cash and vouchers: 0 US\$ million	Revised: In-kind food: 52,715mt of food commodities Cash and vouchers: 1,936,697US\$ million	
<b>US\$ requirements</b>	Initial: 44,864,368	Revised: 48,333,707	
<b>OBJECTIVES AND ACTIVITIES</b>			
	<b>SO</b>	<b>Operation specific objectives</b>	<b>Activities</b>
The CP contributes to MDG 1-7 and to the United Nations Development Assistant Framework.	4 – Reduce chronic hunger and undernutrition	Increased access to primary education and human development (component 1)	<ul style="list-style-type: none"> <li>• School meals</li> <li>• Take Home Rations for Girls</li> <li>• Supplementary feeding for malnourished pregnant and lactating women</li> <li>• Capacity building activities</li> <li>• Nutrition support for ART clients</li> <li>• Household food support for ART clients</li> </ul>
		Reduced level of malnutrition among pregnant and lactating women and children under 5 (component 2)	
		Increased production capacity for fortified food and special nutrition products (component 2)	
		Increased survival of adults and children with HIV after 6 and 12 months of ART (component 2)	
		Improved nutritional recovery of targeted ART clients in first six months of ART (component 2)	
		Improved food consumption over assistance period for targeted PLHIV and their families (component 2)	
	5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	Sustainable HGSF hand-over strategy developed and implemented (component 1)	<ul style="list-style-type: none"> <li>• Capacity building activities</li> <li>• Purchase for Progress (P4P)</li> </ul>
		Increased marketing opportunities at national level with cost-effective WFP local purchases (component 1)	
	2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures	Early warning system, food security and nutrition monitoring system and contingency plans in place and enhanced with WFP capacity development support (component 3)	<ul style="list-style-type: none"> <li>• Food for training</li> <li>• Food for assets</li> </ul>
		Improved food consumption over assistance period for targeted households at risk of falling into acute hunger (component 3)	
		Hazard risk reduced at community level in targeted communities (component 3)	

		Enhanced and sustained resilience to disasters within communities (component 3)	
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**PARTNERS**

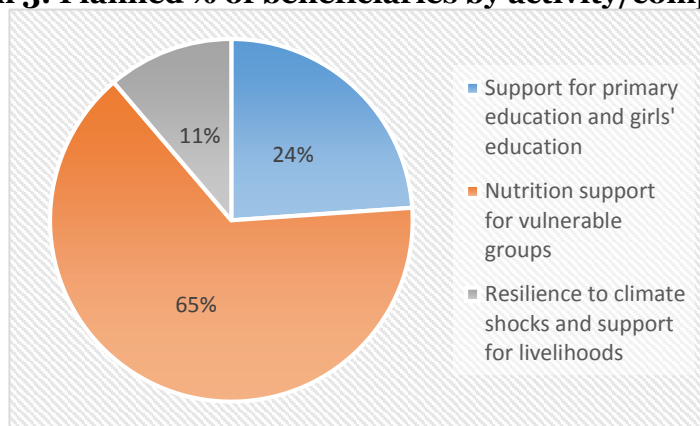
<b>Government</b>	Ministry of Health, Ministry of Food and Agriculture, Ministry of Education, Ministry of Local Government, Ministry of Rural Development, Ministry of Employment and Ministry of Social Welfare.
<b>United Nations</b>	FAO, UNICEF, UNAIDS, UNDP
<b>NGOs</b>	Not named in the project document.

**RESOURCES (INPUTS)**

<p><b>Contribution received 27.03.2014:</b> US\$38.4 million. <b>79.4% against appeal.</b> <b>Top 5 donors:</b> Canada, Japan, Saudi Arabia, WFP multilateral funds and Private Donors</p>	<p><b>Graph 1: % funded of total requirements</b></p> <table border="1"> <tr><th>Category</th><th>Percentage</th></tr> <tr><td>Received</td><td>79%</td></tr> <tr><td>Shortfall</td><td>21%</td></tr> </table>	Category	Percentage	Received	79%	Shortfall	21%	<p><b>Graph 2: Top donors</b></p> <table border="1"> <tr><th>Donor</th><th>Percentage</th></tr> <tr><td>Canada</td><td>69%</td></tr> <tr><td>Japan</td><td>9%</td></tr> <tr><td>Saudi Arabia</td><td>6%</td></tr> <tr><td>Private Donors</td><td>6%</td></tr> <tr><td>WFP multilateral funds</td><td>8%</td></tr> <tr><td>Carryover from previous operation</td><td>2%</td></tr> </table>	Donor	Percentage	Canada	69%	Japan	9%	Saudi Arabia	6%	Private Donors	6%	WFP multilateral funds	8%	Carryover from previous operation	2%
Category	Percentage																					
Received	79%																					
Shortfall	21%																					
Donor	Percentage																					
Canada	69%																					
Japan	9%																					
Saudi Arabia	6%																					
Private Donors	6%																					
WFP multilateral funds	8%																					
Carryover from previous operation	2%																					

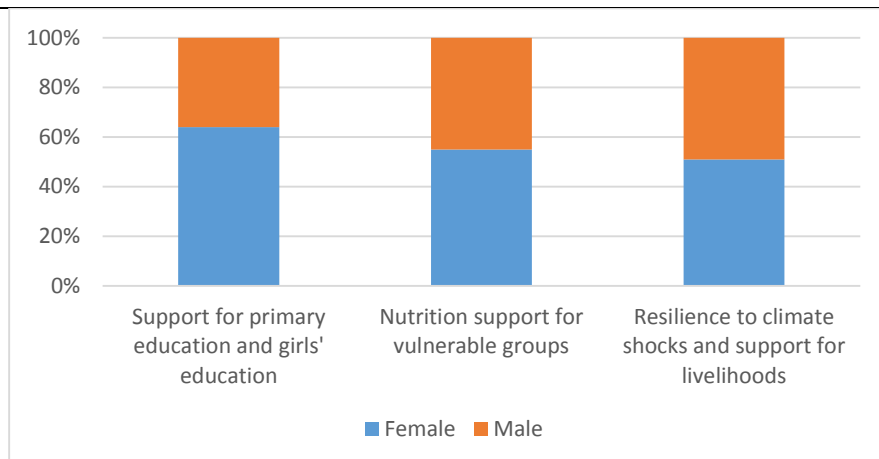
**PLANNED OUTPUTS (at design)**

**Graph 3: Planned % of beneficiaries by activity/component**

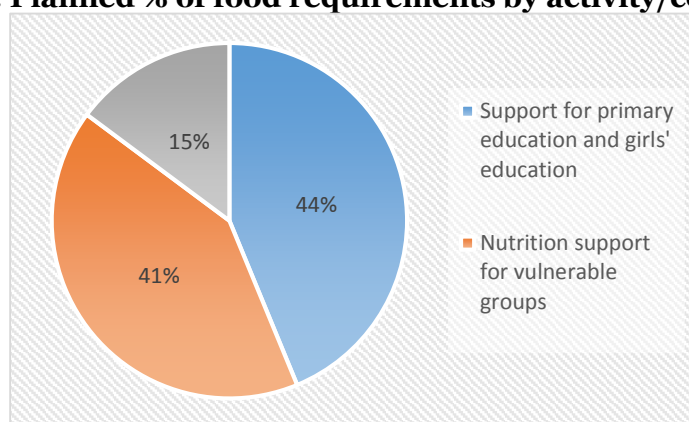


**Graph 4: Planned % of women/girls versus men/boys by activity/component**





**Graph 5: Planned % of food requirements by activity/component**



## 4. Evaluation Approach

### 1.4 4.1. Scope

12. **Scope.** The evaluation will cover CP200247 including all activities and processes related to its formulation, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. The period covered by this evaluation is mid 2011 – November 2014, which captures the time from the development of the operation until the start of the evaluation mission.

13. The CP is planning to shift the modality from food to cash for the School Meals Programme and the Asset Creation interventions.

### 1.5 4.2. Evaluation Questions

14. The evaluation will address the following three questions:

**Question 1: How appropriate is the operation?** Areas for analysis will include the extent to which the objectives, targeting, choice of activities and of transfer modalities:

- Were appropriate at project design stage to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, as applicable, and remained so over time.
- Are coherent with relevant stated national policies, including sector policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners as well as with other CO interventions in the country.

- Were coherent at project design stage with WFP strategies, policies and normative guidance and remained so over time.

**Question 2: What are the results of the operation?** While ensuring that differences in benefits between women, men, boys and girls from different groups are considered, the evaluation will analyse:

- The level of attainment of the planned outputs (including the number of beneficiaries served disaggregated by women, girls, men and boys);
- The extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects highlighting, as applicable, differences for different groups, including women, girls, men and boys;
- How different activities of the operation dovetail and are synergetic with other WFP operations and with what other actors are doing to contribute to the overriding WFP objective in the country; and
- The efficiency of the operation and the likelihood that the benefits will continue after the end of the operation.

**Question 3: Why and how has the operation produced the observed results?** The evaluation should generate insights into the main internal and external factors that caused the observed changes and affected how results were achieved. The inquiry is likely to focus, amongst others, on:

- Internally (factors within WFP's control): the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc.
- Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures; etc.

## **1.6 4.3 Evaluability Assessment**

15. Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. The below provides a preliminary evaluability assessment, which will be deepened by the evaluation team in the inception package. The team will notably critically assess data availability and take evaluability limitations into consideration in its choice of evaluation methods. In doing so, the team will also critically review the evaluability of the gender aspects of the operation, identify related challenges and mitigation measures.
16. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframe, as well as documents related to government and interventions from other actors. In addition, the team will review relevant WFP strategies, policies and normative guidance.
17. For question two the operation has been designed in line with the corporate strategic results framework (SRF) and selected outputs, outcomes and targets are recorded in the logframe. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.
18. However, answering question two is likely to pose some challenges owing in part to: i) the absence of baseline data for the activities, which will need to be reconstructed using findings from various assessment reports and ii) data gaps in relation to efficiency.
19. For question three, the team members will have access to some institutional planning documents and is likely to elicit further information from key informant interviews.

20. There is no baseline for the country programme. The CO has been facing challenges related to receiving reports from the government on a timely basis. All components are implemented by government ministries, decentralised in the north. There have been challenges with transportation of food commodities from the port in the south to the final distribution points in the three northern regions. For the school meals component, data on the end-line assessments at the end of the previous country programme served as a baseline for this CP. For the nutrition component, nutrition surveys are done on an annual basis. The evaluation team cannot expect extensive monitoring data, only in terms of mt of food and beneficiaries.

#### **1.7 4.4. Methodology**

21. The methodology will be designed by the evaluation team during the inception phase. It should:
  - Employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact, sustainability (or connectedness for emergency operations);
  - Use applicable standards (e.g. SPHERE standards);
  - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using mixed methods (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. Participatory methods will be emphasised with the main stakeholders, including the CO. The selection of field visit sites will also need to demonstrate impartiality.
  - Be geared towards addressing the key evaluation questions taking into account the evaluability challenges, the budget and timing constraints;
  - Be based on an analysis of the logic model of the operation and on a thorough stakeholders analysis;
  - Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used;
  - Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

#### **1.8 4.5. Quality Assurance**

22. OEV's Evaluation Quality Assurance System (EQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for quality assurance, templates for evaluation products and checklists for the review thereof. It is based on the UNEG norms and standards and good practice of the international evaluation community (DAC and ALNAP) and aims to ensure that the evaluation process and products conform to best practice and meet OEV's quality standards. EQAS does not interfere with the views and independence of the evaluation team.
23. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents. EQAS should be systematically applied to this evaluation and the evaluation manager will be responsible to ensure that the evaluation progresses in line with its process steps and to conduct a rigorous quality control of the evaluation products ahead of their submission to WFP. OEV will also share an Orientation Guide on WFP and its operations, which provides an overview of the organization.

### **5. Phases and deliverables**

24. The evaluation will proceed through five phases. Annex two provides details of the activities and the related timeline of activities and deliverables.

25. **Preparation phase** (April - September): The OEV focal point will conduct background research and consultation to frame the evaluation; prepare the TOR; select the evaluation team and contract the company for the management and conduct of the evaluation.
26. **Inception phase** (October - December): This phase aims to prepare the evaluation team for the evaluation phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of secondary data and initial interaction with the main stakeholders.

- **Deliverable: Inception Package.** The Inception Package details how the team intends to conduct the evaluation with an emphasis on methodological and planning aspects. The package will be approved by OEV and shared with the CO/RB for information. It will present an analysis of the context and of the operation, the evaluation methodology articulated around a deepened evaluability and stakeholders' analysis; an evaluation matrix; and the sampling technique and data collection tools. It will also present the division of tasks amongst team members as well as a detailed schedule for stakeholders' consultation. For more details, refer to the [content guide for the inception package](#).

27. **Evaluation phase** (January - March): The fieldwork will span over three weeks and will include visits to project sites and primary and secondary data collection from local stakeholders. Two debriefing sessions will be held upon completion of the field work. The first one will involve the country office (relevant RB and HQ colleagues will be invited to participate through a teleconference) and the second one will be held with external stakeholders.

- **Deliverable: Aide memoire.** An aide memoire of preliminary findings and conclusions (powerpoint presentation) will be prepared to support the debriefings.

28. **Reporting phase** (March - May): The evaluation team will analyse the data collected during the desk review and the field work, conduct additional consultations with stakeholders, as required, and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their consideration before report finalisation.

- **Deliverable: Evaluation report.** The evaluation report will present the findings, conclusions and recommendations of the evaluation in a concise report of 40 pages maximum. Findings should be evidence-based and relevant to the evaluation questions. Data will be disaggregated by sex and the evaluation findings and conclusions will highlight differences in performance and results of the operation for different beneficiary groups as appropriate. There should be a logical flow from findings to conclusions and from conclusions to recommendations. Recommendations will be limited in number, actionable and targeted to the relevant users. These will form the basis of the WFP management response to the evaluation. For more details, refer to the [content guide for the evaluation report](#).

29. **Follow-up and dissemination phase:** OEV will also subject the evaluation report to an external post-hoc quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. A feedback online survey on the evaluation will also be completed by all stakeholders. The RB will coordinate WFP's management response to the evaluation.

**Notes on the deliverables:**

The inception package and evaluation reports shall be written in English and follow the EQAS templates.

The evaluation team is expected to produce written work that is of very high standard, evidence-based, and free of errors. The evaluation company is ultimately responsible for the timeliness and quality of the evaluation products. If the expected standards are not met, the evaluation company will, at its own expense, make the necessary amendments to bring the evaluation products to the required quality level.

The evaluation TOR, report and management response will be public and posted on the WFP External Website (wfp.org/evaluation). The other evaluation products will be kept internal.

**Table 3: Key dates for field mission and deliverables\***

<b>Entity responsible</b>	<b>Phase</b>	<b>Activities</b>	<b>Key dates</b>
EM	Inception	Final Inception Package	December 19 <sup>th</sup>
CO/ET	Evaluation	Evaluation field mission	February 10 <sup>th</sup> – March 2 <sup>nd</sup>
ET	Evaluation	Aide memoire	March 2 <sup>nd</sup>
EM	Reporting	Draft Evaluation Report	April 6 <sup>th</sup>
EM	Reporting	Final Evaluation Report	May 4 <sup>th</sup>
CO/RB	Follow-up	Management Response	May 25 <sup>th</sup>

\*The dates are tentative.

## **6. Organization of the Evaluation**

### **6.1 Outsourced approach**

30. Under the outsourced approach to OpEvs, the evaluation is commissioned by OEV but will be managed and conducted by an external evaluation company having a long-term agreement (LTA) with WFP for operations evaluation services.

31. The company will provide an evaluation manager (EM) and an independent evaluation team (ET) in line with the LTA. To ensure a rigorous review of evaluation deliverables, the evaluation manager should in no circumstances be part of the evaluation team.

32. The company, the EM and the ET members will not have been involved in the design, implementation or M&E of the operation nor have other conflicts of interest or bias on the subject. They will act impartially and respect the [code of conduct of the profession](#).

33. Given the evaluation learning objective, the evaluation manager and team will promote stakeholders' participation throughout the evaluation process. Yet, to safeguard the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings with external stakeholders if the evaluation team deems that their presence could bias the responses.

### **6.2 Evaluation Management**

34. The evaluation will be managed by the company's EM for OpEvs (as per LTA). The EM will be responsible to manage within the given budget the evaluation process in line with EQAS and the expectations spelt out in these TOR and to deliver timely evaluation products meeting the OEV standards. In particular, the EM will:

- Mobilise and hire the evaluation team and provide administrative backstopping (contracts, visas, travel arrangements, consultants' payments, invoices to WFP, etc).

- Act as the main interlocutor between WFP stakeholders and the ET throughout the evaluation and generally facilitate communication and promote stakeholders' participation throughout the evaluation process.
- Support the evaluation team by orienting members on WFP, EQAS and the evaluation requirements; providing them with relevant documentation and generally advising on all aspects of the evaluation to ensure that the evaluation team is able to conduct its work.
- Ensure that the evaluation proceeds in line with EQAS, the norms and standards and code of conduct of the profession and that quality standards and deadlines are met.
- Ensure that a rigorous and objective quality check of all evaluation products is conducted ahead of submission to WFP. This quality check will be documented and an assessment of the extent to which quality standards are met will be provided to WFP.
- Provide feedback on the evaluation process as part of an evaluation feedback e-survey.

### 6.3 Evaluation Conduct

35. The ET will conduct the evaluation under the direction of the EM. The team will be hired by the company following agreement with OEV on its composition.

36. **Team composition.** The evaluation team is expected to include 2-3 members, including the team leader and evaluators. It should include women and men of mixed cultural backgrounds. Past WFP experience would be an asset.

37. The estimated number of days is expected to be in the range of 35-45 for the team leader; 30-40 for the evaluators.

38. **Team competencies.** The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas (listed in order of priority):

- Capacity development
- School Feeding
- Nutrition in relation to HIV/AIDS
- Food Security and livelihoods
- Gender expertise/good knowledge of gender issues

39. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region.

40. All team members must be fluent in both oral and written English.

41. **The Team leader** will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership and communication skills, including a track record of excellent English writing and presentation skills.

42. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception package, aide memoire and evaluation report in line with EQAS; and v) provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

43. **The team members** will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

44. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in

their technical area(s); and v) provide feedback on the evaluation process as part of an evaluation feedback e-survey.

## 7. Roles and Responsibilities of WFP Stakeholders

45. **The Country Office.** The CO management will be responsible to:

- Assign a focal point for the evaluation. Magdalena Moshi, Deputy Country Director, will be the CO focal point for this evaluation.
- Provide the evaluation manager and team with documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; set up meetings, field visits; provide logistic support during the fieldwork; and arrange for interpretation, if required.
- Participate in discussions with the evaluation team on the evaluation design and on the operation, its performance and results and in various teleconferences with the evaluation manager and team on the evaluation products.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Comment on the TORs and the evaluation report and prepare a management response to the evaluation.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

46. **The Regional Bureau.** The RB management will be responsible to:

- Assign a focal point for the evaluation. Aboubacar Koisha, Regional M&E Advisor, will be the RB focal point for this evaluation.
- Participate in discussions with the evaluation team on the evaluation design and on the operation, its performance and results. In particular, the RB should participate in the evaluation debriefing and in various teleconferences with the evaluation manager and team, as required.
- Provide comments on the TORs and the evaluation report.
- Coordinate the management response to the evaluation and track the implementation of the recommendations.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

47. **Headquarters.** Some HQ divisions might, as relevant, be asked to discuss WFP strategies, policies or systems in their area of responsibility and to comment on the evaluation TOR and report.

48. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Anette Wilhelmsen, Evaluation Officer, is the OEV focal point. OEV's responsibilities include to:

- Set up the evaluation including drafting the TOR in consultation with concerned stakeholders; select and contract the external evaluation company; and facilitate the initial communications between the WFP stakeholders and the external evaluation company.
- Enable the company to deliver a quality process and report by providing them with the EQAS documents including process guidance, content guides and templates as well as orient the evaluation manager on WFP policies, strategies, processes and systems as required.
- Comment on the evaluation report and submit the final evaluation report to an external post-hoc quality review process to independently report on the quality, credibility and utility of the evaluation and provide feedback to the evaluation company accordingly.

- Publish the final evaluation report on the WFP public website and incorporate findings into an annual synthesis report, which will be presented to WFP's Executive Board for consideration.
- Conduct an evaluation feedback e-survey to gather perceptions about the evaluation process and the quality of the report to be used to revise the approach, as required.

## **8. Communication and budget**

### **8.1. Communication**

49. Issues related to language of the evaluation are noted in sections 6.3 and 5, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 7 paragraph 48 describes how findings will be disseminated.

50. To enhance the learning from this evaluation, the evaluation manager and team will also emphasize transparent and open communication with WFP stakeholders. Regular teleconferences and one-on-one telephone conversations between the evaluation manager, team and country office focal point will assist in discussing any arising issues and ensuring a participatory process.

### **8.2. Budget**

51. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO will be established by the WFP Budget & Programming Division (RMB).

52. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will:

- Use the management fee corresponding to a small operation.
- Take into account the planned number of days per function noted in section 6.3.

Please send queries to Anette Wilhelmsen, at [anette.wilhelmsen@wfp.org](mailto:anette.wilhelmsen@wfp.org), + 39 06 65 13 30 08.



## 2 Annex 1: Map





## 4 Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
BR	Budget Revision
CO	Country Office (WFP)
DAC	Development Assistance Committee
EB	(WFP's) Executive Board
EQAS	Evaluation Quality Assurance System
EM	Evaluation manager
ER	Evaluation Report
ET	Evaluation Team
FAO	The UN Food and Agriculture Organisation
HQ	Headquarters (WFP)
IP	Inception Package
LTA	Long-Term Agreement
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
NGO	Non-Governmental Organisation
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation
RB	Regional Bureau (WFP)
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	Children's Rights and Emergency Relief Organization
WFP	World Food Programme

## Annex 4: Evaluation Matrix

Q1. How Appropriate is the Operation?						
(Comp 1: School meals, THR (Targeted Home Rations) Comp 2: MAM (mothers/infants/young children, PLHIV) ; Comp 3: Asset Creation/IGA)						
Criteria for scoring	Sub-Question	Measure/Indicators	Main Source of Information	Data Collection Methods	Data Analysis Methods	Quality of Available Data
<b>Criteria 1: How relevant is the WFP CP to the food security and nutrition problems in targeted areas?</b>	SQ1.1 Do the program objectives, targeting, selection of activities and transfer modalities meet the needs of the food insecure populations in Ghana?	<b>Component 1, 2,3: Geographical Targeting</b> a. Precision of the geographical targeting criteria b. Appropriateness of geographical targeting criteria vis-à-vis the available information on vulnerability (including gender, food security and other relevant sectorial indicators (e.g. school enrolment/attendance) from (i) national statistics by sector and (ii) WFP and other studies/surveys	<ul style="list-style-type: none"> <li>• WFP Program staff</li> <li>• Government staff in charge of CP</li> <li>• Implementation (center and decentralized)</li> <li>• Beneficiaries</li> <li>• WFP Program documents</li> </ul>	Interviews Document Review	Triangulation of information	CFSVA available, but other documents missing, e.g. program plan of action: not evaluable at this time
		<b>Beneficiary Selection Criteria</b> a. Precision of the criteria to select beneficiaries b. Transparency/clarity of the selection process c. Appropriateness of the selection process vis-à-vis: <ul style="list-style-type: none"> <li>• The priority groups identified in sectorial/multi-sectoral policies and strategies</li> <li>• Selection criteria are based on vulnerability as defined by WFP/other actors' studies/surveys</li> </ul>				
		<b>Selection of Activities</b> a. Coherence with the needs expressed by the population b. Number of design modifications based on gender				
		<b>Component 3:</b> a. Level of consultation with the population in the choice of development activities (e.g. types of community assets) <ul style="list-style-type: none"> <li>• Number of consultation groups held (in total) &amp; number of groups held with</li> </ul>				

		<p>women and men separately</p> <ul style="list-style-type: none"> <li>• Number of program design modifications in response to the identified needs of women</li> </ul> <p>b. Consistency between activities/transfer modalities and the livelihood context/ priority needs of vulnerable populations (with a focus on women's/girl's needs and capacities).</p>	<p>feasibility studies</p> <ul style="list-style-type: none"> <li>• WFP Market Assessments</li> <li>• WFP Community Consultation Reports</li> </ul>			
<b>Criteria 2: How coherent is the WFP CP with national policies?</b>	SQ 2.1 Are the objectives, targeting, activities and transfer modalities coherent with the national policies and strategies?	<p><b>Components 1, 2, 3:</b> Coherence of the objectives of each component with the objectives set out in each of the corresponding sectorial policy and strategy:</p> <ul style="list-style-type: none"> <li>• Component 1: ESP (2010-2020); NSFP (2014)</li> <li>• Component 2: NNP (2011); NHIV/AID, STI (2013), NSPS (2007)</li> <li>• Component 3: METASIP (2011-2015), GSGDA (2010-2013), National Climate Change Adaptation Strategy</li> <li>• Crosscutting: National Gender and Child Policy; NNP</li> </ul>	Ministries and Inter-sectorial Committees (MoH, MoE, MoFA, etc.) WFP Program staff	Interviews Document Review	Triangulation of information provided by various actors	Most of the policy and strategy documents have been located: OK
<b>Criteria 3: How coherent is the WFP CP with WFP corporate policies?</b>	SQ 3.1 Is the operation congruent with WFP strategy, policies and normative guidance?	<p><b>Components 1, 2, 3:</b></p> <p>a. Congruency between the outcomes/outputs /activities of each component and the reference outcomes/outputs/activities in the following documents:</p> <ul style="list-style-type: none"> <li>• WFP Strategic Results Framework 2008-2013</li> <li>• WFP Strategic Plan 2014-2017</li> <li>• WFP policy documents (e.g. School Feeding 2009 &amp; 2013, Nutrition 2012, Gender 2014, Protection 2012, etc.)</li> <li>• WFP technical or sector guidelines (School Feeding Handbook, FFA manual, etc.)</li> <li>• Hunger and Climate Change Policy Paper (2011)</li> </ul> <p>b. Degree to which technical support and recommendations from the RB and HQ (numbers and types of missions) were taken into account when formulating the CP document and budget revisions.</p>	<ul style="list-style-type: none"> <li>• WFP Program Staff</li> <li>• APPs (2012-2014)</li> <li>• BR Narratives</li> <li>• WFP Strategic Plan</li> <li>• WFP Policy Documents</li> <li>• HQ/RB Mission Reports</li> <li>• PRC notes for the record</li> </ul>	Interviews Document Review	Triangulation of information provided by various actors; Comparison of documents: CP with WFP Strategic Plan and policy Documents; Comparison of CP/BR documents with RB/HQ Recommendations	RB and Rome staff Mission Reports and notes from the CP PRC: available to request

<b>Criteria 4: How is the WFP CP complementary and coordinated with other interventions ?</b>	SQ 4.1 Do the objectives, targeting, activities and transfer modalities complement the interventions of WFP's primary partners?	<b>Components 1, 2, 3:</b> a. Congruency of the CP with the UNDAF's priorities and activities, specifically: <ul style="list-style-type: none"> <li>• Assessment of needs</li> <li>• Objectives and strategies</li> <li>• Responsibilities and roles</li> </ul> b. Number of consultations between WFP and actors in overlapping areas with similar interventions during the development of the CP c. Knowledge of Partners of the objectives and intervention modalities on WFP d. Number of MOU/LOI and their appropriateness regarding the objectives and activities of each component	<ul style="list-style-type: none"> <li>• WFP Program Staff;</li> <li>• UN Agencies (UNICEF, FAO, etc.);</li> <li>• Bilateral donors;</li> <li>• UNDAF &amp; UN Agency Action Plans;</li> <li>• Program documents of primary Partners ;</li> <li>• WFP/UN Agency MOUs;</li> <li>• Direct Observation during site visits</li> </ul>	Interviews Document Review	Triangulation of information provided by various actors; Review of documents	Action plans and annual reports of primary Partners; LOI/MOUs: to request
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## Q2. What are the Results of the Operation?

<b>Criteria 5: How much progress have been achieved by the WFP CP towards delivery of planned outputs?</b>	SQ 5.1 What are the numbers of planned beneficiaries compared to the number of actual beneficiaries, disaggregated by sex? And if there is a gap, why?	<b>Component 1:</b> a. Number of schools receiving WFP support compared to number set out in yearly work plan b. Number of targeted students receiving meals, by sex compared to the number planned by year. c. Number of girls receiving THR compared to the number planned by year	GSFP/GES Reports; APP & SPRs CP Document	Document Review Exploration of GSFP/GES SF data base	Tables and graphs Triangulation of various sources of information	Access to the data base and reports; Data available in SPRs
		<b>Component 2:</b> a. Number of targeted persons receiving food & specialized food products, compared to planned numbers b. Daily food rations [MAM- infants/young children/women/PLHIV; ARV adherence] (g/pers/day) actual compared to planned	MoH/GHS Reports SPR CP Document	Exploration of MoH/GHS data base Document review	Tables and graphs Triangulation of various sources of information	Data available in SPRs

		<p><b>Component 3:</b></p> <p>a. Number of FFA participants, by type (FFW/FFT/CFW/ CFT) and disaggregated by sex</p> <p>b. Number of targeted households (disaggregated by sex of HH head), receiving food, by category and % of planned achieved</p> <p>c. Number of risk reduction and disaster mitigation assets created or restored, by type and unit of measure:</p> <ul style="list-style-type: none"> <li>• Water harvesting; Flood mitigation works</li> <li>• De-silting of small dams irrigation</li> <li>• Tree planting</li> <li>• Seed multiplication for reforestation, etc.</li> </ul> <p>d. Number of skill trainings conducted, by type and number of participants disaggregated by type and gender:</p> <ul style="list-style-type: none"> <li>• Seedling cultivation; Reforestation</li> <li>• Food processing/fortification, etc.</li> </ul>	<p>NGO Partner Reports SPRs WFP M&amp; E data CP Document</p>	<p>Document review</p>	<p>Comparison of Partner reports with M&amp;E data &amp; SPR data Triangulation of various sources of information</p>	<p>Some data is available in SPRs, but not sufficiently detailed and no console-dated output data available so far</p>
<p>SQ 5.2 Have the beneficiaries received planned assistance (food or cash) in quality and quantity? And, if not, why?</p>		<p><b>Components 1, 2, 3:</b></p> <p>a. MTs of food distributed, including enriched &amp; specialized foods &amp; products, by type compared to planned volume for activities</p> <p>b. Punctuality of food/cash deliveries for activities by component (if late, relation to lean season)</p> <p>c. Rupture in food pipeline, and, if yes, duration by type of activity and component</p> <p>d. Rations (g/pers/day): Daily school meal ration, THR, FFW, FFT, MAM (infants/young children/women/PLHIV, ARV adherence and CFW, CFT daily wage, actual vs. planned in project document</p> <p>e. Perceived quality of food provided/delivered and appropriateness to local consumption patterns, by type of food</p> <p><b>Component 1:</b> Number of days school meal ration is provided compared to number of days in a school year</p> <p><b>Components 2 &amp; 3:</b> Average quantity of food and/or cash beneficiaries or households receive by category and as % of planned</p>	<ul style="list-style-type: none"> <li>• WFP Program &amp; M&amp;E Staff;</li> <li>• GSFP/GES, MoH/GHS &amp; Partner staff</li> <li>• SPR 2011-2014;</li> <li>• MoH/GHS &amp; GSFP /GES data bases &amp; Reports</li> <li>• School Management Committees</li> <li>• School Meal Cooks</li> <li>• Beneficiaries of all program activities</li> </ul>	<p>Interviews Document Review GSFP/GES SF &amp; MoH/GHS data bases/ reports Direct Observation Review forms/ registers from school/ health facility &amp; Livelihood activity site visits</p>	<p>Tables and graphs Consistency of data provided by the different actors and data bases/ registers, etc.</p>	<p>Possibility of comparing the food stock/distribution data with beneficiary data; Availability of GSFP &amp; MoH/GHS data bases; SPR available for 2011-2013 and likely for 2014</p>

	SQ 5.3 Has the capacity of GSFP staff been strengthened? And has the ongoing transfer of programming to the GSFP occurred as planned?	<ul style="list-style-type: none"> <li>a. Content of training sessions</li> <li>b. Number of training sessions per year (actual vs. planned)</li> <li>c. Number of GSFP staff trained per year (actual vs. planned)</li> </ul>	WFP Program staff GSFP staff SPR 2012-2014	Interviews Document review	Compilation of data	SPR reports are available; access and availability to additional information
	SQ 5.4 Has WFP enhanced the capacity of the private sector and women's groups to produce fortified foods as planned?	<ul style="list-style-type: none"> <li>a. Number of women's groups provided with training and equipment to produce fortified foods (actual vs. planned)</li> <li>b. Number(s) and type of trainings provided (actual vs. planned)</li> </ul>	WFP Program staff Private sector Partners SPR 2012-2014 Women's Groups	Interviews Meetings M&E data SPR Reports	Comparison of data over program years Triangulation of various sources of information	Some of data provided in SPRs, additional information may not be available
	SQ 5.5 To what extent did WFP support contribute to the setting-up or strengthening of a national early warning system and FSNMS?	<ul style="list-style-type: none"> <li>a. Type and number of training sessions for government staff by year (actual vs. planned)</li> <li>b. Number of government staff trained and equipped to strengthen FSNMS, disaggregated by gender (actual vs. planned)</li> <li>c. Involvement of government staff (MoFA, GSS) in the CFSVA 2012 (actual vs. planned)</li> </ul>	WFP VAM staff FSNMS staff (MoFA, GSS) SPR FSNMS bulletins	Document review Interviews	Triangulation of various sources of information	Not evaluable at this stage
	SQ 5.6. Has WFP's support (technical and financial) contributed to developing Nutrition and SF Policies?	<ul style="list-style-type: none"> <li>a. Presence of NN and SF policies developed with WFP support since 2012</li> <li>b. Policies reflect international standards in nutrition and school feeding</li> <li>c. Regional ownership (Northern regions) was promoted during the formulation process</li> </ul>	WFP Senior Management & Program Staff UN, REACH staff GHS; GSFP region/ staff	Interviews	Comparison of documents to international guidance Information from interviews	Policy documents available
<b>Criteria 6: How much progress have been made by the WFP CP towards achievement of intended outcomes?</b>	SQ 6.1 Did the program effectively increase access to primary education and human development among target groups? ( <b>Outcome 1</b> )	<p><b>Comp 1:</b></p> <ul style="list-style-type: none"> <li>a. Gender ratio: ratio of girls to boys enrolled in WFP-assisted primary schools</li> <li>b. Attendance, enrollment and completion rates, disaggregated by sex, in WFP-assisted primary schools</li> <li>c. Pass rate in WFP-assisted primary schools</li> </ul>	SPR 2012-2014 GSFP/GES data base & reports	Document review	Table or graphs M&E data base	SPR available; Availability of baseline & yearly follow-up reports for child nutrition Not known if anemia studies of school children exist;
	SQ 6.2: Effectiveness of the program to improve food security and nutrition outcomes among targeted groups ( <b>Outcomes: 4, 6, 7, 8</b> )	<p><b>Comp 1:</b> Decrease in the prevalence of anemia among girls and boys in schools receiving WFP food assistance</p> <p><b>Comp 2:</b></p> <ul style="list-style-type: none"> <li>a. Prevalence of stunting, underweight and wasting among young children in WFP MCHN program areas compared (baseline 2012 and</li> </ul>	Nutrition studies/ Surveys SPR 2011-2014 MoH/GHS Reports GSFP/GES Reports WFP/MoH Studies WFP M&E data NGO Partner reports	Document Review GSFP/GES SF & MoH/GHS data bases/ reports Direct Observation	Table or graphs M&E data base	Availability of food consumption data



		yearly 2012-2014) b. Defaulting rate: percent of MAM infant, children and women and PLHIV who default from program (SPHERE) c. Mortality: percent of MAM beneficiaries who die during treatment (SPHERE) d. Recovery: percent of MAM child beneficiaries who recover within a specific time period e. Percent of adults infected by HIV receiving food assistance for 6 months after starting ARV treatment. f. ARV adherence rate among HIV-infected beneficiaries taking ARVs <b>Comp 3:</b> a. Improvement in the FCS among targeted households b. Proportion of distributed cash used to purchase food		Review forms/ registers from school/health facility site visits		
SQ 6.3 Have the risks from extreme weather events and other disasters been reduced in targeted communities, & are these communities more resilient to such disasters? <b>(Outcomes: 10, 11, 12)</b>	a. Number of assets maintained by communities by type of asset b. Sense of ownership of created/restored assets by communities, by type of asset c. Current level of involvement of local government staff & communities in the follow-up and maintenance of created/restored assets, by type of asset d. Community asset score in targeted areas	WFP Program Staff Dept. of Agriculture, Forest Services Division Partner NGOs SPR 2012-2014 M&E data Beneficiaries Key Informants Communities	Document review Interviews Focus group discussions	Triangulation of various sources of information	Not evaluable at this stage; not sufficiently detailed in SPR and no consolidated output data available so far	
SQ 6.4 Did WFP effectively increase marketing opportunities and capacity to respond to such opportunities? <b>(Outcomes: 3, 5)</b>	a. MTs of foods purchased locally, by type b. MTs of foods purchased locally as a percentage of total MTs of WFP food distributed c. WFP purchase price of locally produced foods compared to market prices of the same foods, by type d. Quantity, quality and price of fortified foods (FBF, iodized salt) produced with WFP support by year, including WFP supported factories and women groups (actual vs. planned) e. Quantity (MT/Kg) of fortified foods contributed by women's groups to CHNC by year and % of increase compared to target f. Market outlook for fortified foods	WFP program staff SPR M&E Procurement data	Document review Interviews	Comparison of data from 2012-2014	SPR available for 2011-2013 & likely for 2014; availability of complete procurement data by locally produced crops not known	

<b>Criteria 7: Extension of the progress towards overall objectives and likelihood of sustainability.</b>	SQ 7.1 How much has the program contributed to progresses towards UNDAF related objectives?	Progress against UNDAF indicators (UNDAF outcome indicators): <ul style="list-style-type: none"> <li>• Dietary diversity score</li> <li>• Prevalence of underweight among children under 5</li> <li>• % of food-insecure and malnourished PLHIV/AIDS and affected families with improved access to nutrition support</li> <li>• Attendance, enrolment and completion rates for girls and boys</li> <li>• Gender parity index at junior high school level</li> <li>• Flood early warning is issued regularly by 2015</li> </ul>	UNDAF review/progress reports WFP and UN Staff Interviews SPR WFP Data base	Document review  Interviews	Comparison of data over UNDAF implementation period Triangulation of sources of information	Availability of UNDAF Reports; SPR available; Interviews will be requested
	SQ 7.2 To what extent have institutional capacity building efforts been effective, and likely to be sustained overtime? <b>(Outcomes: 2, 9)</b>	a. Policies reflect international standards and guidance in nutrition and school feeding. b. Progress in terms of national commitment to funding nutrition and school feeding programs c. Quality and number of FSNM bulletins produced by year (actual vs. planned) d. Number of additional regions of FSNMS expansion e. Evolution of national budget/resources dedicated to FSN contingency plans and drought response since 2012 f. Disaster preparedness index by year 2012-2014	MoH/GHS & GES/GSFP Staff  Nutrition and SF Policies  FSNM Bulletins	Document Review  Interviews	National guidance Triangulation of various sources of information	Policies available; documents and interview requested
	SQ 7.3 Were the potential negative impacts of program activities avoided or mitigated?	a. Observable negative impacts attributable to the program on environment, security, socio-economic conditions, <u>gender</u> or on the coping strategies of populations b. Existence of preventive, mitigating or curative measures	WFP/RB Program staff IP staff SPR; APP reports Mission Reports Population in targeted areas Program site visits	Document Review Interviews Observation Focus Group discussions	Triangulation of various sources of information Consistency of data/information in reports	Not evaluative at this time
<b>Criteria 8: How efficient has been the implementation of the WFP CP?</b>	SQ 8.1 Were resources optimally planned and used in relation to intended outputs and outcomes?	a. Cost per beneficiary, by component and type of beneficiary b. Timely planning of activities by component c. Spread/density of assistance in relation to the context and needs of the population d. Over concentration of resources on particular needs or among certain population groups or in specific geographical areas e. Probability of the continuation of assistance after the program ends, by component	WFP Program/M&E /RB/Rome Staff APP Reports SPR Field Mission Reports CFSVA Reports Population in targeted areas Site visits	Document Review Interviews Observation during site visits Focus Group discussions	Calculation of cost per beneficiary Triangulation of various sources of information Consistency of data/Information in reports	Most reports are available, others will be requested; site visits are planned

<b>Q3. How has the Operation produced the observed results, including gender-related results?</b>						
<b>Criteria 9: Internal Factors: Which internal factors contributed to the level of results obtained (and to what extent)?</b>	SQ 9.1 Does the data collected through activities provide the information needed to track the performance indicators?	<ul style="list-style-type: none"> <li>a. M&amp;E procedures in place &amp; adapted to needs, including tracking gender indicators and disaggregating data by sex</li> <li>b. Precision of tools: definitions/instructions</li> <li>c. Provision of registers/forms to program staff</li> <li>d. Consistency of data collected (type of data collected/submitted) with the indicators tracked</li> <li>e. Management of data: precision &amp; appropriateness of submission &amp; analysis of the data</li> <li>f. Completion of the reports submitted by: schools, health facilities, NGOs, etc. and the Ministries responsible for compiling and analysing data at the district/regional levels</li> </ul>	WFP Program staff Operation Logical Framework WFP/Partners M&E staff MoE/GES staff GSFP staff (all levels)	Document review Interviews Review of forms/ registers during site visits	Compare tools with Logical framework Review & analysis of reports/studies	Not evaluable at this time
	SQ 9.2 Are there studies/surveys in place to attribute program effects not captured through the M&E system?	<ul style="list-style-type: none"> <li>a. Methodology (appropriate tools, sampling)</li> <li>b. Studies/surveys conducted</li> <li>c. Consistency of collected data with the indicators in the Logical Framework</li> </ul>	WFP Program/M&E staff MoH/GHS staff MoE/GSFP staff	Document review Interviews	Analysis of study/ survey reports	Baseline & yearly follow-up surveys; CFSVA Reports others not known
	SQ 9.3 Were the lessons learned from previous CP appropriately used in the development and implementation of the current CP?	<ul style="list-style-type: none"> <li>a. Extent of incorporation of lessons learned in current CP document</li> <li>b. Extent of incorporation of lessons learned in program/activity implementation</li> </ul>	WFP Management & Program Staff CP document	Interviews	triangulation of information from staff	Staff should be able to provide information: OK
	SQ 9.4 Is the choice of partners consistent with the criteria established & the technical demands and resources required to achieve the expected results? Are WFP efforts to support its partners adequate?	<ul style="list-style-type: none"> <li>a. IP selection process</li> <li>b. IP human and technical resources, materials and financing</li> </ul>	WFP Program staff IP staff Evaluation mission reports Performance & monitoring reports	Interviews Document review of a sample FLA Group discussions	Consistency of information/ data collected Comparative analysis	Not evaluable at this time

	SQ 9.5- Is the management of the CO sufficient in terms of HR and Operational Effectiveness to adequately support program performance?	<p>a. HR</p> <ul style="list-style-type: none"> <li>• Rate of national staff turn-over &amp; promotion</li> <li>• Number of staff development training sessions by year</li> <li>• Percent of budgeted staff positions filled</li> <li>• Gender staff ratio (2012-2014)</li> </ul> <p>b. Operational Effectiveness</p> <ul style="list-style-type: none"> <li>• Type and quality of management systems</li> <li>• Quality of logistics system of WFP &amp; Partners</li> </ul>	WFP HR & management staff	Interviews Document review	triangulation of information from staff Compilation of Information Comparative analysis	Not evaluable at this time
	SQ 9.6- Does the technical support from the RB & Rome respond to the CO needs in a timely way?	<p>Appropriateness of the technical support provided by the RB and WFP Rome:</p> <ul style="list-style-type: none"> <li>• Number and type of missions</li> <li>• Appropriateness of mission recommendations</li> <li>• Incorporation of mission recommendations in APP</li> </ul>	Technical staff Mission Reports APPs	Document review Interviews	Review of reports & APPs Consistency of information collected	Not evaluable at this time
	SQ 9.7-What internal factors helped or hindered the achievement of gender-related results?	<p>a. Presence of a gender accountability framework</p> <p>b. Presence of CP design modifications to incorporate gender</p> <p>c. Availability and capacity of gender expertise in WFP CO</p> <p>d. WFP staff familiarity with WFP Gender Policy</p>	WFP Management & Program Staff	Interviews	triangulation of information from staff	Staff should be able to provide information: OK
<b>Criteria 10: External Factors: Which external factors contributed to the level of results obtained (and to what extent)?</b> <i>In addition, to the factors listed, other external factors determined to be relevant will</i>	SQ 10.1 What are the effects of underfunding on implementation and the ability of the CO to act strategically?	<p>a. Funds received compared to the needs of the CP by component</p> <p>b. Decision taken by the CO when faced by inadequate funds</p> <p>c. Donors perceptions vis-à-vis CP and the various components</p>	WFP RB & CO Staff	Interviews Document review	triangulation of information from the various actors	Not evaluable at this time
	SQ10.2 Has the evolution of national policies and politics non attributable to the project influenced its implementation?	National policies/strategies implemented since 2011 and their congruence with the CP	WFP Program staff Partner Ministries' staff	Interviews Document review	Review of documents triangulation of information from various actors	Not evaluable at this time
	SQ 10.3 Have the prices of foods and the availability of nutritional inputs affected program implementation?	<p>a. Availability and prices of the foods used over the program years</p> <p>b. Availability and price of the nutritional inputs used over the program years</p> <p>c. Strategies implemented when foods/ nutritional products were not available</p>	WFP Program staff SPR 2011-2014	Interviews Document review	Review of documents Information from interviews	Not evaluable at this time

<i>also be assessed.</i>	SQ 10.4 Has Partners' performance affected program implementation?	Partners' achievement of expected outputs by program year	WFP Program staff Partner reports WFP M&E data	Interviews Document review	Review of documents Information from interviews	Not evaluable at this time
	SQ 10.5 What external factors helped or hindered the achievement of gender-related results?	a. Strength/weakness of GoG Gender Policies b. Extend of dialogue with other actors working on gender in Ghana c. Strength of 'gender agenda' within the UNCT	WFP Program staff UN Staff Review of GOG Gender Policy & UNDAF/UNCT docs	Interviews Document review	Review of documents Information from interviews	Documents available; Interviews will be requested
	SQ 10.6 Has the GoG been able to fulfill its financial commitment? If not, how has this affected the operation?	a. Comparison of planned vs. actual GOG contributions by year b. List of activities curtailed or modified due to funding constraints	WFP Management/Program staff SPR Funding reports	Interviews Document review	Information from document review & interviews	SPR and funding information available
	SQ 10.7 Has the level of community commitment and participation in activities been as high as anticipated?	a. Level of motivation and financial commitments of parents' associations and school management committees b. Level of participation of communities in the construction or rehabilitation works (community assets), including other contributions than labour (e.g. local material, transport)	WFP Program staff IP staff Beneficiaries & communities	Interviews Focus Groups	triangulation of information from various actors	Not evaluable at this stage

## Annex 5: Evaluation Scoring Matrix

<b>Q1</b>	<b>Question 1: How appropriate is the Operation</b>	A: Very High E: Very Low		
	How relevant is the WFP CP to the food security and nutrition problems in the targeted areas?	<b>B</b>		
	How coherent is the WFP CP with national policies?	<b>B</b>		
	How coherent is the WFP CP with WFP corporate strategies?	<b>B</b>		
	Is the WFP CP complementary and coordinated with other interventions?	<b>C1</b>	<b>C2</b>	<b>C3</b>
	<b>C</b>	<b>C/B<sup>3</sup></b>	<b>D</b>	
<b>Q2</b>	<b>Question 2: What are the results of the operation?</b>	A: Very High E: Very Low		
	How much progress has been achieved by the WFP CP towards delivery of planned outputs?	<b>C1</b>	<b>C2</b>	<b>C3</b>
		<b>B</b>	<b>D</b>	<b>C</b>
	How much progress has been made by the WFP CP towards the achievement of intended outcomes?	<b>C</b>	<b>D</b>	<b>C</b>
	Extension of progress towards overall objectives and likelihood of sustainability	<b>B</b>	<b>C</b>	<b>C</b>
How efficient has the implementation of the WFP CP been?	<b>D</b>			
<b>Q3 - Internal factors</b>	<b>Which internal factors contributed to the level of results obtained?</b>	1: Very supportive 5: Very constraining		
	WFP requirements for LMIC governments	<b>5</b>		
	High turnover of critical WFP staff Inadequate M&E capacity and procedures Complementarity and synergy between program components Current SM program model (both an internal and external factor) WFP late payment to caterers Poor integration of lessons learned from past CP	<b>4</b>		
	Human resources and management systems Choice of C3 cooperating partners (including selection process)	<b>3</b>		
	Technical support from RB and HQ	<b>1</b>		
<b>Q3 - External factors</b>	<b>Which external factors contributed to the level of results obtained?</b>	1: Very supportive 5: Very constraining		
	Government's inability to transport, store, distribute, track and account for food Government's funding problems (e.g. late payment to caterers)	<b>5</b>		
	Price and availability of local foods for WFP procurement High government staff turn-over (e.g. GHS, MoFA) Lack of GHS supervision/mentoring model for MAM treatment Weak capacity of C3 cooperating partners	<b>4</b>		
	High community participation and support for C3 activities	<b>2</b>		
	High funding level of the CP	<b>1</b>		

<sup>3</sup> During 2014 and early 2015, through introducing the pilot project to prevent stunting and micronutrient deficiencies and collaboration with the MoH and UNICEF so that MAM treatment is included in the revised MoH CMAM guidelines, the complementarity of C2 with government and other partners improved; this is reflected in the scoring.

## Annex 6: Evaluation Scoring Guide

<b>Criteria for Scoring</b>	<b>Scale</b>
<b>1. How relevant is the WFP CP to the food security and nutrition problems in targeted areas?</b>	<p>A. <i>Relevance is excellent.</i> The program objectives, targeting, activities and transfer modalities meet all of the needs of the food insecure population.</p> <p>B. <i>Relevance is strong.</i> The program objectives, targeting, activities and transfer modalities meet most of the needs of the food insecure population.</p> <p>C. <i>Relevance is average.</i> The program objectives, targeting, activities and transfer modalities meet around half of the needs of the food insecure population.</p> <p>D. <i>Relevance is relatively weak.</i> The program objectives, targeting, activities and transfer modalities meet some of the needs of the food insecure population.</p> <p>E. <i>Very little or not at all relevant.</i> The program objectives, targeting, activities and transfer modalities do not meet the needs of the food insecure population at all.</p>
<b>2. How coherent is the WFP CP with national policies?</b>	<p>A. <i>Coherence is excellent.</i> Coherence between Ghana's national policies is excellent across all the CP's components.</p> <p>B. <i>Coherence is strong.</i> Coherence between Ghana's national policies is consistent and strong across all the CP's components.</p> <p>C. <i>Coherence is average.</i> Coherence between Ghana's national policies is fairly consistent and of average strength across all the CP's components.</p> <p>D. <i>Coherence is relatively weak.</i> There is coherence between Ghana's national policies in some components/activities in the WFP CP.</p> <p>E. <i>Very little or not at all coherent.</i> No or little relationship or coherence between Ghana's national policies and the WFP CP.</p>
<b>3. How coherent is the WFP CP with WFP corporate strategies?</b>	<p>A. <i>Coherence is excellent.</i> Coherence between WFP's corporate strategies is excellent across all the CP's components.</p> <p>B. <i>Coherence is strong.</i> Coherence between WFP's corporate strategies is consistent and strong across all the CP's components.</p> <p>C. <i>Coherence is average.</i> Coherence between WFP's corporate strategies is fairly consistent and of average strength across all the CP's components.</p> <p>D. <i>Coherence is relatively weak.</i> There is coherence between WFP's corporate strategies in some components/activities in the WFP CP.</p> <p>E. <i>Very little or not at all coherent.</i> No or little relationship or coherence between WFP's corporate strategies and the WFP CP.</p>
<b>4. Is the WFP complementary and coordinated with other interventions?</b>	<p>A. <i>Coherence is excellent.</i> Complementarity and coordination between WFP's and others' interventions is excellent across all the CP's components.</p> <p>B. <i>Coherence is strong.</i> Complementarity and coordination between WFP's and others' interventions is consistent and strong across all the CP's components.</p> <p>C. <i>Coherence is average.</i> Complementarity and coordination between WFP's and others' interventions is fairly consistent and of average strength across all the CP's components.</p> <p>D. <i>Coherence is relatively weak.</i> There is some complementarity and coordination between WFP's and others' interventions in some activities of some Program components.</p> <p>E. <i>Very little or no complementarity and coordination between WFP's and others interventions.</i> No or little coordination/complementarity between WFP and others' interventions.</p>
<b>6. How much progress has been made by the WFP CP toward the achievement of intended outcomes?</b>	<p>A. <i>Progress is excellent.</i> Very consistent and excellent progress in achieving WFP's intended outcomes in all activities across components.</p> <p>B. <i>Progress is average to strong.</i> Consistent and strong progress in achieving WFP CP's intended outcomes in most activities across components.</p> <p>C. <i>Progress is average.</i> Fairly consistent, but average progress in achieving WFP CP's intended outcomes in most activities across components.</p> <p>D. <i>Progress is relatively weak.</i> There is some progress in achieving the WFP CP's intended outcomes in some activities across components.</p> <p>E. <i>Very little or no progress in toward achieving WFP intended outcomes.</i> No or little progress has been achieved by the WFP CP in achieving intended outcomes.</p>
<b>7. Extension of the progress towards</b>	<p>A. <i>Progress has been quicker than expected in achieving overall objectives—</i> the CP role is clearly a determinant; and sustainability of most program</p>

<p><b>overall objectives and likelihood of sustainability.</b></p>	<p>activities is highly likely.</p> <p>B. <i>Tangible progress to date has been made in achieving overall objectives</i> and the sustainability of some program activities is highly likely.</p> <p>C. <i>Some progress toward the CP's overall objectives</i> has been made, though relatively slowly, however, evidence that things will soon change exists and it is likely that some activities will be sustained.</p> <p>D. <i>Little progress to date in achieving objectives</i>, but there are reasons to consider that some objectives may be achieved by the end of the program.</p> <p>E. <i>Very low progress to date in achieving objectives</i>. Achievement of overall objectives unlikely by the end of the CP and likelihood of sustainability is poor.</p>
<p><b>8. How efficient has the implementation of the WFP CP been?</b></p>	<p>A. <i>Excellent efficiency</i>- None of the following conditions is critically compromising the CP efficiency, and more than 2 are clearly positive (overall cost per beneficiary is quite high, implementation is delayed, resources distribution biased towards support costs, and financial sustainability compromised).</p> <p>B. <i>Good efficiency</i>- None of the following conditions is critically compromising the CP efficiency, and 1 to 2 are clearly positive (overall cost per beneficiary is quite high, implementation is delayed, resources distribution biased towards support costs, and financial sustainability compromised).</p> <p>C. <i>Acceptable efficiency</i>- None of the following conditions is critically compromising the CP efficiency, but none is clearly positive (overall cost per beneficiary is quite high, implementation is delayed, resources distribution biased towards support costs, and financial sustainability compromised).</p> <p>D. <i>Low efficiency</i>- At least one following condition is compromising the CP efficiency: overall cost per beneficiary is quite high, implementation is delayed, resources distribution biased towards support costs, and financial sustainability compromised.</p> <p>E. <i>Very low program efficiency</i> - two or more following conditions are severely compromising the CP efficiency: overall cost per beneficiary is quite high, implementation is delayed, resources distribution biased towards support costs, and financial sustainability compromised.</p>
<p><b>9. Internal Factors: Which internal factors (and to what extent) contributed to the level of results obtained?</b></p>	<p>Each Internal Factor included in the Evaluation Matrix that contributed to CP results will be assessed and classified as per the following scale:</p> <ol style="list-style-type: none"> <li>1. Factor with very positive effect on CP performance</li> <li>2. Factor with positive effect on CP performance</li> <li>3. Factor with neutral effect on CP performance</li> <li>4. Factor with negative effect on CP performance</li> <li>5. Factor with a strong negative effect on CP performance</li> </ol>
<p><b>10. External Factors: Which external factors (and to what extent) contributed to the level of results obtained?</b></p>	<p>Each External Factor included in the Evaluation Matrix that contributed to CP results will be assessed and classified as per the following scale:</p> <ol style="list-style-type: none"> <li>1. Factor with very positive effect on CP performance</li> <li>2. Factor with positive effect on CP performance</li> <li>3. Factor with neutral effect on CP performance</li> <li>4. Factor with negative effect on CP performance</li> <li>5. Factor with a strong negative effect on CP performance</li> </ol>



## Annex 7: Documents gathered

Type of document	File name or document title
<b>Project documents</b>	
Appraisal mission report	Ghana CP 200247 Inception Workshop Report for Country Programme 2012
Project document & Logical Framework	Ghana CP 200247 Project Document Ghana CP 200247 CIDA Proposal Comp.3 Project proposal GoG-WFP-Ajinomoto-GoJ Partnership for Strengthening Sustainable Local Food and Fortification-based Approaches to address Micronutrient Deficiencies and to Reduce Stunting Full Logframe 0.1 for the component 200247.C1: Comp.1 - Support to Primary Education (DRAFT 2015-01-28) Full Logframe 0.1 for the component 200247.C2: Comp.2 - Nutrition Support to Vul. Groups (DRAFT 2015-01-28) Full Logframe 0.1 for the component 200247.C3: Comp.3 - Climate Change Adaptation and IGA (DRAFT 2015-01-28)
Standard Project Reports	Ghana CP 104180 SPR 2010 Ghana CP 104180 SPR 2011 Ghana CP 200247 SPR 2012 Ghana CP 200247 SPR 2013 Ghana CP 200247 SPR 2014 ZERO DRAFT
Budget Revisions	Ghana CP 200247 Budget Revision 1 Ghana CP 200247 Budget Revision 3 Ghana CP 200247 Budget Revision 4
Note for the record (NFR) from Programme Review Committee meeting	Note for the record, Programme Review Committee (PRC) meeting – 2 March 2011 Note for the record, Programme Review Committee (PRC) meeting – 24 July 2013 Note for the record, Programme Review Committee (PRC) meeting – 10 June 2014 CP SPA Notes on CP 200247
Approved Excel budget	Ghana CP 200247 Original budget Ghana CP 200247 Budget Revision 1 budget Ghana CP 200247 Budget Revision 3 budget Ghana CP 200247 Budget Revision 4 budget
Other	Ghana CP 200247 P4P Implementation Plan Ghana CP 200247 P4P Ghana Country Profile Ghana CP 200247 P4P Story in Ghana Ghana PRRO 200046 Project document
<b>Country Office Strategic Documents</b>	
Country Strategy Document	Ghana CP 200247 Country Strategy Doc 2012 – 2016
<b>Assessment Reports</b>	
Comprehensive Food Security and Vulnerability Assessments	Ghana CP 200247 CFSVA 2009 Ghana CP 200247 CFSVA 2012 WFP Ghana/GAC, Nationwide Study on Food Security of HIV-Affected Households in Ghana, 2011
Food Security Monitoring System Bulletins	FSNMS bulletins from January 2012 to March 2014
Market Assessments and Bulletins	Ghana CP 200247 Rapid Market Assessment 2012
Inter-Agency Assessments	Evaluation of Ghana School Feeding Programme (2011)
Rapid needs assessments	Ghana CP 200247 Rapid Food Security Assessment June 2014
Cash and voucher feasibility studies	Ghana CP 200247 Cash & Voucher Feasibility Study 2012 Ghana CP 200247 Cash Assessment Report 2014
Other	Ghana CP 200247 Assessment of Income Generating Activities for PLHIV 2012 Ghana CP 200247 Baseline Survey for Component 2 Baseline Survey:

	<p>Nutrition Support for Vulnerable Groups 2011  Follow-up Survey Report on the SFP Component of PRRO Ghana 200046 Programme, 2011  End of Programme Evaluation of the UNJP “Enhancing human security through developing local capacity for holistic community-based conflict prevention in Northern Ghana” Evaluation Report, 2013  Follow-up Survey: Nutrition Support for Vulnerable Groups 2013  Nutrition Follow-up Survey 2014, main anthropometric results  Nutrition-Sensitive Interventions to Improve Dietary Intake and Contribute to Stunting Reduction: Mapping of Food Initiatives, submitted to WFP, 2014.  Nutrition-Sensitive Interventions to Improve Dietary Intake and Contribute to Stunting Reduction: Desk review of locally available foods, July 2014.  Ghana CP 200247 FFA Baseline Report/3 Northern regions  Ghana CP 200247 FFA Baseline Report/VR &amp; BA  Baseline Survey: Ghana School Feeding Programme (2013)  Tackling Malnutrition in Northern Ghana: Scale-up of Community-based Milling and Fortification and Rebagging and Sale of Iodised Salt - Phase II, Community/Group Profiles, 11/2010. (and Phase I, 2010)  A report of the Training Workshop to Introduce Fortification of Cereal Flours with Micronutrients in 27 communities, 2012.  Tackling Malnutrition in Northern Ghana, Progress and Utilization Report 3, 2012 (Report 2, 5/2011)</p>
<b>Monitoring &amp; Reporting</b>	
M&E Plan	<p>Ghana CP 200247 M&amp;E Activity Implementation matrix  Ghana CP 200247 M&amp;E Plan  Ghana CP 200247 M&amp;E Strategy  Ghana Draft Monitoring Plan for Ghana School Feeding Programme (2014)</p>
Field monitoring	<p>Ghana CP 200247 M&amp;E Tracking sheet  Ghana CP 200247 Monitoring sites Matrix 2014</p>
Country Executive Brief	<p>Ghana CP 200247 Executive Brief June 2014  Ghana CP 200247 Executive Brief August 2014</p>
Donor specific reports	<p>Report on Annual Joint Monitoring Mission: World Food Programme, Ghana School Feeding, and Ghana Education Service (2014)  Ghana Education Service, GSFP and WFP 2012 Joint Monitoring of School Feeding Programme (June 2012)  GOG/WFP Report on Annual Regional Stakeholders Review: Universal Salt Iodization project and Allied Activities (2013)</p>
<b>Output monitoring reports</b>	
Food Distribution and Post-distribution Monitoring Reports	<p>Ghana CP 200247 Follow up survey for Supplementary Feeding Old PRRO 2011  Ghana CP 200247 Joint Monitoring Report on School Feeding 2012  Ghana CP 200247 Joint Monitoring Report on School Feeding 2014</p>
Actual and Planned tonnage distributed by activity by year	<p>Ghana CP 200247 Food Distribution 2012-2013</p>
<b>Operational documents</b>	
Organigram for main office and sub-offices	<p>Ghana CP 200247 Organogram Country Office  Ghana CP 200247 Organogram Sub Office field offices</p>
Activity Guidelines	<p>Ghana CP 200247 NACS Job Aids 2013  Ghana CP 200247 NACS Training Participant Manual 2013  Ghana CP 2000247 NACS Training Facilitator's Guide 2013  Ghana CP 200247 Nutrition Essential Package WFPUNICEF Partnership guide  Ghana CP 20247 Note for the Record On Selection of Schools for Hand Over and Scale Down of WFP support Ghana CP 200247 School Feeding Programme Hand-over Phase 1 2013  Ghana CP 200247 School Feeding Programme Hand-over Phase 2 2014  Ghana CP 200247 School Meals Activity Guide revised 2013</p>

	<p>Ghana CP 200247 Strategies for Transition from Wet  Ghana CP 200247 Targeted Supplementary Feeding Implementation Guide 2013  Ghana CP 200247 ToT on School Meal Programme 2013  Ghana CP 200247 Training Manual Group Management Tackling Malnutrition 2011  Ghana CP 200247 WFP UNICEF concept note on nutrition 2013  WFP Programming for Nutrition-Specific Interventions, 2012  WFP HIV and TB Programme and M&amp;E Guide, 2014  WFP Nutrition Policy 2012  WFP Minimum Monitoring Requirements, 2014  SRF 2014-2017 Indicator Compendium, 2014  HIV and TB Program Design, 2011  Care and Treatment ART program, FBP, 2011  WFP HIV and AIDS Policy, 2010  WFP Gender Policy 2009  WFP Gender Marker Guidance 2014  WFP Training Manual in Group Management/Dynamics and Basic Business Skills for Women's FF Training Manual  PPT for Trainings for RDNO in ART management and TSF</p>
Mission Reports	<p>WFP/OMD Mission report – Ghana Monitoring and Evaluation Strategy Development, March 2014  WFP-Ajinomoto partnership, Ghana CO, Summary of recommendations, January 2014  Assessment of IGAs on Small Ruminants for PLHIV, 2012  Supplier Technical Visit Report, 2012</p>
Pipeline overview for the period covered by the evaluation	<p>Ghana CP 200247 Pipeline Situation Comp 1 Oct 2014  Ghana CP 200247 Pipeline Situation Comp 2 Oct 2014  Ghana CP 200247 Pipeline Situation Comp 3 Oct 2014</p>
Other	<p>Ghana CP 200247 Risk Profile 2014  Tracking sheet for CP 200247.3 (FFA/FFW)  Update on Comp.3 projects for 2014  WFP Ghana Country Programme 200247 – list of asset creation project site (2012-2014)  Action plan for the rollout of cash for assets programme in Brong Ahafo and Volta regions  WFP Ghana Country Programme 200247- list of THR and SM sites across three northern and Volta region.  WFP Ghana Country Programme 200247- list of WFP sites with more than one activity.  District Education Monitoring Information Systems (EMIS) Data for all the WFP supported Districts visited  WFP Ghana CP 200247- List of TSF and PLHIV sites across the three Northern regions (2015).  WFP Ghana CP 200247- List of Sites with more than one activity  WFP Update on the Management of Moderate Acute Malnutrition (1-8/2014), OMD RB  WFP Bi-annual Update On Management of MAM, OMD RB  Japanese Project Workplan 2014-2015  Concept on WFP/UNICEF Joint Collaboration on Nutrition 2014-2016</p>
<b>Partners</b>	
Annual/Quarterly reports from cooperating partners	<p>Ghana CP 200247 Partner's Report PLHIV Livelihood Opportunities 2012  GES/WFP "Support to Basic Education" Quarterly Project Report for 1<sup>st</sup> term (Sept to Dec. 2012)  GES/WFP "Support to Basic Education" Quarterly Project Report for 3<sup>rd</sup> term (May to July. 2013)  MoH/GHS List of NACS Facilities in Ghana</p>
List of partners	Ghana CP 200247 List of Partners
Field level agreements (FLAs), Memorandum of Understanding (MOUs)	<p>Ghana CP 200247 FLA between WFP and EPA  Ghana CP 200247 FLA between WFP and District Agriculture Development Unit Wa West  Ghana CP 200247 FLA between WFP and Forestry Services Division  Ghana CP 200247 FLA between WFP and Northern Development Society</p>

	<p>Ghana CP 200247 FLA between WFP and Opportunities Rural Development Foundation</p> <p>Ghana CP 200247 MOU between WFP and Ministry of Food &amp; Agriculture</p> <p>Ghana CP 200247 MOU between WFP and Ministry of Employment and Social Welfare</p> <p>Ghana CP 200247 MOU between WFP and Ministry of Environment, Science &amp; Technology</p> <p>Ghana CP 200247 MOU between Ministry of Local Government, Ghana School Feeding Secretariat, WFP, the Ministry of Education and Ghana Education Service</p> <p>Government of Ghana: Draft National School Feeding Policy (2014)</p> <p>Ghana CP 200247 MOU between MoH and WFP</p>
<b>Cluster/ Coordination meetings</b>	
Logistics/Food Security/nutrition cluster documents	<p>REACH Indicator Dashboard- Northern Region Situational Analysis (also Upper East and Upper West Regions)</p> <p>Upper West Region- Stakeholder Mapping</p> <p>REACH Work Plans</p>
Other	<p>UNDAF Action Plan 2012 - 2016 Final</p> <p>UNDAF Action Plan Review 2012</p> <p>UNDAF Action Plan Review 2013</p> <p>Ghana Action Plan UNICEF/WFP (2014)</p> <p>Notes for the Record: Training of Trainers on Meal Planner and Handy Measurements by Partnership for Child Development (PCD)—2014</p>
<b>Evaluations/ Reviews</b>	
Evaluations/ reviews of past or on-going operation	<p>Ghana CP 104180 Final Evaluation (2006 - 2010)</p> <p>Ghana CP 200247 Annual Stakeholders Review Salt Iodization Activities 2013</p> <p>Ghana CP 200247 CMAM Evaluation Report 2013</p> <p>Ghana CP 200247 Country Programme Component 1 Annual Review 2013</p> <p>Ghana CP 200247 School Feeding Programme Final Evaluation of Phase 1</p> <p>WFP Mission Report on Dry Season Gardening Assessment, April 2013</p> <p>Follow-up study on the Ghana PRRO – Food security and resilience, May 2012</p>
<b>Resource mobilisation</b>	
Resource Situation	<p>Resource Situation 19 Nov. 2014 - Country Programme Ghana (2012-2016)</p> <p>Resource Situation 08 March 2015 - Country Programme Ghana (2012-2016)</p>
<b>Maps</b>	
Operational Maps	<p>Ghana CP 200247 Map at the beginning of CP Operation</p> <p>Ghana CP 200247 Map after Budget Revision 1 (BR1)</p> <p>Ghana CP 200247 Map after Budget Revision 3 (BR3)</p> <p>Ghana CP 200247 Map of WFP assisted School Feeding Programme</p> <p>Ghana CP 200247 Map of WFP-UNICEF Essential Package Schools</p> <p>Ghana CP 200247 Food For Asset Map</p>

**Other documents collected by the team (including external ones)**

Associates for Change (2012) Ghana Food Security Research with a Focus on the Upper West Region, Mennonite Economic Development Associates and CIDA, Accra, Ghana

Associates for Change (2013) Gender Assessment for the Commission on Human Rights and Administrative Justice. Accra, Ghana

Associates for Change (2014) Presentation to Parliament: Education Budget Appraisal 2015. Accra, Ghana ([www.associatesforchange.org](http://www.associatesforchange.org))

Associates for Change (2010) Girls' Education in Northern Ghana, Commissioned by SNV ([www.associatesforchange.org](http://www.associatesforchange.org))

GAC (2014) Country AIDS Response Progress Report - Ghana: Reporting Period January 2012 – December 2013

Ghana AIDS Commission/ GHS (November 2010) Draft report of food security assessment of people living with HIV/AIDS. Accra, Ghana

Ghana Statistical Service (2008) Ghana Living Standard Survey 5. Accra, Ghana

Ghana Statistical Service (2013) Ghana Population and Housing Census (2010) Accra, Ghana

GHS/USAID (2011) An Overview of Profiles [http://ghanaid.gov.gh/gac1/aids\\_info.php](http://ghanaid.gov.gh/gac1/aids_info.php) (accessed November 2014)

Government of Ghana (2014) The Budget Statement and Economic Policy of the Government of Ghana. 2015 Financial year

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Government of Ghana (2013) Draft National Nutrition Policy 2013-2017

Government of Ghana, GSS, GHS, UNICEF, UNDP, JODA, USAID (2012) Multiple Indicator Cluster Survey (MICS) 2011 Final Report

Government of Ghana (2008) Demographic Health Survey

Government of Ghana (2007) National Social Protection Strategy

Ministry of Education (2013) Education Sector Performance Report

Ministry of Health (2010) Interim National Guidelines for Community-based Management of Severe Acute Malnutrition in Ghana

Ministry of Health (2011) Ghana National Nutrition Policy. Accra

Ministry of Health (2013) National Nutrition Policy 2013-2017. Accra

Ministry of Finance (2014) Budget Highlights, Accra Ghana

Ministry of Food and Agriculture (2007) Food and Agriculture Sector Development Policy (FASDEP II)

Ministry of Food and Agriculture (2010) Medium Term Agriculture Sector Investment Plan-METASIP 2011-2015

Millennium Development Goal Report 2014 [http://ghanaid.gov.gh/gac1/aids\\_info.php](http://ghanaid.gov.gh/gac1/aids_info.php) (accessed November 2014)

National Development Planning Commission (2010) Ghana Shared Growth and Development Agenda 2010-2013

NORDESO (2013) FFW/FFT narrative project report, November 2013

Savannah Accelerated Development Agency (SADA) Strategy and Work plan 2010-2030

UNDP/UNEP (2012) National Climate Change Adaptation Strategy

USAID (2011) Ghana Climate Change Vulnerability and adaptation assessment

USAID/FANTA III (2014) Strengthening Nutrition in Ghana: A Report on FANTA Activities from 2007 to 2013

WFP (2009) Strategic Results Framework (WFP/EB.1/2009/5-C)

WFP (2010) WFP and Climate Change: a Review of Ongoing Experience and Recommendations for Action

WFP (2011) Climate Change and Hunger: Towards a WFP Policy on Climate Change (WFP/EB.A/2011/5-F)

WFP (2011) Update on the implementation of WFP's policy on vouchers and cash transfers (WFP/EB.A/2011/5-A/Rev.1)

WFP (2011) WFP 2008 – 2013 Purchase for Progress (P4P) Initiative: A Strategic Evaluation (mid-term)

WFP (2011) Operations Department Directive – Cash and Voucher Programming

WFP (2011) Food Assistance for Assets (FFA) Manual Module A: the Rationale for FFA

WFP (2011) Food Assistance for Assets (FFA) Manual Module E: Monitoring and Evaluation of FFA

WFP (2013) Strategic Results Framework (2014-2017) (WFP/EB.2/2013/4-B/Rev.1)

WFP (2015) Summary report of the strategic evaluation of WFP's Purchase for Progress Initiative (2008-2013) (WFP/EB.1/2015/5-C)

UNHCR/WFP (2009) The Management of Nutrition in Major Emergencies: Guidelines for Selective Feeding Programs

World Bank (2014) World Development Indicators, Washington

<http://www.worldbank.org/en/country/ghana/overview> (accessed November 2014)

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<http://www.gh.undp.org/content/ghana/en/home/presscenter/articles/2014/08/13/ghana-launches-the-2014-human-development-report/> (accessed November 2014)

## Annex 8.a: List of Stakeholders Interviewed

Date	Person Met	Job Title / Designation	Organization	Evaluation Team Member(s)
10/02/15	Mutinta Chimuka	Country Director, Ghana	WFP	AG, JP (joint) <sup>4</sup>
	Habib Adam	Senior Logistician	WFP	AG, JP (joint)
	Vera Kwara	Program Officer, Nutrition	WFP	AG
10/02/15	John Sitor	Programme Officer, M&E	WFP	JP, AG, LCH
11/02/15	Charles Adams	National activity coordinator, Asset Creation	MoFA	JP
	Akoto Mintah	Asset Creation focal point	GIDA	JP
	Isaac Acquah	Chief Programme Officer	EPA	JP
	Florence Agyei-Martey	Assistant Programme Officer	EPA	JP
	Victoria Kuma-Mintah	GSFP DNC Monitoring & Evaluation Director	GSFP	LCH
	S. P. Adamu	GSFP National Coordinator	GSFP	LCH
	Anima Wilson	GSFP Operations Manager	GSFP	LCH
	Charles Antwi Kyeremeh	GSFP Finance and Administration Manager	GSFP	LCH
	Wasila Sufian	Focal Person	MLGRD	LCH
	Getrude Ananse Baodei	Country Manager	PCD	LCH
	Siiba Alfa	Public Relations Officer	GSFP	LCH
	Patricia Ayefou	Asst PRO	GSFP	LCH
	Kwame Nuarko	Technical Advisor	GSFP	LCH
	Salifu Abdul-Hanan	GES/WFP Project Coordinator	GES/WFP	LCH
	Mr. Hannan	MoE Component 1 Focal Person	MoE Logistics & Supplies	LCH
	Cynthia Obbu	National Activity Coordinator/HIVAIDS Focal Point	GHS	AG
	Nii-Odo Odotei	Technical Assistant SUN Secretariat	NDPC	AG
	Dr. Edith Tetteh	Vice Chairperson- NDPC and SUN Focal Point	NDPC/ University of Ghana	AG
	Ms. Lillian Selenge	Nutrition Manager	UNICEF	AG
	Victoria Wise	REACH Focal Point	REACH/WFP	AG
12/02/15	Samuel Asante-Mensah	Director	ADRA	JP
	Benjamin K Fiafor	Ghana Country Director	Farm Radio International	JP
	Ruby Neils-Palme	M&E Specialist	MoFA	JP
	Sophie Tadria	Food Security & Nutrition Officer	FAO	JP
	Ms Ama Nettey	Program Officer	WFP	LCH, AG
	Luigi Peter Ragno	Social Protection Specialist	UNICEF	LCH
	Daisy Demirag	Monitoring & Evaluation Specialist	UNICEF	LCH
	Majeed Mohammed	Development Officer	DFATD	AG, LCH, JP (joint)

<sup>4</sup> When the word “joint” is included with the ET members initials it means that a joint meeting of 2 or 3 ET members took place. For the most part when more than one set of initials occurs, it means those team members had separate meetings with the respective stakeholder and it is likely that they did not both/all meet the stakeholder on that day.

	Daniel Arsenault	Deputy Director Operations	DFATD	AG, LCH, JP
	Nevin Orange	First Secretary	DFATD	AG, LCH, JP
	Dr. Anna Antwi	Food Security and Agriculture Advisor	DFATD	AG, LCH, JP
	Dr. Felecia Antwi	HIV Focal Person	WHO	AG
	Dr. Sylvester Anemana	Chief Director	MoH	AG
	Kitamura Satoshi	Ajinomoto Representative	Ajinomoto Co. Inc.	AG
	Itsuko Shirotani	Project Formulation Advisor Health	JICA	AG
13/02/15	Christy Ahenkora	Programme Specialist	UNDP	JP
	Louis Kuukpen	M&E Analyst & Knowledge/Learning Manager	UNDP	JP
	Alessia Decaterina	Head of Programme	WFP	JP, LCH
	Eunice Dapaah	Education Specialist	World Bank	LCH
	William Niyuni	Deputy Director LEAP Program	MoGCSP	AG, LCH (joint)
	Hon. John Alexander Ackon	Deputy Minister	MoGCSP	AG, LCH (joint)
	Kwesi Armo-Himbson	Chief Director	MoGCSP	AG, LCH (joint)
	Esi Amoaful	Head of Nutrition	GHS	AG
	Abena Asoming Antwi	Coordinator Government/WFP	MoH	AG
	Emma Anaman	Program Officer	WFP	AG
14/02/14	Magdalena Moshi	Deputy Country Director	WFP	AG
16/02/15	Wuni P. Dasori	VAM Officer	WFP	JP, AG, LCH
	Augustine Z. Yirideme	Senior Programme Assistant, Tamale SO	WFP	JP
	Moses Korbli	Programme Assistant, M&E, Tamale SO	WFP	JP, AG
	Aikins Mac-Bansah	Programme Officer, C&V	WFP	JP, LCH
	Charles Berkoh	Programme Manager	Technoserve	JP
	Adiuila B. Samuel	Business Advisor	Technoserve	JP
	Felix Apedi	Project Coordinator	Ghana Grain Council	JP
	Khalid Sualih	Regional Director, Northern Region	Fisheries Commission	JP
	W. Boakye-Acheampong	Regional Director, Northern Region	Regional Directorate of Agriculture	JP
	Dickson Adjei Sakyi	Assistant Regional Manager, Northern Region	FSD	JP
	Alhassan Ayisheih	Assistant Development Officer, Northern Region	RCC / RPCU	JP
	Ane Adondivoo	Programme Manager	CRS	JP
	Opoku Lourdes	Assistant M&E Officer, Northern Region	Regional Directorate of Agriculture	JP
	Jimah Loury	Programme Officer, Northern Region	EPA	JP
	Margaret Abowen	Senior Programmed Assistant	WFP Tamale SO	LCH
	Kazuyuki Fujiwara	JPO for P4P	WFP Tamale SO	LCH
	Mrs. Linda Amoah	Regional Girls Education Officer	Northern Sub-	LCH



			Office Tamale	
	Mrs. Ernestina Sanogo	SNV School Feeding Representative	Northern Sub-Office Tamale	LCH
	Mr. Salifu	GSFP Officer	Northern Sub-Office Tamale	LCH
	Clara Duba	Head of UNICEF Sub-Office	UNICEF Tamale	LCH
	Gloria Ngama	WASH Program officer	UNICEF Tamale	LCH
18/02/15	Amata Amoasah	Field Monitor Assistant, Bolga Field Office	WFP	JP, AG
	Samuel Nyaba	Field Monitor Assistant, Bolga Field Office	WFP	JP, AG
	Kojo Appiah	Regional Agriculture Engineer, UER	Regional Directorate of Agriculture	JP
19/02/15	Asher Nkegbe	Regional Director, UER	EPA	JP
20/02/15	Clemence Tamakloe	Programme Assistant, Wa Field Office	WFP	JP
21/02/15	Gloria Kobati	Regional Nutrition Officer, Upper East Region	GHS	AG
	Georgina Akolba	District Nutrition Officer, Bolga District	GHS	AG
23/02/15	Ernestine Sanogo	Associate Advisor	SNV	JP
	Kaz Fujiwara	Programme Officer, P4P, Tamale SO	WFP	JP
	Shehu Abdul-Karim	Senior Programme Assistant, P4P, Tamale SO	WFP	JP
	Allan Pineda	Technical Director	ADVANCE / ACDI VOCA	JP
	Francis Essuman	Regional Coordinator, Northern Region	ADVANCE / ACDI VOCA	JP
	Mr. Sofonutaru	Regional Nutrition Officer/ Northern Region	GHS	AG
	Rauf Mahama	District Nutrition Officer (formerly Bolga district)	GHS	AG
	Ibrahim Amtia	Community Development Officer/ Northern District	DCD	AG
24/02/15	Kwaku Adu-Boateng	Regional Coordinator, Northern Region	GSOP	JP
	Gyamila Abdul Razak	Programme Officer, Tamale SO	WFP	JP, AG, LCH
25/02/15	Mohammed Muntaka	REACH Officer	WFP	AG
	Kassi Abdul-Latif	Field Monitor	WFP	AG
	Mohamend Salisa	Field Monitor	WFP	AG, LCH
	Tano Abudu Fanko	Field Monitor	WFP	AG, LCH
	Lauren Brooks	Nutrition and Public Health Specialist	Global Communities Tamale	AG
26/02/15	Francis Ofori	Programme Coordinator	ADRA	JP
	Rashidatu Abubakar	Nutritionist (contract completed 12/14; to be hired as nutrition officer in SO)	Formerly WFP SO	AG
	Prosper Dakura	Nutrition and Health Officer	UNICEF	AG

			Tamale SO	
	Dr. Abebe Hankore	Head of Tamale Sub Office	WFP Tamale SO	AG, LCH
27/02/15	Kirsty Struthers	AVID Volunteer, C&V unit	WFP	JP
	Soce Ndiaye	Head of Finance & Admin.	WFP	AG, JP
	Vera Kwara	Nutrition Officer	WFP	LCH
	Samual Danquah	Millennium Village Project Director	MVP, Bonsaaso	LCH
	Officer	Millennium Village Project, Program Officer	MVP, Bonsaaso	LCH
	Nana Ayim	Civil Society Coordinator SUN	Hunger Alliance of Ghana	AG
	Obelg Ampofo	Officer Manager and Finance	Hunger Alliance of Ghana	AG

### Annex 8.b: List of People Met During Field Visits

<b>Date</b>	<b>Person Met</b>	<b>Job Title</b>	<b>Organization/ Facility /School</b>	<b>ET Member</b>
17/02/15	Aballo Jevaise	District Nutrition Officer, East Mamprusi District	Ghana Health Service, District office	AG
	Manduaya Nelson	Coordinator of Public Health Unit	Baptist Medical Center	AG
	Asana Nasigri	Public Health Assistant/Food Stock Manager	Baptist Medical Center	AG
		ART Clinic Nurse	Baptist Medical Center	AG
	Gambaga Women's RSIS Group	(14 women including Chairwoman, DNO, CDO)		AG
	Abila Sulemana	Head Teacher	Bawku D.A. Elementary	LCH
	Aamari Abraham	WFP programme teacher	Bawku D.A. Elementary	LCH
	Yakubu Bugri	PTA Chairman	Bawku D.A. Elementary	LCH
	Salifu Issah	PTA vice chairman	Bawku D.A. Elementary	LCH
	Yahaya Kadiri	Teacher	Bawku D.A. Elementary	LCH
	Silvester Bukari	teacher	Bawku D.A. Elementary	LCH
	Abramani Jabar	Teacher	Bawku D.A. Elementary	LCH
	Comfort Laadi	Girl Child Education Officer	G.E.S. Education Officer	LCH
	Ben Bukari	Assistant Director-Supervision	G.E.S. Education Officer	LCH
	Abdulai Mohammed K.	Circuit Supervisor	G.E.S. Education Officer	LCH
	Amadu Shiraz	Deputy coordinator/GSFP Desk officer	E. Mamprusi District Assembly Office	LCH
	Baba Mahamuda	Ward Assistant/TSF Program Manager	Baptist Medical Center	AG
		Nutrition Officer	Gambaga Health Center	AG
	Joseph Tingben	Assistant Director for District, East Mamprusi District	Department of Community Development	AG
	Jacob Mansu	Project Coordinator	NORDESO	JP
	10 CPIC members (incl. 6 women)	-	Zangum AC site, West Mamprusi District	JP
	Mahama Seidu	Executive Director	ORDF	JP
	Tahim Saibu	Volunteer	Walewale Youth Center, West Mamprusi District	JP
Adam Tahiru	Chairman	Walewale Youth Center, West Mamprusi District	JP	
22 tree planting group members (incl. 11 women)		Banawa AC site, West Mamprusi District	JP	
18/02/15	Alhassan Sualisu	Data officer/In-Charge ART Clinic	Zebilla Hospital	AG
	Salamato Dahamani	Nurse-in-Charge ART Clinic	Zebilla Hospital	AG
	Benjamin Aggrur	District Health Director, Bawka West	Ghana Health Service, District office	AG
	Dorothy Aawwle	District Nutrition Officer, Bawka West	Ghana Health Service, District office	AG
	Christopher Nbabil	District Nutrition Officer, Bawka West	Ghana Health Service, District office	AG

	Reproductive Health Team		Timonde Health Center	AG
	Two staff in charge/Toende CHPs	Community Health Nurses	Toende CHPs	AG
		Director District Assembly, Bawka West	District Assembly Office, Bawka West	AG
		Deputy Director District Assembly, Bawka West	District Assembly Office, Bawka West	AG
	Magret Adongo	Head Teacher	Sakorit Primary/K	LCH
	Wumpini Moses	Head Teacher	Zalewore Primary	LCH
	Yinbenei Diana	SMC member	Zalewore Primary	LCH
	Kanbon Da'a	SMC member	Zalewore Primary	LCH
	Niyan Labucate	SMC member	Zalewore Primary	LCH
	Faara Joachim	District Director of Education	Talensi District GES Office	LCH
	Mollydeam Zong B.	Girl Child Education Officer	Talensi District GES Office	LCH
	Hammond Bukari	HRMD	Talensi District GES Office	LCH
18/02/15	Sulemana Yussif	District Director of Agriculture	DoA, Bawku West District	JP
	4 CPIC members (incl. 1 woman)	-	Tilli AC site, Bawku West District	JP
	Googo villagers	-	Googo AC site, Bawku West District	JP
	Gladys Seidu	District Director of Education	Kassena Nankana West District Education Officer	LCH
19/02/15	Simon Bawa	Data officer/In-Charge ART Clinic	War Memorial Hospital	AG
	Halima Ahme	Hospital Nutritionist	War Memorial Hospital	AG
	Reproductive Health Team		War Memorial Hospital	AG
	Evelyn Adda	District Health Director, Kas Nank E.	Ghana Health Service, District Office	AG
	Elizabeth Mba	District Nutrition Officer	Ghana Health Service, District Office	AG
		District Health Warehouse Staff Person	Ghana Health Service, District Office	AG
	Gloria Agampim	Community Health Nurse	Novio CHPs	AG
	Bernice Wejigi	Community Health Nurse	Novio CHPs	AG
	Kpatia villagers	-	Kpatia AC site, Talensi District	JP
	-	District Assembly representative	Kpatia, Talensi District	JP
	Owiredu Gideon	District Director of Agriculture	DoA, Talensi District	JP
	Gladys Seidu	District Director of Education	Kassena Nanka West GES District Office	LCH
	Nadia Baatayiri	Basic Education Officer	Kassena Nanka West GES District Office	LCH
	Denis Kamiki	Human Resource Officer	Kassena Nanka West GES District Office	LCH
	Adongo A.	Assistant Head Teacher	Kaase Primary	LCH
	Samuel Ada	WFP Programme Officer	Kaase Primary	LCH
	William Y.	teacher	Kaase Primary	LCH
20/02/15	Osman Amido	Field Technician & Disease Control Officer	Funsi Health Center	AG
	Stephen Sunkari	Wa East District Nutrition Officer	Ghana Health Service,	AG

			District Office	
	Cynthia Nabiebakye	Community Development Officer	Community Development Department, District Office	AG
	Waasi-u Abdularazak	Community Development Officer	Community Development Department, District office	AG
	Bomba-ire Elden	Clinical Nurse	Yaala 1 Health Center	AG
	Dakurah Fiddis	Staff Nurse	Yaala 1 Health Center	AG
	Mildred Sori	Community Health Nurse	Buffiamah CHPs	AG
	13 Women, DNO & 2 DCD CDO	Group Discussion	Funsi Milling and Mothers' Support Group	AG
	Suleman Mula	Assistant Planning Officer	Sissala East District Assembly	JP
	Taffiasi villagers	-	Taffiasi AC site, Sissala East District	JP
	10 CPIC members (incl. 2 women)	-	Bugubelle AC site, Sissala East District	JP
	Issaka Bakuri Mohammed	Head Teacher	Nabugubelle Primary	LCH
	Mahama Ayishetu	Teacher	Nabugubelle Primary	LCH
	Mubarik Braimah	Head Teacher	Tafiaasi Basic School	LCH
	Musah Nafisah	WFP Programme Officer	Tafiaasi Basic School	LCH
	Tumgbani D. Michael	District Director of Education	Sissala East GES DO	LCH
	Andriana Badombie	District Girl Child Education Officer	Sissala East GES DO	LCH
	Amadu B. Hassan	Circuit supervisor Tumu East	Sissala East GES DO	LCH
	Salifu Ibrahim	Circuit supervisor- Tumu West	Sissala East GES DO	LCH
	Kenneth Yolio	Public Relation Officer-G.E.S	Sissala East GES DO	LCH
	Godfred B. Kanton	Assistant Director-Supervision	Sissala East DA	LCH
	Andriana Badombie	District Girl Child Education Officer	Sissala East DA	LCH
	Amadu B. Hassan	Circuit supervisor Tumu East	Sissala East DA	LCH
	Kudola Emmanuel	Desk officer-GSFP	Sissala East DA	LCH
	Yanbom Clement	District Nutrition Officer-GHS	Sissala East DA	LCH
	Safo William M.	Assistant Director 1	Sissala East DA	LCH
	Godfred Bamba	Planning Officer	Sissala East DA	LCH
	Clemence Tamakloe	WFP Programme Assistant (OIC)	Tumu	LCH
21/02/15	Mohamed Adams and 3 women from Banu CBMF Group	Community Nutrition Volunteer	Banu community	AG, LCH
	Gloria Kobati	Regional Nutrition Officer, Upper East Region	Ghana Health Service, Regional Office	AG
	Georgina Akolba	District Nutrition Officer, Bolga District	Ghana Health Service, Regional Office	AG
	Samuel Nyaba	Field Monitor Assistant	Regional Education Office	LCH
	Akanson Rose	Regional Girl Child Education Officer	Regional Education Office	LCH
	Amata Amoasah	Field Monitoring Assistant	Regional Education Office	LCH
23/02/15	12 FBO members (incl. 7 women)	-	Pagazaa Sugro Mbori Buni Farmer Group, Pagazaa, Tamale	JP

			Metropolis	
	Abdul Rahman	District Education Director	Tamale Regional Education officer	LCH
	Samata Mahama	Girls' Education Officer	Regional Education officer	LCH
	Alhassan Amina	Head Teacher	Pagazaa Islamic Primary	LCH
	Abass Issah	WFP Programme Teacher	Pagazaa Islamic Primary	LCH
	Mohammed Abdul Manan	Assistant Head Teacher	Pagazaa Islamic Primary	LCH
	Alhassan Sandoo	P4P Chairman	Pagazza	LCH
	Bugli Musah	Head Teacher	Kotingli Presby Primary	LCH
	Patricia S. Amadu	DNO Tamale District	Tamale District Health Office	AG
		ART Clinic Nurse	Tamale PLHIV Food Distribution Site	AG
	Festus Soyel	Nutrition Officer	Central Hospital	AG
	Cecilia Mamhama	Midwife	Vitting Health Center	AG
	Williams Alagma	DCD Regional Director	DCD Northern Region Office, Tamale	AG
	Alhassen Abukari	DCD Field Officer, Tolon District	DCD Northern Region Office, Tamale	AG
	Berta Bujri	Community Health Nurse	Bilpeila Health Center	AG
	Christopher Bole	Community Health Nurse	Bilpeila Health Center	AG
	Mamuna Issifu	Community Health Nurse	Bilpeila Health Center	AG
	Sanata Alhassan	Disease Control Officer	Bilpeila Health Center	AG
	Miriam Kotochi	Community Health Nurse	DCD Northern Region Office, Tamale	AG
24/02/15	Abdul Mannan	District Director of Agriculture	DoA, Central Gonja District	JP
	Mumuni	Extension Officer	DoA, Central Gonja District	JP
	Alhassan Mohammed Awal	Head Teacher	Zangbalu in E.A.	LCH, AG
	Sayibu Abdul Rauf	WFP Programme Teacher	Zangbalu in E.A.	LCH, AG
	Abdulai Ziblim	Head Teacher	Saakubu E.A Primary	LCH, AG
	Hawa Yussif Pout	District Director of Education	Kunbungu GES District Office	LCH
	Alhassan Ramatu	SHEP officer	Kunbungu GES District Office	LCH
	Mohammed Kamal Baba	GSFP District Desk officer	Kunbungu GES District Office	LCH
	Elizabeth Noah	KG&NGO Coordinator	Kunbungu GES District Office	LCH
	Abdallah Mohammend	Technical Officer in Public Health	Kunbungu Health Center	AG
25/02/15	3 CPIC members	-	Banda Ahenkro AC site, Banda District	JP
	William Biah	District Director of Agriculture	DoA, Banda District	JP
		Extension Officer	DoA, Banda District	JP
	2 CPIC members	-	Gbao AC site, Banda District	JP
	Gbao villagers	-	Gbao AC site, Banda District	JP
	1 CPIC member	Chairman	Hani AC site, Tain	JP

			District	
	Kojo Ennor	District Director of Agriculture	DoA, Tain District	JP
	Beatrice Ntibe	Community Health Nurse	Yapei Health Center	AG
	Luiana Eledi	Community Health Nurse	Kusawgu Health Center	AG
	Bakuri Abu Samuel	General Nurse	Sankpala Health Center	AG
	Augusta Dzikuna	Midwife-in-Charge	Sankpala Health Center	AG
	Chief and elders Parents	Head teacher	Pieng Primary and JHS	LCH
	Laar Bawa	Head Teacher	Bunbon R/C Primary	LCH
	Jacob Ndonm	Assistant Head Teacher	Bunbon R/C Primary	LCH
	Yakubu Dawuda	Teacher	Bunbon R/C Primary	LCH
	Mohammed Suale M.	Teacher	Bunbon R/C Primary	LCH
	Comfort Janah	District Girl Child Education officer	Yendi GES District Office	LCH
	Mohammed Habib Ibrahim	District Education Planning officer	Yendi GES District Office	LCH
26/02/15	25 FBO members (incl. 11 women)	-	Nokwardie Farmer Group, Dromankuma, Ejura-Sekye. District	JP
	16 FBO members (incl. 7 women)	-	Mayeden Maize Growers Association, Bem, Ejura-Sekye. District	JP
	Samuel Suuk Pokperlaar	Statistics officer	Karaga GES District Office	LCH
	Dahamani Yahoya	Planning /Administrative officer	Karaga GES District Office	LCH
	Theresa Adoore	Girl Child Education officer	Karaga GES District Office	LCH
	Mathew Apibil	Statistics officer	Karaga GES District Office	LCH
		Nangunkpang E/A Primary Head teacher SM teacher Focal group with girls	Nangunkpang	LCH
		Deputy Head teacher Focal group with girls	Ishadia E/A JHS Karaga	LCH

### Annex 9: WFP Program Sites Visited

Date	Region	District	Community/Town	Program	Program Site	ET Member
17/02/2015	Northern	East Mamprusi	Gambaga	PLHIV-TSF	Baptist Medical Center	AG
			Gambaga	TSF	Gambaga Health Center	AG
			Gambaga	Re-bagging & Sale of Iodized Salt (RSIS) Group	Gambaga	AG
			Gambaga	SM	G.E.S District office	LCH
			Gambaga	SM	District Assembly	LCH
			Langbinsi	SM	Ansaaria E.A primary	LCH
		West Mamprusi	Zangum	FFA	Zangum forestation site	JP
		Banawa	FFA	Banawa forestation site	JP	
18/02/2015	Upper East	Bawku West	Bawku	SM	Bawku D.A primary	LCH
			Zebilla	TSF-PLHIV	Zebilla Hospital	AG
			Timonde	TSF	Timonde Health Center	AG
			Toende	TSF	Toende CHPs	AG
			Tilli	FFA	Tilli forestation site	JP
			Googo	FFA	Googo dam	JP
		Talensi/Nabdam	Sakorit	SM	Sakorit Primary/KG	LCH
			Zalewore	SM	Zalewore Primary	LCH
			Tongo	SM	G.E.S District office	LCH
			Tongo	SM	District Assembly	LCH
		Kassena Nankana West	Kaase	SM	Kaase Primary	LCH
19/02/2015	Upper East	Kassena Nankana East	Navrongo	PLHIV	War Memorial Hospital	AG
		Zebilla-Bakwu West	Timonde	TSF	Timonde Health Center	AG
			Toende	TSF	Toende CHPs	AG
		Kassena Nankana West	Navio	TSF	Navio CHPs	AG
			Kaase	SM	Kaase Primary	LCH
			Paga	SM	G.E.S District office	LCH
		Talensi	Kpatia	FFA	Kpatia dam	JP



20/02/2015	Upper West	Wa East	Funsi	TSF	Funsi Health Center	AG
			Yaala	TSF	Yaala Health Center	AG
			Buffiamah	TSF	Buffiamah CHPs	AG
			Funsi	Community-based Milling & Fortification (CBMF) Group	Funsi	AG
		Sissala East	Taffiasi	FFA	Taffiasi dam	JP
			Bugubelle	FFA	Bugubelle dam	JP
			Nabugubelle	SM	Nabugubelle Primary	LCH
			Taffiasi	SM	Taffiasi Basic School	LCH
			Tumu	SM	G.E.S District office	LCH
			Tumu	SM	District Assembly	LCH
21/02/2015	Upper West	Sissala East	Banu	CBMF Group	Banu	AG, LCH
	Upper East	Bolga Municipal	Bolga	SM	Regional Education Office	LCH
23/02/15	Northern	Tamale Metropolis	Pagazaa	P4P	FBO warehouse & rice parboiling place	JP
			Tamale	SM	Regional Education Office	LCH
			Pagazaa	SM	Pagazaa Islamic Primary	LCH
			Pagazaa	P4P	Pagazaa E/A Priamary	LCH
			Kotingli	SM	Kotingli Presby Primary	LCH
			Tamale	SM	WFP Sub-office	LCH
			Tamale	PLHIV food distribution	Tamale Warehouse	AG
			Tamale	TSF	Bilpeila Health Center	AG
			Tamale	TSF	Central Hospital	AG
			Tamale	TSF	Vittin Health Center	AG
24/02/15	Northern	Central Gonja	Jabalpe	FFA	Jabalpe dam	JP
		Kumbungu	Kumbungu	TSF	Kumbungu Health Center	AG
			Zangbalun Yilpelgu	SM	Zangbalun E.A	LCH, AG
			Saakuba	SM	Saakuba E.A Primary	LCH, AG

			Kumbungu	SM	G.E.S District Office	LCH
25/02/15	Brong Ahafo	Banda	Banda Ahenkro	FFA	Banda Ahenkro dam	JP
			Gbao	FFA	Gbao dam	JP
		Tain	Hani	FFA	Hani dam	JP
	Northern	Yendi	Pieng	THR	Pieng Primary & JHS	LCH
			Bunbon	THR	Bunbon R/C Primary	LCH
			Bunbon	THR	Bunbon R/C JHS	LCH
			Yendi	THR	G.E.S District office	LCH
		Central Gonja	Sankpala	TSF	Sankpala Health Center	AG
			Kusawgu	TSF	Kusawgu Health Center	AG
Yapei	TSF		Yapei Health Center	AG		
26/02/15	Ashanti	Ejura-Sekyedumasi	Dromankuma	P4P	FBO warehouse	JP
			Bemi	P4P	FBO warehouse	JP
	Northern	Karaga	Nangunkpang	THR/SM	Nangunkpang E/A Primary	LCH
			Karaga	THR	Ishadia E/A JHS	LCH
			Karaga	THR	G.E.S District Education office.	LCH

## **Annex 10: Additional information on Component 1 (School Feeding)**

### **Annex 10.a: Overview of the component**

The THR targeted seven districts of the northern region (Bunkpurugu, Gusheigu, Karaga, Sawla-Tuna-Kalba, Yendi, Nanumba south and ZabzuguTatale) where gender disparity remains high. Girls in Junior High School (GHS) 1-3 who had a school attendance of 80 percent were to receive a monthly THR of 11kg of cereals, vegetable oil and salt with a market value of US\$15. A total of 30,000 girls were targeted at JHS 1-3 to receive THR each year of the CP.

WFP was to continue giving both institutional and technical support to the government of Ghana's school feeding policy frame work focusing on WFP/World bank quality standards for: support for development of the national policy on school feeding; demonstrating different nutritionally balanced, cost-effective menus; improved needs-based targeting and linking school caterers to smallholder farmers.

As part of the gradual handover by WFP of school feeding to full government financing and management, WFP was to cover 40 percent of the requirements for school meals while Ghana School Feeding Programme (GSFP) was to cover the remaining 60 percent of the requirement. The number of schools assisted by WFP was gradually to be reduced starting January 2014 (WFP CP, p.9-10).

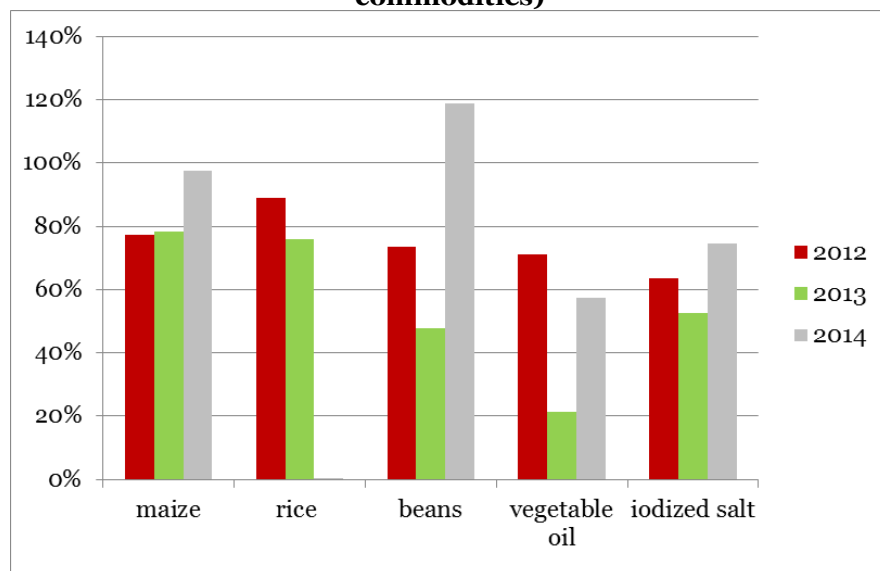
### **Home grown school feeding (HGSF)**

The home grown school feeding system encourages the purchasing of farm produce from local farmers to feed school children. This system was launched in Ghana in September 2005 following a recommendation by African Union-New Partnership for Africa's Development (AU-NEPAD) to use home-grown foods as a means of reducing hunger and increase food production in rural areas. The expected impact of the HGSF is to serve two purposes that include; achieving universal primary education (MDG1) and the promotion of gender equality and women empowerment (MDGs).

The concept of the HGSF is to provide school children in public primary schools and kindergartens with a hot and nutritious meal per day in the poorest part of the country using locally-grown foods. This is to achieve a long-term food security and poverty reduction.

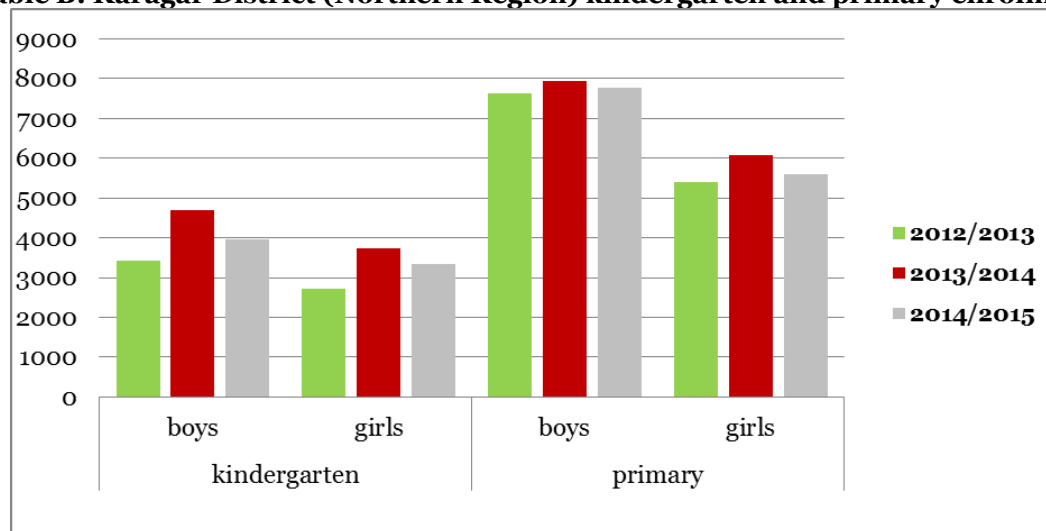
## Annex 10.b: Outputs achievements on component 1

**Table A: Distributed food as percentage of planned for Component 1, by year (main commodities)**



Source: SPR 2012, SPR 2013 and SPR 2014.

**Table B: Karagar District (Northern Region) kindergarten and primary enrolment**



**Table C: THR entitlement and actual THR received by beneficiaries across a selection of schools visited in two districts of Northern Region.**

	Entitlement from WFP	Beneficiary received on distribution day
School 1	48 kilos of maize 8 kilos of iodized salt 2 gallons of veg oil	5 “alonka” of maize (equivalent to 30 cups) 2 cups of iodized salt One litre of oil
School 2	48 kilos of maize 8 kilos of salt 2 gallons of veg oil	½ sack (25 kilos) of maize 2 cups of iodized salt One litre of oil
School 3	48 kilos of maize 8 kilos of salt 2 gallons of veg oil	1/3 sack (15 kilos) of maize; 2 cups of iodized salt One litre of oil

## Annex 10.c: Enrolment and Completion for WFP Target Districts at KG and Primary

### A. Enrolment for School Meals Programme Districts - Selected School Meal (SM) District Enrolment for KG

SM Districts	2011/2012			2012/13			2013/2014		
	Male	Female	Sub-Total	Male	Female	Sub-Total	Male	Female	Sub-Total
East Mamprusi	4,182	4,050	8,232	4,588	4,189	8,777	4,929	4,538	9,467
Talensi-Nabdam	4,253	4,231	8,484	4,260	4,277	8,537	3,221	3,161	6,382
Kasena-Nankana West	2,423	2,397	4,820	2,480	2,423	4,903	3,008	2,984	5,992
Sissala East	1,877	2,054	3,931	1,997	2,082	4,079	2,218	2,302	4,520
Kumbungu	5,461	4,763	10,224	6,201	5,587	11,788	3,620	3,043	6,663
Tamale Metro	16,048	15,369	31,417	16,788	16,083	32,871	10,104	9,624	19,728
Yendi	7,601	7,058	14,659	8,023	7,592	15,615	5,754	5,438	11,192
Karaga	4,182	4,050	8,232	3,985	3,177	7,162	4,601	3,827	8,428
<b>Total</b>	<b>46,027</b>	<b>43,972</b>	<b>89,999</b>	<b>48,322</b>	<b>45,410</b>	<b>93,732</b>	<b>37,455</b>	<b>34,917</b>	<b>72,372</b>

Source: EMIS 2011/12; EMIS 2012/13; 2013/14

The enrolment data at KG level indicates significant increases in the 33 School Meal target districts over the period under review. The trend however shows that KG enrolment across the selected districts<sup>5</sup> increased from 89,999 to 93,732 from 2011/12 to 2012/13 and decreased to 72,372 in 2013/14 academic year. The KG enrolment figures reveal that East Mamprusi, Kasena-Nankana West, Sissala East were the only districts that recorded consistent increases in enrolment across the three years. The figures for Kumbungu and Tamale Districts show a sharp decrease in enrolment between 2012/13 and 2013/14. In the case of Kumbungu, enrolment decreased from 11,788 in 2012/13 to 6,663 in 2013/2014, representing a reduction of 43.48%. Similarly, enrolment of Tamale Metro decreased greatly from 32,871 in 2012/13 to 19,728 in 2013/14, also indicating a reduction of 39.98%. With the exception of Karaga District, all the districts that recorded a decrease in enrolment did so only in 2013/2014. The districts which show the decline are also districts which had to re-demarcate new administrative boundaries and lost some of their KG, primary and JHS to newly formed administrative districts which could explain the sharp decline.

## B. SM District Enrolment for Primary

SM Districts	2011/2012			2012/2013			2013/2014		
	Male	Female	Sub-Total	Male	Female	Sub-Total	Male	Female	Sub-Total
East Mamprusi	12,074	10,276	22,350	12,535	10,838	23,373	12,918	11,318	24,236
Talensi-Nabdam	10,529	9,679	20,208	10,299	9,388	19,687	7,173	6,578	13,751
Kasena-Nankana West	8,561	7,988	16,549	8,815	8,127	16,942	9,445	8,389	17,834
Sissala East	4,979	5,391	10,370	4,993	5,401	10,394	5,533	5,680	11,213
Kumbungu	12,308	9,625	21,933	14,144	10,174	24,318	7,273	5,575	12,848
Tamale Metro	40,674	37,721	78,395	43,759	40,296	84,055	24,672	23,156	47,828
Yendi	18,396	15,483	33,879	19,010	15,918	34,928	12,795	11,567	24,362
Karaga	6,953	4,763	11,716	7,508	5,257	12,765	8,041	5,815	13,856
<b>Total</b>	<b>114,474</b>	<b>100,926</b>	<b>215,400</b>	<b>121,063</b>	<b>105,399</b>	<b>226,462</b>	<b>87,850</b>	<b>78,078</b>	<b>165,928</b>

Source: EMIS 2011/12; EMIS 2012/13; 2013/14

<sup>5</sup> These are the districts across the three northern regions where the evaluation team visited during the field work, Feb. 2015.

The enrolment data for Primary School in the SM Districts shows that total enrolment initially increased from 215,400 in 2011/12 to 226,462 in 2012/13, but dropped to 165,928 in 2013/14. The data also reveals a similar trend to that observed at the KG level with East Mamprusi, Kasena-Nankana West, Sissala East, and Karaga districts (Northern and Upper East regions), all recording consistent increases in enrolment for the three-year period. All the districts that observed a reduction in enrolment, with the exception of Talensi-Nabdam did so in the years 2013/2014. Male enrolment, in all the districts, exceeded female enrolment with the exception of the Sissala East District which observed a higher female enrolment rate for all the three years under review. East Mamprusi, Kasena-Nankana West and Sissala East Districts recorded consistent increases in female enrolment for the three years.

### C. Change in Enrolment in SM Districts - KG

SM Districts	2011/2012	2012/2013	2013/2014	Total	Change in enrolment	% Change
East Mamprusi	8,232	8,777	9,467	17,009	1,235	15.00
Talensi-Nabdam	8,484	8,537	6,382	17,021	-2,102	-24.78
Kasena-Nankana West	4,818	4,903	5,992	9,721	1,174	24.37
Sissala East	3,931	4,079	4,520	8,010	589	14.98
Kumbungu	10,224	11,788	6,663	22,012	-3,561	-34.83
Tamale Metro	31,417	32,871	19,728	64,288	-11,689	-37.21
Yendi	14,659	15,615	11,192	30,274	-3,467	-23.65
Karaga	7,135	7,162	8,428	14,297	1,293	18.12
<b>Total</b>	<b>88,900</b>	<b>93,732</b>	<b>72,372</b>	<b>182,632</b>	<b>-16,528</b>	<b>-18.59</b>

Source: EMIS 2011/12; EMIS 2012/13; 2013/14)

The enrolment at the KG level across various SM Districts suggests that on the whole, enrolment dropped by 18.59 percent between 2011/12 to 2013/14. In specific terms however, four (Talensi-Nabdam, Kumbungu, Tamale Metro, and Yendi)<sup>6</sup> out of the eighth SM intervention districts recorded a decrease in enrolment ranging between 23.65 percent to 37.21 percent over the three-year period while

<sup>6</sup> These districts have recently been divided into new districts which could account for the sharp drop in the 2013/14.

the remaining four districts (East Mamprusi, Kasena-Nankana West, Sissala East and Karaga) recorded an increase of between 14.98 percent and 24.78 percent for the same period.

#### D. Change in Enrolment of in SM Districts-Primary

SM Districts					Change in %	
	2011/2012	2012/2013	2013/2014	Total	enrolment	Change
East Mamprusi	22,350	23,373	24,236	69,959	1,886	8.44
Talensi-Nabdam	20,208	19,687	13,751	53,646	-6,457	-31.95
Kasena-Nankana West	16,549	16,942	17,834	51,325	1,285	7.76
Sissala East	10,370	10,394	11,213	31,977	843	8.13
Kumbungu	21,933	24,318	12,848	59,099	-9,085	-41.42
Tamale Metro	78,395	84,055	47,828	210,278	-30,567	-38.99
Yendi	33,879	34,928	24,362	93,169	-9,517	-28.09
Karaga	11,716	12,765	13,856	38,337	2,140	18.27
<b>Total</b>	<b>215,400</b>	<b>226,462</b>	<b>165,928</b>	<b>607,790</b>	<b>-49,472</b>	<b>-22.97</b>

Source: EMIS 2011/12; EMIS 2012/13; 2013/14

The change in enrolment at the Primary School level was similar to that of the KG. The total enrolment changed by -22.97 percent. Four districts (Talensi-Nabdam, Kumbungu, Tamale Metro and Yendi) also recorded a negative change in enrolment ranging between 31.95 percent and 41.42 percent, while the other four districts recorded positive changes in completion rate 7.76 percent and 18.27 percent.



### E. Completion Rate<sup>7</sup> for Boys and Girls in School Meal Target Districts - Completion Rate for SM District at Primary

	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>Change in completion Rate</b>
East Mamprusi	111.20%	139.00%	81.40%	-29.8%
Talensi-Nabdam	82.60%	108.30%	90.20%	7.60%
Kasena-Nankana West	80.80%	88.80%	126.30%	45.50%
Sissala East	101.20%	110.70%	94.80%	-6.40%
Kumbungu	64.70%	204.10%	146.70%	82.%
Tamale Metro	128.20%	196.50%	125.50%	-2.70%
Yendi	109.10%	145.30%	87.90%	-21.20%
Karaga	59.30%	121.70%	72.00%	12.70%

The completion rate for Primary schools under the SM programme shows that four out of eight districts recorded negative changes in enrolment while four out of eight recorded positive changes in enrolment and these were Talensi Nabdam, Kasena Nankana West (45 percent), Kumbungu (82 percent), and Karagar.

<sup>7</sup> Completion rate also provides us with the transition rate for the school.

## F. Completion Rate for THR Junior High School

THR Districts	2011/12	2012/13	2013/14	Change in Completion Rate
Yendi	64.1	62.5	68	3.90
Karaga	32.3	44.8	35.3	3.00
Gusheigu	32.6	38.1	29.4	-3.20
Bunkpurugu	66.7	61.3	68.3	1.60
Nanumba South	59.8	47.3	38.4	-21.40
Sawla-Tuna-Kalba	41.4	36.4	35.5	-5.90
Zabzugu Tatale	54.7	44.7	44.5	-10.20

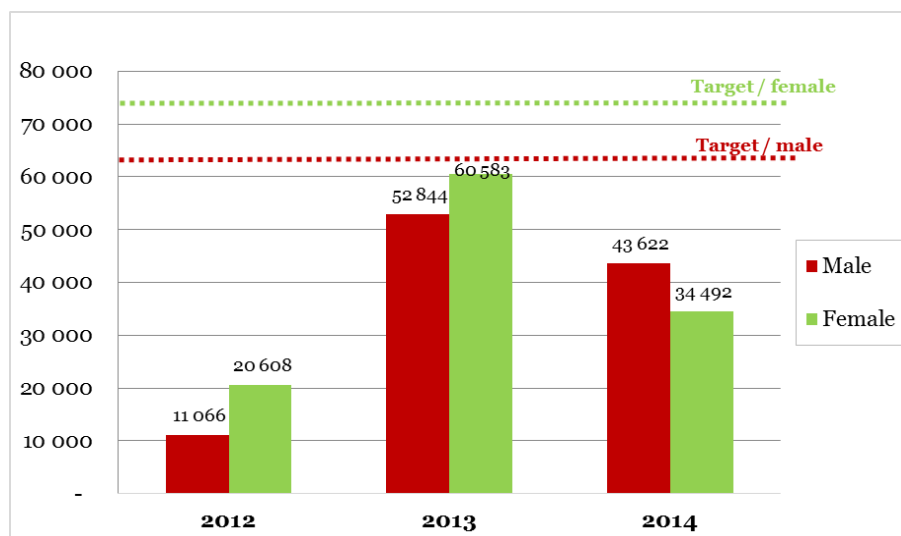
The THR districts, Yendi, Karaga, Bunkpurugu and Zabzugu Tatale districts recorded positive changes in their completion rate ranging between 1.60% to 3.90%. The three districts that recorded negative changes in completion rate were: Nanumba South District.

## G. Total Enrolment at JHS Across selected THR Target Districts (Boys and Girls)

THR Districts	2011/12	2012/13	2013/14	Total
Yendi	8,202	8,439	7,574	24,215
Karaga	1,719	1,965	2,315	5,999
Gusheigu	2,196	2,551	3,261	8,008
Bunkpurugu	6,911	7,441	8,499	22,851
Nanumba South	3,309	3,144	3,226	9,679
Sawla-Tuna-Kalba	3,809	3,893	3,833	11,535
Zabzugu Tatale	3,955	4,324	2,785	11,064
<b>Total</b>	<b>30,101</b>	<b>31,757</b>	<b>31,493</b>	<b>93,351</b>

## Annex 11: Additional information on Component 2 (Nutrition)

### Annex 11.a: Number of actual nutrition beneficiaries, by sex and year



Source: SPR 2012; SPR 2013; SPR 2014

### Annex 11.b: Number of planned and actual nutrition beneficiaries by intervention

	Planned					Actual				
	PLW	Children 6-23 months	Children 24-59 months	PLHIV & their household	Total	PLW	Children 6-23 months	Children 24-59 months	PLHIV & their household	Total
<b>2012</b>	12,000	24,000	72,000	30,000	<b>138,000</b>	2,584	2,809	7,386	29,744	<b>42,523</b>
<b>2013</b>	12,000	24,000	72,000	30,000	<b>138,000</b>	9,737	27,701	59,629	25,885	<b>122,952</b>
<b>2014</b>	12,000	24,000	72,000	30,000	<b>138,000</b>	11,999	11,588	34,762	19,765	<b>78,114</b>

Source: SPR 2012; SPR 2013; SPR 2014

## Annex 11.c: Nutrient Composition of Rations<sup>8</sup>

### 1. Ration for Children 6 to 59 months with MAM

#### Vitamins

RATION CONTENTS	Daily Ration g/person/day	Vitamin A $\mu\text{g RAE}$	Thiamine Vitamin B1 mg	Riboflavin Vitamin B2 mg	Niacin Vitamin B3 mg	Pantothenate Vitamin B5 mg	Pyridoxine Vitamin B6 mg	Folate Vitamin B9 $\mu\text{g DFE}$	Cobalamin Vitamin B12 $\mu\text{g}$	Vitamin C mg	Vitamin D $\mu\text{g}$	Vitamin E mg	Vitamin K $\mu\text{g}$
CSB SUPERCEREAL PLUS (CSB++) [WFP]	200	1,085	1.08	1.58	20.8	4.5	2.9	316	5	202.9	13.3	19.6	-

#### Energy, macronutrients and minerals

RATION CONTENTS	Daily Ration g/person/day	Energy kcal	Protein g	Fat g	Calcium mg	Copper mg	Iodine $\mu\text{g}$	Iron mg	Magnesium mg	Selenium $\mu\text{g}$	Zinc mg
CSB SUPERCEREAL PLUS (CSB++) [WFP]	200	787	32.6	20.3	991	0.8	118	17.8	-	30.3	15.1

### 2. Ration for Malnourished Pregnant and Lactating Women

#### Vitamins

RATION CONTENTS	Daily Ration g/person/day	Vitamin A $\mu\text{g RAE}$	Thiamine Vitamin B1 mg	Riboflavin Vitamin B2 mg	Niacin Vitamin B3 mg	Pantothenate Vitamin B5 mg	Pyridoxine Vitamin B6 mg	Folate Vitamin B9 $\mu\text{g DFE}$	Cobalamin Vitamin B12 $\mu\text{g}$	Vitamin C mg	Vitamin D $\mu\text{g}$	Vitamin E mg
CSB SUPERCEREAL (CSB+) [WFP]	250	1,387	1.48	1.78	27.6	5.1	3.8	395	5	252.3	15.0	24.0
SUGAR	10	0	0.00	0.00	0.0	0.0	0.0	0	0	0.0	0.0	0.0
OIL, VEGETABLE [WFP]	30	270	0.00	0.00	0.0	0.0	0.0	0	0	0.0	2.3	-

<sup>8</sup> Provided by Vera Kwara WFP Nutrition Officer Accra.

## Ration for Malnourished Pregnant and Lactating Women (cont.)

### Energy, macronutrients and minerals

RATION CONTENTS	Daily Ration g/person/day	Energy kcal	Protein g	Fat g	Calcium mg	Copper mg	Iodine µg	Iron mg	Magnesium mg	Selenium µg	Zinc mg
CSB SUPERCEREAL (CSB+) [WFP]	250	939	38.2	20.1	991	1.2	100	23.5	-	40.0	19.2
SUGAR	10	39	0.0	0.0	0	0.0	-	0.0	0	0.1	0.0
OIL, VEGETABLE [WFP]	30	265	0.0	30.0	0	-	-	0.0	-	-	-

### 3. Ration for Malnourished PLHIV (Index Patient) and Household Ration (4 members)<sup>9</sup>

#### Vitamins

RATION CONTENTS	Daily Ration g/person/day	Vitamin A µg RAE	Thiamine Vitamin B1 mg	Riboflavin Vitamin B2 mg	Niacin Vitamin B3 mg	Pantothenate Vitamin B5 mg	Pyridoxine Vitamin B6 mg	Folate Vitamin B9 µg DFE	Cobalamin Vitamin B12 µg	Vitamin C mg	Vitamin D µg	Vitamin E mg	Vitamin K µg
MAIZE GRAIN, WHITE CSB SUPERCEREAL (CSB+) [WFP]	300	0	1.16	0.60	6.6	1.3	1.9	-	0	0.0	0.0	-	-
BEANS, DRIED OIL, VEGETABLE [WFP]	20	0	0.14	0.04	0.4	0.2	0.1	89	0	0.8	0.0	0.0	-
SALT, IODISED [WFP]	5	0	0.00	0.00	0.0	0.0	0.0	0	0	0.0	0.0	0.0	-

<sup>9</sup> Note: PLHIV clients on ART also receive a ration for four household members; the household ration does not include CSB+/SC and includes a lower quantity of vegetable oil: 15 gm. per person instead of the 20 gm. provided for PLHIV client.

## Ration for Malnourished PLHIV and Household Ration

### *Energy, macronutrients and minerals*

<b>RATION CONTENTS</b>	<b>Daily Ration g/person/day</b>	<b>Energy kcal</b>	<b>Protein g</b>	<b>Fat g</b>	<b>Calcium mg</b>	<b>Copper mg</b>	<b>Iodine µg</b>	<b>Iron mg</b>	<b>Magnesium mg</b>	<b>Selenium µg</b>	<b>Zinc mg</b>
MAIZE GRAIN, WHITE	300	1,095	28.3	14.2	21	0.9	-	8.1	381	46.5	6.6
CSB SUPERCEREAL (CSB+) [WFP]	250	939	38.2	20.1	991	1.2	100	23.5	-	40.0	19.2
BEANS, DRIED	20	68	4.4	0.2	28	0.2	-	1.2	34	2.7	0.5
OIL, VEGETABLE [WFP]	20	177	0.0	20.0	0	-	-	0.0	-	-	-
SALT, IODISED [WFP]	5	0	0.0	0.0	-	-	200	-	-	-	0.0

Source: NutVal 4.0

### Annex 11.d: Information from MAM PLHIV Treatment Facilities

Health Facility	Staff Trained in TSFP	NACS Information	Clinic in Session	Nutrition Counseling	PLHIV Implementation Information	ART Meds & RUTF	Program Registers / Monthly Reports	IGA Activity	Foods Available	Food Storage
1	Yes	Yes	No	Not observed, but nurse reports counselling on nutrition	Staff reported beneficiary caseload insufficient; clients not rotated much	Yes	Yes	No	Yes; but no iodized salt or SC	Metal containers (hot); maize & beans infested with weevils; oil containers broken
2	Yes	Yes	Yes	Yes	Staff reported beneficiary caseload insufficient; clients not rotated much	Yes		WVI provided past support & may start again	None	--
3	Yes	Couldn't find, but nutritionist may have copy	Starting but no nutritionist to observe	--	Staff reported beneficiary caseload insufficient; clients not rotated much	Yes	Maintained by hospital Nutrition Unit	No	Due to be distributed the following week	Food stored at the District

#### Group Discussion with PLHIV Beneficiaries (Hospital 3)

- 18 beneficiaries- 13 women and 5 men
- Food has helped to make them stronger to supported their ARV therapy
- Ration foods: salt and oil quality OK; SC mostly OK, but sometimes weevil-infested; maize is always infested with weevils (about half can be used); beans hard to cook and no information on cooking provided—liked the local cow peas
- Most of the group members work as farmers and requested IGA support to improve their production and support for dry-season vegetable farming
- No one mentioned transportation of food as an issue
- All had been on the program for 3 years

## **PLHIV Food Distribution Point**

### Group Discussion with PLHIV Beneficiaries

- 31 beneficiaries- 22 women and 9 men
- Food has helped PLHIV become stronger and more healthy; don't get sick and it is easier to adhere to medications
- 3 food distributions in 2014: received the 5 foods (maize, oil, beans, SC, salt)
- Food quality: beans are difficult to cook; maize often weevil infected
- Problem of irregularity of food
- Prefer the warehouse location for food distribution because it is discreet, but the farther distance can be problem with transporting the food
- Length of time on program: new admissions- 4; 1 yr.- 2; 2 yrs.- 4; 3 yrs-. 12; 4 yrs.- 3; 5 yrs.- 6 .
- PLHIV requested help IGA activities

### Interview with ART Nurse observing PLHIV food distribution

- Difficult to take participants off the program because of their difficult situations; many divorced women with children and no means of support
- In her program they are not discharging PLHIV after 6/9 months they are staying on the program indefinitely



### Annex 11.e: Information from MAM (P/L Women and Children) Treatment Facilities

Health Facility	Staff Trained in TSFP	WFP Ration Information	Clinic in Session	Nutrition Counseling	TSF Implementation Information	TSF Meds & RUTF	Program Registers/ Monthly Reports	Foods Available	Food Storage
1	Yes	Yes	Yes	No	High defaulting rainy season; SC+ taken to outreach clinics to improve TSF attendance	Yes	No	SC, SC+	Small; very hot
2	No <sup>10</sup>	No	No	--	Beneficiary caseload higher than can be met; distance to clinics is a factor; reported defaulting not high; confusion in MAM/SAM criteria	Yes	No	SC+	Shared with medical supplies
3	Yes	No	Yes	None seen; report doing some	High rate of defaulters; few recovered on caseload; not possible to home visit no transportation	Yes	No	SC+	Not on site
4	Yes	Couldn't find <sup>11</sup>	No	--	Staff feel targeting of food to malnourished children hard to explain	Yes	Couldn't find	None	--
5	Yes	No	Yes	Only SC+ prep for new admissions	Staff home visit to trace defaulters & refers MAM children to community health volunteers(CHV)	Yes	No	SC+	Shared with medical supplies
6	Yes	Couldn't find	No	--	Didn't have information	Yes	Couldn't find	SC <sup>12</sup> , oil	Separate room, not well ventilated; food stored against walls on floor
7	Yes	No	No	--	Food draws pregnant women to ANC & helps women to gain weight; Don't trace defaulters because no transportation; defaulting/absences are problems	Yes	No registers; only "old" reporting forms available	SC, oil	Shared medical supplies; not well ventilated & food stored against wall on floor
8	No	Yes	No	--	Last year all Pregnant women received food not targeted; staff confused on TSF eligibility criteria	Yes	No	SC, oil	Locked and no key available

<sup>10</sup> In all facilitated without staff trained in TSF, a staff person was trained but they were transferred or returned to school.

<sup>11</sup> "Couldn't find" has been used instead of no in sites where the person in charge of TSF wasn't available to be interviewed

<sup>12</sup> Open SC bag was weevil infested and oil close to expiration date.

Health Facility	Staff Trained in TSFP	WFP Ration Information	Clinic in Session	Nutrition Counseling	TSF Implementation Information	TSF Meds & RUTF	Program Registers/ Monthly Reports	Foods Available	Food Storage
9	Yes	No	No	--	Staff feel targeting of food to malnourished children hard to explain; high absence/defaulting	Yes	Registers just received; no monthly reports	None	--
10.	Yes	No	No	--	Foods act as an incentive for P/L women and children to attend clinics	Yes	No	None <sup>13</sup>	Storage room locked/key not available
11.	Yes	No	No	--	Foods act as an incentive for P/L women and children to attend clinics; CHV underutilized	Yes	No	None	--
12.	No	No	No	--	DNO completes monthly reports-staff had little information	Yes	No	None	Food not stored at site
13.	Yes <sup>14</sup>	Yes	No	--	Absences/defaulting are problems; food acts as an incentive; home visit defaulters; take SC+ to outreach clinics	Yes	No	None	--
14.	Yes	Yes	Yes	Only to feed SC+ to MAM child	Recovered children not being discharged; few P/L women enrolled though there are many malnourished pregnant women;	Yes	no register available & only 1 copy of monthly reporting form	SC+	Stored with medical supplies
15.	Yes	No	No	--	High absences/defaulting rate.	Yes	No; staff use notebooks	oil	Storage room locked/key not available
16.	Yes <sup>15</sup>	No	No	--	CHV trained to do MUAC screening; not aware of caseload issues because haven't had food since August 2014	Yes	No	No	--

<sup>13</sup> In the past SC was weevil infested and one distribution of oil was past its expiration date.

<sup>14</sup> One staff trained in TSF before she moved to the facility

<sup>15</sup>One staff trained in TSF before she moved to the facility

## **Annex 11.f: Food Storage Information from Site Visits**

### ***Regional Storage Facilities***<sup>16</sup>

1. Tamale Warehouse (Stores food for the 3 Northern regions)
  - Warehouse had recently been cleaned, but it appears dirty
  - Foods segregated in large piles and relatively well stored on pallets
  - Staff reported that the warehouse is not regularly fumigated and that there are problems with weevils and rats
  - Boxes of oil containers were stained since some of the containers had broken during transportation or in storage. It appeared that the boxes were stacked too high with the boxes on the bottom having stains.
  - The ledger for recording food receipts and dispatches was not well organized or easy to follow
  - The imported beans had expiration dates later this year and re-bagging was planned to extend their shelf-life.
  - The SC+/SC in stock had recently arrived with expiration dates of May/April of this year and had started to be dispatched to the other 2 regions.
2. Bolgatanga Warehouse (Stores GHS and some MoFA food for Upper East Region)
  - Formerly WFP managed warehouse turned over to GHS and MoFA with former WFP staff. The staff aren't being paid by the government.
  - Staff trained in proper food storage and recordkeeping
  - The warehouse is clean and well managed with up-to-date legible recordkeeping.
  - All the food (SC, beans, maize and oil) was properly stored

### ***District Storage Facilities***

1. District storage facility
  - No food in stock; small room, not well ventilated; pallets available; relatively clean; WFP food when in storage, it is stored with RUTF.
  - Food received last year: 3/14-2 month supply (all foods) with SC for PLHIV missing; less iodized salt and 8/14- SC+ only
  - Food received this year: 1/15- PLHIV 5 month supply, but quantity maize inadequate
2. District Storage Facility
  - Storage facility too small; food stacked to walls and ceilings and oil containers stacked too high; not well ventilated
  - A 5-month allocation of food had recently been received; some was being dispatched to Tamale facilities and distributed to PLHIV beneficiaries (3 month distribution vs. 1 month)
3. District Storage Facility
  - No food in stock;
  - Small room, not well ventilated with a second small overflow room.
4. District Storage Facility

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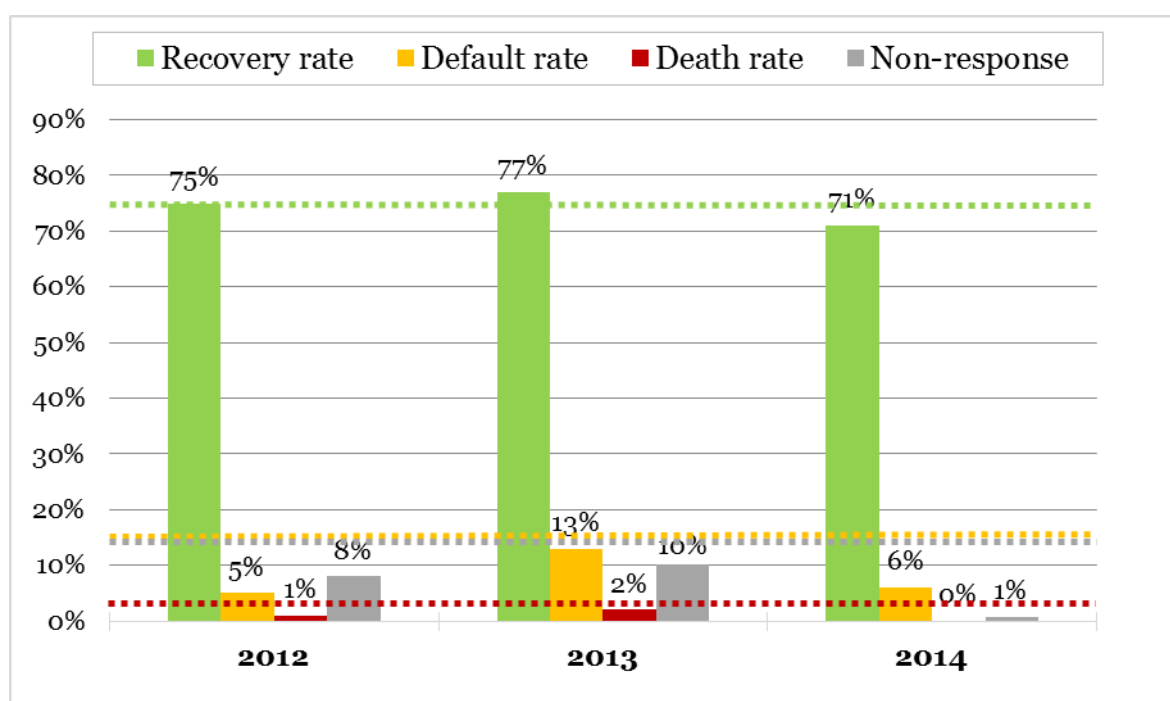
<sup>16</sup> The ET was not able to visit the Upper West Region storage facility.

- Staff trained in food storage; not able to apply best storage practices because currently too much food for the storage space.
- SC/SC+ is stacked from the floor nearly to the ceiling and against walls and on the floor. The food is expected to move to facilities soon.

### Annex 11.g: Child Anthropometric Survey Data from CP Baseline And Follow-up Surveys

Anthropometric Indicator Children < 5	Baseline 11/2011 4 North; 1 UE district	2011 10/2011 4 North; 4 UE; 2 UW districts	2012 <sup>17</sup>	2013 10/2013 Representative for 3 regions	2014 <sup>18</sup> 12/2014 Representative for 26 districts
Wasting	8.9 [7.2-11.1]	10.4 [8.6-12.7]	7.6 [6.4-9.1]	8.4 [7.3-9.7]	11.4 [10.1-12.8]
Stunting	40.8 [36.1-45.8]	26.4 [23.3-29.7]	39.7 [35.5-44.0]	27.1 [24.8-29.5]	26.6 [24.7-28.5]
Underweight	29.1 [25.2-33.3]	19.8 [17.3-22.5]	23.8 [21.5-26.2]	19.8 [18.2-21.5]	21.3 [19.6-23.2]

### Annex 11.h: MAM treatment performance indicators for children under 5



Key: dotted lines represent targets/thresholds for each indicator.

Source: SPR 2012; SPR 2013; SPR 2014

<sup>17</sup> A copy of the 2012 Follow-up Nutrition Survey Report was not available to the ET; the data provided was included in the 2013 report.

<sup>18</sup> For 2014, only the results were available, the report hadn't been completed. Hence a comparison of the sampling frames and timing of surveys to understand their comparability wasn't available. One possible explanation for the higher level of GAM in 2014 is that it is representative for the areas targeted by WFP which have higher levels of food insecurity and acute malnutrition; and the previous survey was representative over the three regions.

## Annex 11.i: MAM treatment performance indicators for children under 5

	Recovery rate	Default rate	Death rate	Non-response
<b>2012</b>	75%	5%	1%	8%
<b>2013</b>	77%	13%	2%	10%
<b>2014</b>	71%	6%	0%	1%
<b>Target</b>	<b>75%</b>	<b>15%</b>	<b>3%</b>	<b>15%</b>

Source: SPR 2012; SPR 2013; SPR 2014

## Annex 11.j: Information on Women's Food Fortification Groups<sup>19</sup>

### Introduction

Between 2009 and 2011 with CIDA special project funds, WFP trained and supported 112 Women's groups<sup>20</sup> in food fortification: (1) rebagging and sale of iodized salt (RSIS) and (2) community-based milling and fortification. An activity linking income generation with improving nutrition, delivered collaboratively with UNICEF, WFP, MoFA WIAD, GHS and DCD involvement. WFP also built the capacity of small iodized salt producers. Areas were targeted based on levels of micronutrient deficiency and the project implemented jointly with government counterparts to build sustainability. The required machinery, equipment and training for women so that could produce fortified foods was provided and a training manual aimed at improving business management and group dynamics was developed.

During the phase-over the government counterparts were trained and responsibilities assigned. For example, DCD received training of trainers training to better prepare them for their facilitator role with women's groups at the community level. From ET visits, it seems that many of the RSIS are still active and supported by DCD. Groups pre-pay DCD for iodized salt which is ordered by DCD. The CBMF groups have faced more constraints as mills as it have proved difficult to keep the mills running.

DCD staff across the three regions are interested in strengthening and revitalizing the project; GHS staff are also interested in this. The Women's Groups visited, although some face challenges, are also interested in continuing. The USAID Resiliency in Northern Ghana Program (RING), working in 10 districts in the Northern region, in collaboration with GHS/DCD has plans to support and expand Women's FF Groups. The following presents key points from my interviews with DCD and GHS staff as well as groups. A number of constraints were identified, particularly for the CBMF: keeping the mills running and high electrical bills. For the RSIS groups, record keeping and setting the sales price to ensure profits may be issues. Women also need more literacy skills so they can maintain group records and better set prices to ensure profit.

<sup>19</sup> In areas visited by the ET, information about Women's FF groups was sought from DNO and DCD staff. And if nearby, groups were visited.

<sup>20</sup> Many of these women's groups had been formed as Mother Support Groups by UNICEF/GHS and many had been involved with the CHNC.

If WFP takes the decision to again support Women’s FF groups it is suggested they consider areas which overlap with the new nutrition activity and that they start with an assessment of a sample of the 112 groups previously supported to better understand current constraints and facilitating factors. Collaborating with WFP’s former partners with the addition of RING is also suggested.

The following includes information from the ET’s interviews with government staff and visits with Women’s FF Groups:

**Table 1: Number of Women’s FF Groups Reported by DNO and DCD Staff**

<b>Region</b>	<b>District</b>	<b>Active RSIS Groups</b>	<b>Active CBF Groups</b>
Northern	E. Mamprusi	5	3
	Tolon (part of district)		2
Upper East	Zebilla-Bakwa	2	1
	Kassena Nankana Municipal <sup>21</sup>	1	2
	Bolgatanga	1	2
Upper West	Wa East	4	2

## **I. Northern Region**

### **East Mamprusi district**

Interview with DCD Assistant Director

- In 2014, visited each one at least once
- DCD orders iodized salt for the RSIS groups; the groups pre-pay
- No funds to monitor groups

### **Gambaga Re-bagging and Sale of Iodized Salt (RSIS) Women’s Group**

- Discussion with 9 women from the group; the chairwomen responded to most questions
- RSIS group has been active for 6 years; 3 years with WFP support
- Challenges: women finding time to meet and rebag salt
- The group rebagged 40, 50 kg. bags of iodized salt in 2014
- To expand sales they need a motorbike to travel to communities; transportation cost has been a large expense for the group
- Sell salt locally, to surrounding villages, traders and schools
- The group realizes a profit of \$100 year; women are paid, however, they do receive a household supply of iodized salt for free

### **Tolon District**

Interview with Northern Region Director DCD and a Field Officer from Tolon District

- 2 CBF projects in his catchment area of 24 communities
- Recently he supported the revitalization of one of the groups, helped with record keeping and getting the mill fixed (it is still going after 3 months)
- Women’s group loan money to women farmers who repay in food at harvest time

<sup>21</sup> One active dry season gardening project started from WFP pilot project.

- For the 2<sup>nd</sup> group, the mill has been broken down since last year; there is a common problem of the machine not being properly aligned and positioned.
- High commercial electricity rates is a problem

## **II. Upper East Region**

### **Bolgatanga District**

Interview with DNP and RNO

- 2 Women's CBMF groups, no electricity; working on getting electricity extended to where the mills are, but it's far

## **III. Upper West Region**

### **Wa East District**

Interview with DCD officers

- Both CBMF groups have ongoing problems with broken mills; this is a problem throughout the region
- RSIS groups work well; recently they mapped areas—many are not covered
- DCD officers need allowance to cover fuel for monitoring visits
- Women's groups need on-going training

### **Funsi Community Milling and Mother Support Group**

- 51 active members
- Mill installed in 2013; 2 machines installed with one engine: one for shea nuts the other for grains
- records not available chairwomen away, but it seems as if the mill didn't work continuously for very long; not operational now
- Electric bill are high; they were charged a commercial rate
- High interest among members in having the mill repaired, but when it was repaired previously, it was expensive and then broke down again fairly soon
- No one in the group has been trained in maintaining the milling machines

### **Sissala East District**

Banu Women's Community-based Milling and Fortification Group

- Started in 2009 and has 160 women members
- The machine was working during our visit; however, the milling machine breaks down and the parts are expensive
- Electric bills are high; charged commercial vs. residential rates
- Two mills- one for shea nuts and the other for grain; the group also has a grain storage facility to store cultivated grains and sell later at a higher price
- Benefits: frees women's time; increases the availability of nutritious grains (blended grains, e.g. corn/soy/groundnuts); group farming plots
- Profits from the activity go to the community-used for seasonal loans for women's farming (paid back in inventory credit); support scholarships for girls; provides food for the community School Meals program

**Annex 11.k: Percent of sites monitored in 2014 by region and activity**

<b>Activity Type</b>	<b>Northern</b>	<b>Upper East</b>	<b>Upper West</b>	<b>Volta</b>	<b>Grand Total</b>
<b>School Meals</b>	96%	100%	100%		99%
<b>PLHIV</b>	67%	100%	50%		74%
<b>THR</b>	32%	NA	NA	38%	33%
<b>TSF</b>	51%	40%	34%		41%
<b>Grand Total</b>	<b>46%</b>	<b>55%</b>	<b>68%</b>		<b>51%</b>

Source: Tamale SO M&E unit



## **Annex 12: Additional information on Component 3 (FFA)**

### **Annex 12.a: Daily food rations and cash transfer values for component 3**

The daily ration for food-for-training (FFT) activities was set in the original CP document at 333 g of cereals and 5 g of salt per person per day over an average 3-month period (90 feeding days). Under BR1 it was increased to 400 g of cereals, 40 g of pulses, 24 g of vegetable oil and 5 g of salt. In both cases, FFT participants were supposed to receive a family ration based on an average-size household of five members. For cash-based skills training the transfer value was set at US\$1.59 per participant per day under BR1. It was not specified under BR3.<sup>22</sup>

The daily ration for food-for-assets activities was set in the original CP document at 500 g of cereals, 50 g of pulses, 30 g of vegetable oil and 5 g of salt per person per day over an average 6-month period (180 feeding days). During 2013-2014 asset creation projects, participants were thus to receive a daily family ration (for five people) of 2.925 kg of food composed of 2.5 kg maize, 0.25 kg pulses, 0.15 kg vegetable oil and 0.025 kg iodized salt per work day.

Since FFA transitioned to cash in 2014, participants receive a daily cash incentive equivalent to US\$1.63 in local currency (Ghanaian Cedi), as planned under BR3.<sup>23</sup> This is meant as a family cash ration (i.e. it covers the needs of five persons). This daily amount was based on the same family food basket as in-kind food rations, using average local retail prices in the three northern regions. The CO also made several assumptions when calculating this transfer value per participant per day, including: i) an exchange rate at GHS 2.57 per US\$; and ii) FFA participants work an average 22 days a month. It was also decided to use the same rate across regions. Finally, the cash transfer value is purposely kept below 80 percent of the unskilled labour wage, notably to avoid disrupting local labour market and competition with farm activities. Considering the high exchange rate volatility in Ghana, it was relevant to index the transfer value on US\$ (easier budget forecast for WFP).

Since June 2014, weekly market surveys provide information on food price trends, with data supposed to be collected by DoA enumerators on about 30 marketplaces in the five target regions. Although re-evaluating the cash transfer value monthly against local market prices – as considered in BR3 document – is difficult to implement, the VAM unit produces market bulletins (two since CP started) that inform cash transfer programming. For instance, the last bulletin (February 2015) recommended to increase the transfer value.

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<sup>22</sup> According to BR3 narrative, food-for-training activities were to be dropped and resources channeled to FFA (page 7). However, table 1 (page 8) indicates that the BR3 target for 'skills training – food' is still 25,225 beneficiaries. BR3 did not specify whether cash-for-training activities would be dropped too. As per the same table 1, 'skills training – cash' target 1,000 beneficiaries.

<sup>23</sup> The cash transfer value was set at US\$1.97 per participant per day under BR1, then decreased under BR3.

## Annex 12.b: Additional information on component 3 results

**Comparison and validation of SPR data.** The ET was not able to fully validate SPR data for several reasons: i) the seasonal nature of AC activities – which are mostly implemented across two consecutive calendar years during the dry season – makes comparisons between annual SPR and project monitoring data difficult; ii) for 2014, the ET was only provided with a draft SPR until end of March 2015, which showed inconsistencies between the different tables/figures and did not disaggregate cash disbursements by component; iii) the CO has no compiled output database as such for the whole projects supported under C3; iv) the main source of raw data for phase 1 participants and tonnage are partners’ food distribution reports, some of which were missing/could not be shared with the ET; and v) the first round payment for phase 2 projects was done in February 2015 but returns were yet to be received from the partner bank so actual cash distribution figures could not be confirmed.

To cope with the lack of output database for C3, computations were made based on the figures Tamale SO M&E unit provided in the template the ET requested to fill prior to the field mission. These ‘raw dataset’ figures were checked against available planning and monitoring documents, i.e. approved food distribution plans and partners food distribution reports. While planned figures in the raw dataset were found to be consistent with food distribution plans, the ET identified a number of discrepancies when comparing actual figures, especially as regards tonnage. This is documented in the following table.

**Table 1. Comparison of C3 actual output figures between partners’ distribution reports and Tamale SO raw dataset**

Partners & districts	Figures from approved food distribution reports (provided to ET)		Compilation based on Tamale SO raw dataset (before correction by ET)	
	Food distribution (mt)	# of participants	Food distribution (mt)	# of participants
<b>DoA, Central Gonja</b>	<b>279.644</b>	<b>3139</b>	<b>489,276</b>	<b>3139</b>
Central Gonja - forestation	70.012	272	70.013	272
Central Gonja - dams	209.632	2867	419.264	2867
<b>DoA, East Gonja</b>	<b>105.363</b>	<b>1450</b>	<b>119.179</b>	<b>1450</b>
East Gonja	105.363	1450	119.179	1450
<b>DoA, Kpandai</b>	<b>107.397</b>	<b>1382</b>	<b>107.397</b>	<b>1379</b>
Kpandai	107.397	1382	107.397	1379
<b>DoA, Wa East</b>	<b>226.893</b>	<b>3605</b>	<b>65.935</b>	<b>3605</b>
Wa East	226.893	3605	65.935	3605
<b>DoA, Wa West</b>	<b>212.961</b>	<b>2080</b>	<b>243.904</b>	<b>2080</b>
Wa West	212.961	2080	243.904	2080
<b>EPA</b>	<b>75.988</b>	<b>783</b>	<b>80.824</b>	<b>473</b>
Bawku West	no breakdown by district		15.444	90
Bongo			13.900	81
Builsa North			13.385	78
Builsa South			12.355	72
Nabdram			11.840	70
Talensi			13.900	82
<b>FSD</b>	<b>62.260</b>	<b>254</b>	<b>62.291</b>	<b>255</b>

Partners & districts	Figures from approved food distribution reports (provided to ET)		Compilation based on Tamale SO raw dataset (before correction by ET)	
	Food distribution (mt)	# of participants	Food distribution (mt)	# of participants
Bukpurugu/Yunyoo	no breakdown by district		31.403	135
West Mamprusi			30.888	120
<b>NORDESO</b>	<b>113.256</b>	<b>1320</b>	<b>102.955</b>	<b>880</b>
Bukpurugu/Yunyoo	no breakdown by district		20.562	160
West Mamprusi			82.393	720
<b>ORDF</b>	<b>51.480</b>	<b>250</b>	<b>51.420</b>	<b>250</b>
West Mamprusi	51.480	250	51.420	250
<b>Regional Dir. of Agric.</b>	<b>264.110</b>	<b>6020</b>	<b>264.108</b>	<b>6018</b>
Bawku West	no breakdown by district		70.668	1611
Bongo			68.467	1560
Builsa North			15.305	349
Builsa South			41.238	939
Talensi			68.430	1559
<b>TOTAL</b>	<b>1499.352</b>	<b>20283</b>	<b>1587.289</b>	<b>19529</b>

Keys:

	no discrepancy
	slight discrepancy
	big discrepancy
	no data available for comparison

**Planned beneficiary numbers.**<sup>24</sup> The original project document and subsequent budget revisions do not break down beneficiary numbers per year; in addition, BR1 and BR3 do not break down per sex. Here again, SPR planned figures are difficult to validate because figures from the latest version of the Project Planning Information Format (PIIF) do not match the ones presented under BR3 approved document. This issue was discussed with WFP staff at both CO and Tamale SO levels, including the M&E unit, but none could come with a sound explanation for such discrepancy. To tentatively obtain planned beneficiary figures by sex and by year for the whole project life, the ET therefore extrapolated from the sex ratio as per the original approved project document (50.8 percent of females) and also used SPR planned figures – although not fully endorsed.

**Table 2. Annual beneficiary targets set for component 3**

	Whole CP	2012	2013	2014	2015	2016
<b>Total male</b>	<b>80,228</b>	7,379	10,307	8,400	<b>27,071</b>	<b>27,071</b>
<b>Total female</b>	<b>82,722</b>	7,646	10,618	9,200	<b>27,629</b>	<b>27,629</b>
<b>Total beneficiaries</b>	<b>162,950</b>	<b>15,025</b>	<b>20,925</b>	<b>17,600</b>	<b>54,700</b>	<b>54,700</b>

**Key: Red colour indicates calculations/extrapolations made by the ET to fill information gap.**

Sources: CP project document, BR3, SPR 2012, SPR 2013, SPR 2014.

<sup>24</sup> Planned beneficiary figures refer here to the targets set for C3 as per approved project documents (notably BR3), as opposed to the operational planning figures.

**Actual beneficiary numbers.** As mentioned above, the main if not only source of information to verify annual actual figures coming from SPR are cooperating partners food distribution reports. However, most of these reports give the exact same total and sex-disaggregated figures as planned ones, which is quite impossible: knowing the type of activity (labour-intensive community works), the lack of formal registration/monitoring of participants and how local communities deal with collective works, it is hard to believe that the actual number of participants can be the same as the planned one on almost every single FFA project site. Triangulation of data and comparison with operational plans (i.e. food distribution plans) are further made difficult by the fact that these distribution reports are project-based, and hence, do not provide breakdown by district or community.

**Analysis of C3 food distributions.** Actual food distribution figures – disaggregated by community/project site – can be obtained from Tamale SO raw dataset, corrected after triangulating with partners’ distribution reports.<sup>25</sup> The following findings can be drawn:

- Out of 112 phase-1 project sites, 76 sites (68 percent) received all or above 94 percent of the planned food;<sup>26</sup>
- The other 36 project sites (all of them dams/dugouts) received only one food delivery (i.e. 50 percent of planned food) which was made up for through backlog payments;
- 78 percent of the total food distributed went to the 45 dam rehabilitation sites, which account for 40 percent of the total number of sites covered during phase 1;
- 54 percent of the food distributed went to the Northern Region (with 29 percent of the total tonnage to Central Gonja District, which is one of the most food insecure district as per CFSVA 2012), as against 26 percent to UWR and 20 percent to UER.

**Average food/cash distribution per beneficiary and per household.** BR3 indicates an average target of 180 feeding days per year per beneficiary for C3. According to the operational plan’s work requirements (911,859 person-days) and participation figures (19,627 workers), food-for-asset activities were expected to provide an average 46 workdays per participant<sup>27</sup>, which translates into 116 kg of maize per participant or 1.5 month of cereal consumption for a household of five persons.<sup>28</sup>

Assuming that phase 1 had about 20,000 actual participants and maize distribution reached 1,470 metric tons,<sup>29</sup> each participant got an average 74 kg of maize, that is a cereal coverage of 1 month per household. In the 76 project sites where food deliveries were fully or nearly achieved, the average quantity of maize per participant was approximately 136 kg (i.e. 1.8 month coverage).

In the 36 project sites that did not receive all their food, participants received only an average 54 kg of maize. Backlog payments averaged GHS 102 per participant;

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<sup>25</sup> Since partners’ distribution reports do not provide breakdown by community/project site, the only way for the ET to carry out such analysis is to assume that actual deliveries follow the same ‘breakdown pattern’ as distribution plans.

<sup>26</sup> This includes 31 sites managed by EPA in UER where beneficiaries received only 30 percent of the planned quantity of beans.

<sup>27</sup> Disaggregation by asset type gives 62 workdays per participant on average on forestation sites, as against 44 on dam rehabilitation sites.

<sup>28</sup> This estimation is based on basic cereal requirements of 180 kg per person per year.

<sup>29</sup> As per Tamale SO corrected raw dataset.

considering the basic food basket cost in northern regions,<sup>30</sup> this is likely to bring an additional 40 kg of cereals, thus almost reaching the operational target of 1.5 month coverage. However, in both cases – with or without backlog payments – cereal coverage remained way below the BR3 target of 6 months; these estimations also do not take into account the fact that some of the maize distributed was spoiled, and therefore not consumed. Such results corroborate ET field visit findings, with interviewed beneficiaries estimating WFP food assistance coverage at one or two months at best.

**Total food assistance value for C3.** According to BR3 approved document (Annex I-C), unit food cost for C3 is estimated at US\$500 per metric ton (food cost only). This means a total food transfer value of US\$1,796,440 for the whole project life. In addition, cash transfer value is US\$5,369,312 (cash payments only, not including associated costs). The following table shows the actual food assistance value delivered as of February 2015 (using the same rate of US\$500 per metric ton) and the corresponding level of progress towards delivery of target food assistance over the CP 5-year period. After 38 months of implementation (63 percent of project life), only 19 percent of the total food assistance value has been delivered to C3 beneficiaries.

**Table 3. Actual vs planned food assistance value under component 3**

	Total requirements (BR3)	Achievements			% progress
		Phase 1 (2013-2014)	Phase 2 (2014-2015)	Total as of Feb. 2015	
<b>Food transfers<sup>31</sup></b>	1 796 440	855 185	-	855 185	48%
<b>C&amp;V transfers<sup>32</sup></b>	5 369 312	347 726	140 739	488 465	9%
<b>Total food assistance value</b>	<b>7 165 752</b>	<b>1 202 911</b>	<b>140 739</b>	<b>1 343 650</b>	<b>19%</b>

Source: BR3 approved document, July 2014; ET computations based on Tamale SO corrected raw dataset.

<sup>30</sup> Cf. WFP Market Monitoring Bulletin, February 2015.

<sup>31</sup> Food cost only.

<sup>32</sup> Cash payments only, not including associated costs.

## **Annex 12.c: Additional information on the selection of component 3 partners and their performances**

**Choice of cooperating partners.** WFP initially focused on specific government partners and then decided to broaden the selection to any organisation willing to submit proposals, with regional steering committees (involving five line ministries) to review them. This strategy was dropped because committee members expected to be sponsored by WFP (e.g. allowances). WFP eventually established internal project review committees at both SO and Accra levels which now involve the C&V unit.<sup>33</sup> Though a bit slow, this process works relatively well.

Although WFP had no previous experience of cash transfers, the choice of financial institutions involved in physical cash payments to FFA participants was particularly wise. So far, these partners have shown a very good capacity and collaboration. For instance, they were able to pre-finance cash payments to beneficiaries when there were delays in transfers from WFP. In addition, these local banks have a number of branches and an overall good geographical coverage in WFP targeted areas. While WFP is willing to shift to electronic transfers and mobile money, discussions with the telecommunication company MTN Ghana have not come to a successful conclusion yet.

**Partners performances.** The low capacity of C3 partners to effectively implement activities compromised quality delivery in many cases. Some were also unable to transport food from regional warehouse to project sites on time. In particular, DoA performances were highly dependent on their relationship with DA for the release of funds and allocation of transportation means. In Central Gonja District, for example, the DoA could use a lorry that belongs to the DA, and food transportation from Tamale warehouse was not a problem. In contrast, in one of the project sites the ET visited in UER, the partner (Regional Directorate of Agriculture) did not allocate any fund for food transportation, and the local DA representative had to levy money from each FFA participant to arrange a truck to haul food from the regional warehouse.

Although this is one of the core functions of C3 partners, output data collection was particularly poor. For instance, partners were supposed to conduct post-distribution monitoring but none have done so. Their food distribution reports were submitted late and final narrative reports either not available or of poor quality.

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<sup>33</sup> The only external person attending these project review committee is the MoFA focal point (national activity coordinator for C3).

### Annex 12.d: Example of annual operational workplan/chronogram template for component 3

Activity	Year n							Year n+1										Responsibility		
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O		N	D
FFA partners selection process	■	■												■	■					WFP/MoFA
Needs assessment		■	■											■	■	■				Partners
Submission of proposals			■												■	■				Partners
Review & approval of proposals			■	■											■	■				WFP/MoFA
Signature of FLAs				■												■				WFP
Community entry, mobilization & sensitization				■	■											■	■			Partners
Elaboration of EMPs					■												■			Partners/WFP
Validation of EMPs					■	■											■	■		EPA
Formation and orientation of CPICs						■												■		Partners
Participants selection and registration						■	■											■	■	CPICs and partners
Crosschecking of beneficiary lists							■												■	Partners/WFP
Finalization of cash distribution plans							■												■	WFP and partners
Actual community works								■	■	■	■							■	■	CPICs and partners
Supervision/monitoring of works/participation								■	■	■	■							■	■	Partners/GIDA
Joint monitoring visits										■								■		WFP/MoFA/GIDA
Cash distribution									■		■							■		WFP/financial partner
Post-distribution monitoring										■		■							■	Partners
Reporting																			■	Partners
Follow-up survey												■								WFP/MoFA

Note: The above activities, timeframes and responsibilities are only given as examples. The workplan will need to be adapted according to actual FFA activities, partner selection process, transfer modality, etc.

### Annex 12.e: Rapid mapping of rural development / livelihoods programme and stakeholders in Northern Ghana

Programme or organisation	If relevant, implementing partner & line ministry	Main donors & funding level	Duration	Main types of activities	Target area	Partnership with WFP
Ghana Environmental Management Project	EPA, MESTI	CIDA (US\$6.4 million)	2004-2015	Promotion of environmentally friendly alternative livelihood options; community protected areas; tree nurseries; bush fire prevention; environmental schools clubs	NR, UER & UWR	Yes (EPA forestation sites in UER)
Northern Rural Growth Programme (NRGP)	MoFA	ADB (US\$61.2 million) IFAD (US\$22.7 million)	2007-2015	Linkages among the various actors in agricultural value chains; technical assistance and institutional support; investments in productive infrastructure and technology	NR, UER & UWR	No
Rice Sector Support Project	MoFA	AFD (€13.8 million)	2008-2013 then extended	Development of lowlands & rice production (6,000 ha); support to rice value chain; rural credit; farming system research in relation to climate change	NR, UER, UWR & Volta	No
Ghana Sustainable Land & Water Management Project (SLWMP)	MESTI, MoFA & EPA	World Bank / Global Environment Facility (GEF) grant (US\$8.75 million) Government of Ghana (US\$4.5 million)	2014-2018 (started in 2011 and received additional financing in 2014)	Community flood & land management at the micro-watershed level, including both management of agricultural land and ecological infrastructure (associated with labour-intensive civil works through GSOP)	Kulpawn-Sissili and Red Volta watersheds	No
Ghana Social Opportunities Project (GSOP)	MLGRD, District Assemblies	World Bank (US\$89.1 million)	2010-2017	Labour intensive public works (including dam rehabilitation, feeder roads and afforestation)	National coverage but focus on NR, UER & UWR	Started talking in 2014 but mainly in respect of targeting (to avoid duplication)



<b>Programme or organisation</b>	<b>If relevant, implementing partner &amp; line ministry</b>	<b>Main donors &amp; funding level</b>	<b>Duration</b>	<b>Main types of activities</b>	<b>Target area</b>	<b>Partnership with WFP</b>
Resiliency In Northern Ghana (RING) programme	Global Communities; mainly implemented through DA	USAID - Feed the Future (US\$60 million)		Activities that improve nutrition and hygiene, and strengthen the resiliency of poor families, with an emphasis on pregnant and lactating women and children under five years of age	NR (17 districts)	Discussions ongoing for collaboration on linking C3 dams to dry season gardening
Resilient and Sustainable Livelihoods Transformation in Northern Ghana (RESULT)	Implemented by Canadian Hunger Foundation (CHF) under the auspices of a local NGO (ACDEP)	DFATD Canada (US\$15.2 million)	2012-2018	Smallholder and service provider training in sustainable cropping practices, livestock production, aquaculture, and water management; dry season gardening training & inputs; technical assistance in climate change adaptation and disaster risk management practices	UER (5 districts) & UWR (2 districts)	Attempted a collaboration with WFP on fish ponds (information sharing)
Greater Rural Opportunities for Women (GROW)	Implemented by MEDA	DFATD Canada (US\$14.8 million)	2012-2017	Promotion of soybean production & conservation agriculture; post-harvest handling; and facilitation of market linkages	NR, UER & UWR	No
SADA Millennium Villages Project (SADA-MVP)	SADA	DFID (US\$17 million)	2012-2016	Integrated approach to community-led development (agriculture, education, health, rural infrastructure)	35 communities in 3 districts of NR and UER	No

## **Annex 12.f: Additional technical information related to recommendation 10 (integration of P4P into next CP)**

In the Northern regions context, low-input, labour-intensive, agro-ecological methods should be fostered to ensure economic and environmental sustainability. This includes:

- The promotion of legume crops, such as, cowpea (and hence linking with C2 new activities), and risk reduction strategies, like drought-resistant crops and varieties with early or late maturing;
- Measures to reduce soil erosion and runoff, i.e. low-cost, labour-intensive methods that are suggested under recommendation 9 and can be initiated through FFA then replicated by farmers themselves;
- The expansion and intensification of rice production systems on lowlands/waterlogged areas, drawing from experience of WFP Asset Creation intervention in Burkina Faso. Lowland rain fed rice is a common secondary crop throughout the Northern regions. The development and intensification of rice production does not necessarily means having recourse to large-scale irrigation but can be obtained through labour-intensive works such as land levelling, construction of protection dykes and small embankments to develop flooded paddy fields. The rationale for rice cultivation support in Northern Ghana include: i) Waterlogged/lowlands areas throughout Northern regions represent an underused agricultural potential; ii) There is unmet demand, both from local markets and for own consumption, and rice growers could potentially link with caterers (school feeding); iii) There is evidence from similar contexts (e.g. Burkina Faso) that this can contribute to increase land productivity, food production and cash incomes, especially for women.

In addition, WFP should look at partnerships with FAO or others to work on loan schemes to P4P-supported FBOs conditioned by the adoption of sustainable farming practices and technologies that mitigate climate change effects. There are indeed possible synergies with cash-for-assets activities as cash injection may improve loan repayment rates (including for FBO equipment on cost-sharing), and labour mobilization through FFA would boost the introduction of such technologies.

## Annex 13: Output-level results across CP components

**Table 1. Number of actual vs planned beneficiaries**

		Planned			Actual			% achieved
		Male	Female	Total	Male	Female	Total	
2012	C1	75,000	105,000	180,000	92,045	137,588	229,633	128%
	C2	63,384	74,616	138,000	11,066	20,608	31,674	23%
	C3	7,379	7,646	15,025	-	-	-	0%
	<b>total</b>	<b>145,763</b>	<b>187,262</b>	<b>333,025</b>	<b>103,111</b>	<b>158,196</b>	<b>261,307</b>	<b>78%</b>
2013	C1	75,000	105,000	180,000	87,525	122,537	210,062	117%
	C2	63,384	74,616	138,000	52,844	60,583	113,427	82%
	C3	10,307	10,618	20,925	9,672	9,964	19,636	94%
	<b>total</b>	<b>148,691</b>	<b>190,234</b>	<b>338,925</b>	<b>150,041</b>	<b>193,084</b>	<b>343,125</b>	<b>101%</b>
2014	C1	50,000	80,000	130,000	54,527	84,181	138,708	107%
	C2	63,384	74,616	138,000	43,622	34,492	78,114	57%
	C3	8,400	9,200	17,600	8,096	9,130	17,226	98%
	<b>total</b>	<b>121,784</b>	<b>163,816</b>	<b>285,600</b>	<b>106,245</b>	<b>127,803</b>	<b>234,048</b>	<b>82%</b>

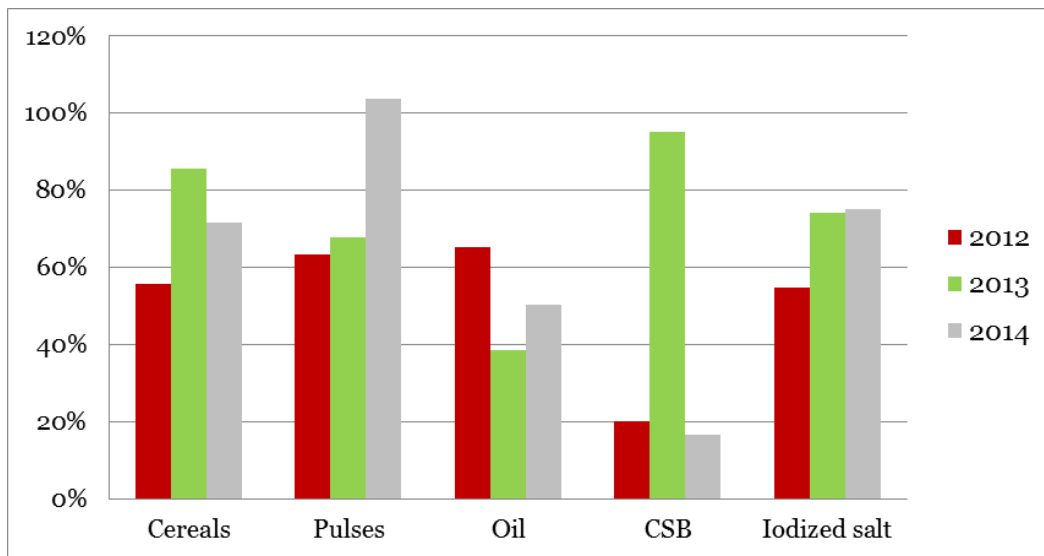
Source: SPR 2012, SPR 2013, SPR 2014.

**Table 2. Actual vs planned food distributions (in metric tons)**

		Planned	Actual	% achieved
2012	C1	5,370	4,604	86%
	C2	4,333	1,516	35%
	C3	1,206	-	0%
	<b>total</b>	<b>10,909</b>	<b>6,120</b>	<b>56%</b>
2013	C1	5,577	3,592	64%
	C2	4,333	4,056	94%
	C3	1,784	1,685	94%
	<b>total</b>	<b>11,694</b>	<b>9,333</b>	<b>80%</b>
2014	C1	3,480	3,065	88%
	C2	4,349	1,326	30%
	C3	659	354	54%
	<b>total</b>	<b>8,488</b>	<b>4,745</b>	<b>56%</b>
<b>TOTAL</b>	<b>31,091</b>	<b>20,198</b>	<b>65%</b>	

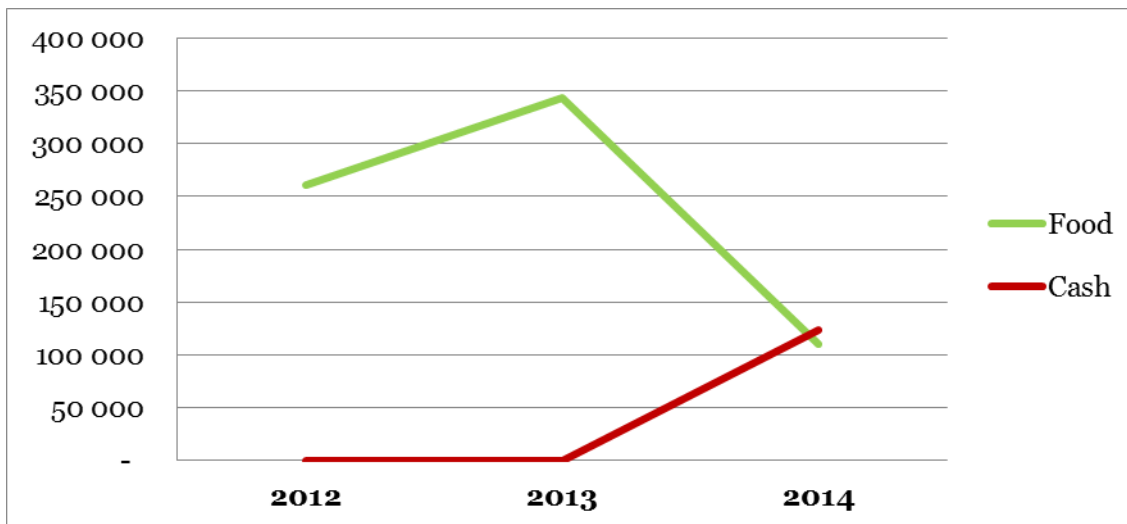
Source: SPR 2012, SPR 2013, SPR 2014.

**Figure 1: Distributed food as % of planned, by year (main commodities)**



Source: SPR 2012, SPR 2013, SPR 2014.

**Figure 2. Beneficiary trends by modality**



Source: SPR 2012, SPR 2013, SPR 2014.

## **Annex 14: Additional information on CP monitoring and evaluation system**

**Logical framework.** The original logframe results' chain is relatively coherent; there is a reasonable number of outcomes (12) that have relevant outputs and are well connected to their respective corporate strategic objectives. However, the choice of performance indicators was not always sound (specifically for C2) and only a few had targets by project end. Some examples are provided here regarding logframe indicators not being specific enough: Household food consumption score (in Outcome 8 and 10); or difficult to measure and/or not relevant: Prevalence of iron-deficiency (in Outcome 4), Number of assets maintained by communities (which is not an outcome indicator). In addition, C3 logframe was amended under BR1, bringing some new, poorly designed outcomes, outputs and indicators. Started mid-way into the CP (mid-2014), the re-alignment on the new corporate SRF (2014-2017) is a work in progress which raises some confusion in the results chain, performance indicators and their base and target values. For example, in the latest draft version that the ET received, C3 was aligned on the new SRF strategic objective 2 instead of 3. Another significant issue is that the CP logframe has not been used by programme staff as a tool to pilot activities and monitor progress; some WFP officers acknowledge they are not familiar with this document.

**M&E staffing.** One of the major M&E challenges during the first half of the project was the absence of a dedicated unit at CO level. Although there were significant improvements in 2014, especially after the regional bureau (RB) support mission, the two appointed officers (one in Accra, one in Tamale) have been clearly overstretched, notably because of the logframe re-alignment task. As a consequence, part of the M&E work still falls under the VAM unit (e.g. baseline surveys, mapping of operations). At output level, data collection mostly falls under the responsibility of government counterparts (C1 and C2) and cooperating partners (C3) with varying degrees of success.

**Output data aggregation and analysis.** As mentioned in section 2.2, the accountability of C3 outputs, notably the number of beneficiaries and quantities of food delivered, was particularly weak. Another difficulty was the very poor capacity, until a few months ago, to consolidate raw output data into proper databases for each component. Such aggregated information could yet provide the basis for analysis to identify patterns (e.g. food assistance disparities by district or gender) and thus generate inputs for future programme planning.

**Process and outcome monitoring.** As of February 2015 the monitoring of processes (i.e. commodity management, cash/food deliveries, and activities) was not fully in place yet. Outcome monitoring for C3 started late, with a first baseline carried out at the end of year 2 only. It mostly relies on the M&E unit, with little interaction so far with the main end users i.e. programme officers except for the Cash and Vouchers (C&V) unit. As a result, a number of outcome indicators cannot be measured and their evolution tracked.