

برنامج  
الأغذية  
العالمي



Programme  
Alimentaire  
Mondial

World  
Food  
Programme

Programa  
Mundial  
de Alimentos

**Executive Board  
Annual Session**

**Rome, 7–11 June 2010**

## **EVALUATION REPORTS**

**Agenda item 7**

*For consideration*



Distribution: GENERAL

**WFP/EB.A/2010/7-C/Add.1**

11 May 2010

ORIGINAL: ENGLISH

## **MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT COUNTRY PROGRAMME GHANA 104180 (2006–2010)**

This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://www.wfp.org/eb>).

## NOTE TO THE EXECUTIVE BOARD

### **This document is submitted to the Executive Board for consideration**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

|                |              |                   |
|----------------|--------------|-------------------|
| Director, RMP* | Ms R. Hansen | Tel.: 066513-2008 |
|----------------|--------------|-------------------|

|                                            |                   |                   |
|--------------------------------------------|-------------------|-------------------|
| Senior Performance Management Officer, RMP | Mr K. Owusu-Tieku | Tel.: 066513-3018 |
|--------------------------------------------|-------------------|-------------------|

|                                     |                      |                   |
|-------------------------------------|----------------------|-------------------|
| Performance Management Officer, RMP | Ms M. Hassinen-Agoya | Tel.: 066513-3752 |
|-------------------------------------|----------------------|-------------------|

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms I. Carpitella, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

\* Performance and Accountability Management Division

---

## BACKGROUND

1. The Secretariat welcomes the findings and recommendations of the evaluation of Country Programme Ghana 104180.
2. The Secretariat recognizes the need for the country office to strengthen its staff capacity and partnership with the Government and other agencies, to enhance the operational efficiency of the country programme (CP). Roll-out of the country strategy process during 2010 aims to contribute to this effort.
3. The attached matrix presents the Secretariat's responses to the recommendations.

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION OF  
COUNTRY PROGRAMME GHANA 104180 (2006–2010)**

| Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Action by      | Management response and action taken                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Implementation deadline                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| <p>1. WFP should continue to implement a country programme (CP) in Ghana, with a phase-out strategy based on the country's ability to meet institutional readiness criteria and school feeding quality standards. The new CP should be tied to triggers/monitoring milestones to be met by the Government. All WFP programming in Ghana should aim to provide a best-practice model for cost-effective social safety net programming that can be scaled up and replicated, particularly in relation to more efficient and targeted school feeding, and take-home ration (THR) programming for girls.</p> | Country office | <p>Agreed. However, Ghana's human development index ranking declined from 142<sup>nd</sup> to 153<sup>rd</sup> of 182 countries between 2008 and 2009, poverty has deepened in the three deprived northern regions and malnutrition remains critical, at 22 percent underweight. A phase-out strategy, based on comprehensive joint field assessments with the Government, will be part of the next CP. A positive change in the economic, nutrition and poverty situation of the three deprived regions would allow hand-over to the Government.</p> <p>The new CP will align with the triggers in the Multi-Donor Budget Support Policy Matrix 2009–2011, which incorporates the Government's reform strategy and progress indicators.</p> <p>The next CP's school feeding component will be designed to show best practice, to help the Government improve its national school feeding programme (SFP). It will:</p> <ul style="list-style-type: none"> <li>➤ analyse trials of various model options in schools such as use of caterers for food preparation and procurement and links to Purchase-for-Progress (P4P);</li> <li>➤ use P4P as much as possible to link smallholder farmers to the food supply;</li> <li>➤ demonstrate a model for targeting;</li> <li>➤ pilot different menus using locally produced items, taking nutrition and cost into consideration; and</li> <li>➤ demonstrate a rigorous monitoring and evaluation (M&amp;E) system.</li> <li>➤ The new CP will also help the Government make school feeding sustainable.</li> </ul> | <p>January 2012</p> <p>January 2012</p> |



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION OF  
COUNTRY PROGRAMME GHANA 104180 (2006–2010)**

| Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Action by                               | Management response and action taken                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Implementation deadline                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| <p>1a. WFP Headquarters and the country office must hold high-level talks with the Government about WFP's future direction and contributions, in light of WFP's new Strategic Plan and school feeding policy, which focuses on institutional capacity development. The repositioning of WFP as a social safety net partner will require senior policy discussions over the coming months, with the Ministry of Finance, the National Development Planning Commission, the Offices of the President and Vice President and key ministries. This will enable WFP to devise a new strategy, reposition and ensure the creation of an enabling environment in which it has a well-defined role in providing effective models for social development and food assistance programming in Ghana..</p> | <p>Country office/<br/>Headquarters</p> | <p>Agreed. WFP is collaborating with the ministries of food and agriculture, social welfare, health and education on its food assistance strategies and social safety net programmes, which include school meals, income-generating activities and take-home rations for girls. The P4P initiative, food security and nutrition monitoring system, capacity development and early warning system have been presented to and discussed with the National Development Planning Commission (NDPC) to ensure inclusion in the current NDPC Millennium Development Goals monitoring report.</p> <p>The country office is involved in the Ministry of Food and Agriculture's formulation of the Agriculture Sector Plan for 2009–2015 and the Comprehensive Africa Agriculture Development Programme (CAADP) and in preparation of the Ministry of Education's Strategic Plan for 2010–2020.</p> <p>The Director of WFP's Policy, Planning and Strategy Division is scheduled to discuss with the Government the role of the next CP in supporting efforts to improve the quality of the national SFP, with emphasis on using P4P to engage smallholder farmers in SPFs.</p> <p>The country office will continue to facilitate social development and food assistance programming as it develops its 2010 country strategy.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>June 2010</p> <p>September 2010</p> |
| <p>2. District targeting should be implemented more effectively. WFP should rank districts based on poverty and hunger criteria, and should focus future programmes on a few districts within the three northern regions that have the highest levels of undernourishment and food insecurity, according to new vulnerability analysis and mapping (VAM), and are the most prone to drought. This will increase potential outcomes, help demonstrate decentralized models of efficiency at a decentralized level, enhance transport management and make monitoring easier.</p>                                                                                                                                                                                                                 | <p>Country office</p>                   | <p>Agreed. Current CP activities targeted districts through VAM. Resources allowing, district targeting for the new CP will be based on a new district-based VAM. The 2009 comprehensive food security and vulnerability analysis provides a regional overview of food insecurity and undernourishment.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>2011</p>                                                          |



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION OF  
COUNTRY PROGRAMME GHANA 104180 (2006–2010)**

| Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Action by      | Management response and action taken                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Implementation deadline                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <p>3. Support to Basic Education, particularly the THR for girls, should remain a flagship programme for Ghana, and will require far higher visibility in current social protection policy forums involving the Ministry of Finance, multi-donor budgetary support partners and the social protection sector group. Future THR programming in the CP should ensure at least 70 to 90 percent coverage of upper primary and junior secondary schools, using a cohort approach covering all children in a given school year, but concentrating the programme in fewer districts, selected according to gender parity index scores and high numbers of girls not in school. A multi-sectoral approach should be adopted for THRs, in which the Ministry of Education leads, and collaborates with other ministries, including the Ministry of Employment and Social Welfare as the lead on social protection.</p> | Country office | <p>Agreed. This has been a flagship programme for the CP. Donors view the take-home ration as successful in contributing to gender parity. The country office is active in the Social Protection Sector Group, and will make efforts to ensure that the basic education component is highly visible in the sector.</p> <p>The country office will also ensure that take-home rations target districts that have not attained gender parity. There will be further district-level analysis to concentrate on fewer districts with a gender parity index lower than 1 and with high numbers of out-of-school girls.</p> | <p>Ongoing</p> <p>September 2010 for the current CP;<br/>January 2012 for the new CP</p> |
| <p>4. WFP-led school feeding should promote a cost-effective model based on home-grown school feeding. The model should help government and development partners consider more efficient approaches to school feeding, particularly given the fragile learning environments in northern Ghana. More locally accepted and cheaper school meals than are currently provided by the Ghana School Feeding Programme (GSFP) should be tested. The WFP model should demonstrate best practices in: i) achieving higher learning outcomes; ii) ensuring linkages to farmers' groups; and iii) strengthening community and district ownership and domestic farm production in the WFP target districts collaborating with the P4P programme.</p>                                                                                                                                                                       | Country office | <p>Agreed. Recommendations based on the WFP/World Bank/Ghana School Feeding Workshop in December 2009 was presented to the Government, promoting the cost-effective WFP school feeding model. See also the response to recommendation 1.</p> <p>Through the Ghana Education Service, WFP will urge the Government to provide school feeding together with basic educational infrastructure, to improve the learning environment in northern Ghana.</p>                                                                                                                                                                | Started in December 2009 and ongoing                                                     |
| <p>4a. Critical to the school feeding programme is the need to define carefully the roles of head teachers and the Ghana Education Service in ensuring proper management of school feeding to satisfy quality standards and maximize learning outcomes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Country office | Partially agreed, because this is within the Government's purview and administrative structure. WFP will urge the Government to redefine the roles of head teachers and caterers in managing the SFP.                                                                                                                                                                                                                                                                                                                                                                                                                 | September 2010                                                                           |



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION OF  
COUNTRY PROGRAMME GHANA 104180 (2006–2010)**

| Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Action by      | Management response and action taken                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Implementation deadline                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| <p>4b. In schools that are unable to cope with the management-intensive programme of delivering a hot meal every day, a simple, more cost-effective and time-conscious approach to school feeding should be introduced, such as one based on locally produced fortified biscuits. This should be piloted, monitored and evaluated in selected rural and urban areas where WFP is likely to be working on school feeding with the Ministry of Education through the Ghana Education Service and the Ministry of Local Government and Rural Development.</p>                                                                                               | Country office | Partially agreed. The next CP includes the piloting of different menu options. See also the response to recommendation 4a.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | January 2012 (pilot testing)                                                                     |
| <p>5. The country office should engage in intensive consultation with the Ministry of Health at the national and regional levels and with other partners such as UNICEF, to restructure and develop new WFP nutrition intervention models for tackling mild/moderate malnutrition that complement the Government's new preventive health and nutrition approach. In the next CP, WFP should also consider whether it can support the Government in reducing acute malnutrition using food assistance in community health outreach approaches, such as community-based health planning and service centres and existing government nutrition centres.</p> | Country office | <p>Agreed. The country office will continue to advocate with the Ministry of Health for its support to food assistance as part of community health outreach programmes.</p> <p>The United Nations Children's Programme (UNICEF) and WFP continue to collaborate through their joint Tackling Malnutrition in Northern Ghana programme in the three northern regions.</p> <p>WFP also participates in discussions to implement a United Nations inter-agency initiative to end child hunger and undernutrition, while building communities' capacities to sustain such interventions, and ensuring community ownership.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>November/ December 2010, pending availability of resources.</p> |
| <p>5a. The current supplementary feeding, health and nutrition education (SFHNE) programme should define a clear hand-over and phase-out plan, based on the current master list of communities and after consultation with the Government.</p>                                                                                                                                                                                                                                                                                                                                                                                                           | Country office | <p>Pending resource availability for income-generating activities for women's groups, milling and fortification activities will be scaled up to all communities in the SFHNE programme as part of the phase-out plan.</p> <p>Communities benefiting from milling and fortification activities are being phased out from the SFHNE programme. In order to contribute to sustainability of the activities, capacity development will be ensured for the Government and the communities, along with community income-generating activities.</p>                                                                               | Ongoing                                                                                          |





| <b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION OF<br/>COUNTRY PROGRAMME GHANA 104180 (2006–2010)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Recommendations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Action by</b> | <b>Management response and action taken</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Implementation deadline</b>   |
| <p>6. WFP should ensure adequate staffing, monitoring and support from its programme officers to attain in full the goals of future CPs that use developmental and sustainability approaches. The country office should establish staff plans to ensure that at least 30 percent of staff time is devoted to the CP, even in times of emergency. Policy consultation between WFP senior staff and government counterparts should be more in-depth, with a wider range of government departments/ministries and more regular, so that WFP activities remain well coordinated, aligned and consistent with government development plans.</p>         | Country office   | <p>Agreed. The country office has added staff for the CP with international professional and national monitoring staff. The country office has also developed a comprehensive monitoring system, and holds weekly teleconferences with the suboffice to review programme activities.</p> <p>Staff has been increased for the CP, the protracted relief and recovery operation and the emergency operation: staff for the CP increased by 38 percent between 2007 and 2009.</p> <p>Regular coordination meetings are held with ministries.</p> | <p>Ongoing</p><br><p>Ongoing</p> |
| <p>7. The country office should forge new partnerships with civil society agencies and others working at the district/community level to support and broaden government connections with communities in target districts, promote accountability and service delivery, and realize sustainability strategies. These partnerships should be monitored every three months, particularly at subregional levels.</p>                                                                                                                                                                                                                                   | Country office   | <p>Agreed. WFP collaborates with the Government, other United Nations agencies and non-governmental organizations (NGOs) and will continue to forge new strategic partnerships.</p>                                                                                                                                                                                                                                                                                                                                                           | Ongoing                          |
| <p>8. As part of the new CP, the district planning and coordination units under district assemblies should receive better orientation to their roles and responsibilities for monitoring health, nutrition and education programming in the districts. Funds should be made available for joint monitoring with the planning and budgeting officers of each district assembly and for strengthening the social subcommittees that oversee social development interventions. This would help ensure long-term ownership of the programme at the district level and would improve oversight of food assistance programming to minimize leakages.</p> | Country office   | <p>Agreed. WFP will allocate funds in the new CP for joint monitoring, and will also assist the capacity development of district assemblies.</p>                                                                                                                                                                                                                                                                                                                                                                                              | January 2012                     |



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION OF  
COUNTRY PROGRAMME GHANA 104180 (2006–2010)**

| Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Action by             | Management response and action taken                                                                                                                                                                                                                                                                                                                                                                        | Implementation deadline            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| <p>9. In consultation with the regional bureau and Headquarters, the country office should improve the monitoring and control of the CP's timeliness and quality, particularly regarding the work of government counterparts, quality/efficiency assurance of the supply chain and storage facilities, and appropriate activity outcomes. This may require more WFP involvement in transporting food with the Government, to ensure that inefficiencies are reduced.</p> | <p>Country office</p> | <p>Agreed. The country office ensures that quality control systems are in place, including through monthly joint monitoring visits to project sites and warehouses with government partners.</p> <p>The country office will explore with the regional bureau and Headquarters the possibility of more WFP involvement in transport by including internal transport, storage and handling in the new CP.</p> | <p>Ongoing</p> <p>January 2012</p> |