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SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSES— COUNTRY PROGRAMME—GHANA (1998–2002)

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WFP RECOMMENDATION (DECEMBER 2000)	IMMEDIATE MANAGEMENT RESPONSE	ACTION OFFICE/ UNIT	REVIEW OF ACTION TAKEN (AS AT END MARCH 2001)
General Recommendations regarding Country Programming			
1.1 WFP's Operations Department (OD) is advised to ensure that country strategies involve a balanced combination of solid, in-country economic, political, and social analysis and corporate WFP policy guidance.	1.1 The Country Strategy guidance and proforma on WFP's Programme Design Manual (PDM) is undergoing revision that will reflect the need to incorporate (i) country-specific analysis, preferably based on a common country assessment (CCA) exercise and on vulnerability analysis and mapping (VAM); and (ii) policy guidance on corporate issues such as WFP's Enabling Development policy and its Commitments to Women.	ODA	1.1 The Country Strategy Outline (CSO) guidance is being revised.
Ghana-specific recommendations:			
2. FINANCIAL AND HUMAN RESOURCES			
2.1 OD is advised to allow for two international professional staff (Country Director and Deputy Country Director) and increase the number of Ghanaian professional staff from two to three officers (to include a national VAM officer) in order to ensure effective management of the Ghana Country Programme.	2.1 The number and combination of international and national professional staff for the country office will be determined according to the level of the direct support costs (DSC) allotted to the country office and other funding windows available as explained by the Office of Budget (OEDB) under point 2.2 below. The Africa Bureau (OSA), and later in 2001 the relevant Africa Regional Bureau, will provide the country office with advice concerning funding, Junior Professional Officers (JPOs) and other facilities available. In addition, Regional Programme Officers and international VAM officers will be available to provide technical and other backstopping assistance to the country office as needed.	OSA	2.1 The decentralization of the Headquarters-based Africa Regional Bureau to three locations in Africa is expected to be completed by September 2001. Until then, Headquarters will field missions to selected country offices, with different WFP portfolios, to review DSC requirements, including staffing needs. The findings of this review will help WFP formulate criteria for the establishment of DSC levels for the future.





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2.2 OEDB is advised to provide an annual DSC budget sufficient to support the WFP programmes required in Ghana. If funds determined in accordance with WFP's Resourcing and Long-term Financing (R<F) policies are not likely to be adequate, additional funding should be secured to enable a strengthening of the country office capacity.	2.2 Under current resource allocation modalities and in line with R<F policies, the level of DSC allotted to a country office for development activities is based on Resource Allocations for Development Projects and Country Programmes as determined by the Programming Service (ODP) and approved by the Assistant Executive Director, OD. There are normally five main sources that country offices can call upon to meet staffing needs: (i) under the Programme Support Allocation (PSA), there is the "1-2-3 formula", which is meant to satisfy the minimum structure or fixed component of the country office. The formula offers some flexibility for the "2-3" part in that it is allowable to increase the local General Service staff component if the number of national officers is reduced, and vice versa; (ii) there is the DSC factor and the provision of DSC resources that can be allocated (within the bounds of availability) to the Ghana Office on an annual basis; (iii) the JPO scheme; (iv) funding that can be obtained from special grants (as managed by the Office of the Senior Development Adviser (ODA) and other units); and (v) initiatives that can be taken at the country level to seek additional resources (staff and non-staff) to supplement those made available through the normal WFP budget processes (i.e. through bilateral, directed multilateral or partnership sources).	OEDB	2.2 See Management response.

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<p>2.3 WFP is advised to clarify with the United Nations Conference on Trade and Development (UNCTAD) and other United Nations organizations whether Ghana qualifies to be included as a least-developed country (LDC). If so—and whether or not the Government of Ghana is willing to be officially so designated—Ghana ought to be offered the same relief from counterpart contribution requirements afforded to other LDCs and consideration should be given to increasing the level of food assistance commensurate with that status.</p>	<p>2.3 OSA is of the opinion that the United Nations country team (UNCT) in Ghana is the most appropriate forum to clarify with UNCTAD whether Ghana qualifies to be listed as an LDC and, if so, to facilitate a dialogue between UNCTAD and the Ghanaian Government regarding the latter's willingness to accept the LDC status. OSA has recommended this approach to the country office for further follow-up with UNCT. OSA will also make efforts to ensure that the WFP Regional Manager and WFP senior management staff address this issue with UNCT and the Government when visiting Ghana.</p>	<p>OSA</p>	<p>2.3 The new Government of Ghana (elected in January 2001) has taken the decision to join the Heavily Indebted Poor Countries (HIPC) Initiative, and an International Monetary Fund (IMF) Mission to Ghana (undertaken in the first quarter of 2001) concluded that it would be increasingly difficult for the Government to continue to contribute high levels of counterpart funding to United Nations and other donor-supported programmes in the country.</p>
<p>2.4 The Africa Bureau is advised to establish a VAM Unit in Ghana and assign to it the task not only of gathering and analysing data about the population's vulnerability to poverty and food insecurity but also of training a Ghanaian unit eventually to take over this activity. WFP should seek donor support for financing this effort.</p>	<p>2.4 Following the decentralization of OSA, each of the three regional bureaux to be established in Africa will be staffed with International VAM Officers, who will provide VAM services to country offices and, to the extent possible, assist in securing funds for VAM activities. The Regional VAM Officer will follow up with the country office to ensure that, as a first step, a national officer (preferably with food security experience) is selected for regional VAM training in the use of standard analytical VAM tools. As a second step, at a later stage, depending on the readiness of a possible Ghanaian unit and availability of funds, WFP may assist in the transfer of VAM skills to a local unit.</p>	<p>OSA/ VAM Unit</p>	<p>2.4 Pending the completion of the decentralization exercise and the posting of staff, including International VAM Officers, to the regional bureaux, the VAM Unit at Headquarters is fielding a VAM Officer to Ghana during the period April/May 2001 to assist the office to develop its VAM capacity.</p>



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3. CONTINGENCY PLANNING			
3.1 The country office is advised to assist the Government to prepare emergency operation contingency plans as soon as possible, given the fragile political and social situations in neighbouring countries.	3.1 In 1999/2000, during the preparation of the United Nations Development Assistance Framework (UNDAF), both WFP and UNHCR highlighted the need for contingency plans. These plans should be in place by mid-2001 and will result from collaboration between the Government of Ghana, United Nations agencies and NGOs.	Country office	3.1 The National Disaster Management Organization (NADMO) has been encouraged to formulate a contingency plan, with advice from WFP, and the Refugee Board has been urged to update its old plan. The regional office will assist in drawing up a WFP plan, incorporating the findings of Logistics Capacity Assessment (LCA) which will take place in April-May.
3.2 The country office is advised to: <ul style="list-style-type: none"> (a) assist the Government in preparing emergency operation contingency plans as soon as possible; (b) raise contingency planning in Ghana to the level of a mini-Consultative Group (CG)—i.e. annual meeting of Ghana's donors, chaired by the World Bank—or another appropriate government coordinating mechanism; and (c) lead an effort to develop a strategy for introducing contingency planning capacity in Ghana as a component of the CSO/CP, the UNDAF and the Poverty Reduction Strategy Programme (PRSP) exercise. 	3.2 The recommendation has been noted. The preparation of the contingency plans should provide a good opportunity to decide on the best mechanism for strengthening Ghana's planning and response capabilities.	Country office	3.2 The mini-CG, PRSP, and NADMO and the Refugee Board are under three different ministries. <ul style="list-style-type: none"> (a) It is appropriate to bring contingency plans to the attention of a mini-CG in emergencies, for funding purposes. (Ministry of Finance) (b) Disaster awareness/alert is part of the PRSP exercise. (Ministry of Economic Planning and Regional Integration) (c) NADMO is tasked with overall responsibility for contingency planning and disaster management for all types of emergencies, including refugee crises (together with the Refugee Board). It reports to the National Disaster Management Committee, with high-level representation of the ministries concerned.
4. PARTNERSHIPS			
4.1 The country office should become a more active, central participant in the PRSP development process in Ghana.	4.1 Four core teams, each with a different focus area, will prepare the PRSP. WFP will participate, to the extent possible given staff constraints, in selected consultation meetings and in the design of the strategy.	Country office	4.1 Discussions have been held with the PRSP Unit. WFP will participate in upcoming workshops.





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5. ACTIVITY-SPECIFIC RECOMMENDATIONS			
5.1 The country office is advised to focus, particularly in the gender programme on indicators of progress at the "objectives" level (e.g. improvement in women's incomes, evidence of improved status of women in project areas) in addition to those at the output level (e.g. how many women and children are being fed).	5.1 The country office agrees that indicators should be reviewed, to focus also on progress. The country office will pursue with the implementing partner(s) the collection of information that will show progress at the objectives level.	Country office	5.1 Revision will be part of CP preparation. A logical framework will be developed for all activities.
5.2 The country office is advised to redesign the two active projects to improve monitoring of progress towards objectives and strengthen partnerships.	5.2 As mentioned above, progress in monitoring objectives will be improved. Efforts are already under way in improving partnerships, as part of the process of preparing the new CP.	Country office	5.2 Proposals for partnerships are being discussed with UNICEF and Catholic Relief Services (CRS), in particular.
5.3 The country office is advised to launch the two new asset-creating activities as soon as the loan negotiations are completed.	5.3 The savannah activity is in the final stages of preparation. The irrigation activity will be appraised in March 2001 and further processed depending on the appraisal findings.	Country office	5.3 In anticipation of a resolution of outstanding issues relating to participatory approaches and personnel issues, the summary activity for the savannah activity to be submitted in the second quarter of 2001. The pre-appraisal of the small-scale irrigation activity is proceeding as scheduled.
5.4 The country office is advised to become proactive in improving the partnering aspects of its girls' education activity by: (a) seeking to improve the activity's overall effectiveness and impact through closer collaboration with CRS in delivering food aid to schoolchildren in northern Ghana; and (b) seeking sequential partner NGO or donor organizations to provide additional skills training to girls graduating from WFP-assisted junior secondary schools.	5.4 Discussions are already under way with CRS to improve collaboration between the two organizations. However, the specific recommendation for CRS to deliver WFP food is one that may not be feasible given that the Government covers 100 percent internal transport, storage and handling (ITSH) costs for the WFP activity, whilst CRS covers its ITSH costs through the monetization of food commodities. Partnerships with other donors are being pursued as part of the CP preparation process.	Country office	5.4 Discussions with CRS are under way concerning a proposal that WFP, when increasing the assisted number of schools as per operational contract, would support junior secondary schools (JSS) located in the same compound or adjacent to CRS-assisted primary schools (PS). The next CRS five-year programme will be decided by end April.



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5.5 The country office is advised to, with support from the regional office and Headquarters, increase the rigour of its monitoring of national and regional government offices responsible for transport, storage and distribution of WFP's food resources.	5.5 The country office agrees that monitoring needs strengthening, the issue being frequency rather than rigour. The country office has only one United Nations Volunteer (UNV) field monitor. It is not clear how additional staff can be deployed given the restrictions imposed by the limited availability of DSC funds.	Country office	5.5 See Management Response.
6. RECOMMENDATIONS FOR FUTURE PROGRAMMING			
6.1 The country office is advised, in its 2001–2005 programme, to seek ways to use food resources to generate institutional change and capacity-building needed to create expanded and sustainable capacity to meet strategic needs of women in Ghana. The design of gender activities should involve both men and women and must concentrate on reducing the root causes of gender inequality wherever they exist.	6.1 In the next CP, the country office is seeking to integrate its CP activities at community level to ensure that more of women's strategic needs are addressed. This objective will also be furthered by partnering other donors.	Country office	6.1 The recommendation will be built into the design of the CP (see Management Response).
6.2 The country office is advised to "push" the boundaries of the Enabling Development policy, using it as an opportunity rather than seeing it as a constraint (adapting it to local situations where it can be field-tested against locally identified constraints, thus ensuring that the policy mature realistically to be truly "enabling" of the achievement of local objectives in real-world local situations).	6.2 The issue has not been a constraint, but there are "grey areas" requiring clarification by Headquarters. The Enabling Development policy clearly embraces the "learning by doing" approach and the country office fully subscribes to this.	Country office	6.2 The Deputy Country Director and programming staff participated in the March Food Aid and Development Workshop.
6.3 The country office is advised to focus food aid resources on activities that lead to institutional changes and capacity-building at the community level, using international and Ghanaian NGOs as intermediaries, wherever possible.	6.3 In line with the decentralization policy of the Ghanaian Government, more emphasis will be laid on capacity-building at district level and below. Partnering with NGOs will, as part of the CP preparation, be pursued in this regard.	Country office	6.3 See 6.1 above.