

Country Programme Evaluation Series

[10/2023](#)

Evaluation of FAO's country programme in Ghana

2018–2022

Management response

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Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p>Recommendation 1.</p> <p>FAO needs to reassess its strategic relevance to Ghana as an LMIC. In formulating the next CPF, it is vital that FAO Ghana defines not just “what” it can do for the country, but “how”, “how much”, “with whom” and “why”. The three priority areas of the current CPF remain relevant for the next five years but should be framed with more emphasis on the agrifood systems narrative.</p>	Accepted	<p>The new CPF will be developed with more emphasis on the agrifood systems transformation narrative elaborating how FRGHA will support government priorities related to the transformation of the agrifood systems in Ghana. Ghana has already developed the agrifood systems transformation pathways and FRGHA will support such pathways as well as other food systems transformation efforts such as the Planting for Food and Jobs 2.0 and the Ghana Agriculture Compact.</p> <p>The new CPF will be equipped with a corresponding resource mobilization strategy to jointly mobilize funds with the government and other relevant partners. The resource mobilization strategy will spell out clearly how FRGHA will leverage private sector engagement to accelerate expected deliverables.</p> <p>FAO Ghana should also use the UN Food Systems transformation Agenda to support and accelerate support to the country. Additionally, FAO needs to take the advantage of international agencies housed in Ghana like the African Continental Free Trade area headquarters to reinforce Ghana support.</p>	FRGHA	July 2023 – June 2024	Yes
<p>Recommendation 2.</p> <p>Given Ghana's strategic importance in Africa as host of the AfCFTA, as well as its role in regional agricultural trade, FAO Ghana needs to step up its presence and raise its sights to address its eroding comparative advantage. As things currently stand, FAO Ghana is not fit for purpose. The best option is to appoint a full-time FAO Representative dedicated to Ghana and decoupled from regional functions. This has cost implications, but FAO needs to find a way to gear up its presence and leadership.</p>	Partially accepted	<p>This recommendation, particularly the option to appoint a full-time FAO Representative dedicated to Ghana and decoupled from regional functions goes beyond the management decision of both the FAO Ghana Country Office and the FAO Regional Office. It has cost implication that needs to be properly assessed at corporate level.</p> <p>While we see the merit and plausibility of the recommendation, we suggest that this recommendation be discussed at senior leadership/ management levels at FAO.</p>	RAF & headquarters	TBD	Yes

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<p>Recommendation 3.</p> <p>FAO should review the mechanism in place for oversight and technical support from the Regional and Subregional Offices to the Ghana Country Office and give a clear defined role and appropriate authority to the Subregional Office on the thematic activities and coordination.</p>	Accepted	<p>FAO Ghana has a different arrangement as it reports directly to RAF. Technical, administrative lines of support and communication to the Country Office have been clarified between the three offices (Country Office, SFW and RAF). Based on the discussion with Country Office, SFW, RAF and RPL, FRGHA being uniquely located with RAF should make use of the technical assets of the RAF Office. Hence, it will use RAF available expertise as its first port of call for technical support while coordinating with other sub-regional offices through the SFW.</p> <p>FRGHA will participate in the SFW bi-weekly meeting, SFW-MDT and other subregional coordinating platforms.</p> <p>One of the uniqueness of FRGHA is that it does not have AFAOR Admin. The administrative function of FRGHA is handled by RAF.</p> <p>The integration of new FAO Flagship programmes like the hand-in-hand initiative, green cities initiatives, one country one commodity and digital villages and World Food Forum should be used as accelerators to programme implementation, under the four betters of the FAO Strategic Framework.</p> <p>At the personnel level, RAF/HR reviewed the remuneration of national consultants based in Ghana and the new scale has been applied effective of March 2023.</p> <p>Regular communication including during PEMS process between supervisors and supervisees on learning and development opportunities as well as the wellbeing resources is encouraged.</p>	FRGHA, SFW and RAF	Immediate	No	
<p>Recommendation 4.</p> <p>The evaluation recommends that FAO Ghana develop a more joined-up, programmatic approach that connects individual projects with broader initiatives, capitalizes on FAO expertise</p>	Accepted	<p>The new CPF 2023–2027 under development will have an elaborate implementation plan accompanied with an evaluation and monitoring (M&E) framework that will recognize and enshrine Government and other partners role in the implementation of the outputs geared towards Government of Ghana's priorities.</p>	FRGHA & RAF	2023 – 2027	Yes	

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and draws lessons from project achievements that can be used in national policy formulation. For an efficient delivery and to promote sustainability, FAO needs to substantially improve its engagement with partners, particularly the government, during planning and implementation. Another key element of such an approach is a MEL system that is fit for purpose, which allows FAO to capitalize on knowledge and boost visibility.		<p>The new CPF will also be formulated based on a sound resource mobilization strategy providing more realistic financial estimates on potential investments in identified strategic areas. (See response to recommendation 5 below)</p> <p>The CPF will be aligned with the UNDSCF and reflecting FAO aspirations to contribute to the UN reform through its strategic Framework and Four Betters: Better Production, Better Nutrition, a Better Environment and a Better Life, leaving no one behind.</p> <p>The implementation of CPF will ensure a programmatic approach, support national policy formulation, collaboration with partners and establishment of MEL system, and boost FRGHA visibility.</p>			
<p>Recommendation 5.</p> <p>FAO Ghana should increase and diversify its funding. Resource mobilization should be guided by an ambitious CPF with clear results targets.</p>	Accepted	<p>A Country Resource Mobilization Strategy and Action Plans (implementation plan) for CPF 2023–2027 will be developed with measurable milestones, timelines and associated costs for realizing set targets of resources to be mobilized.</p> <p>The scope would also be widen, in line with the SDG financing, that is, the Country RM Strategy would not only focus on funding through FAO, but also on facilitating public and private investment by IFIs, climate finance as well as by the Private Sector.</p> <p>For this, the office requires the support of resource management and communication expertise. TCP allocation will be used strategically to support resource mobilization efforts in a catalytic manner.</p> <p>The opportunity to explore new sources of funding such as through the GEF and GCF will in particular be explored as it has shown to be very effective in other country offices to stimulate greater investment in strategic areas.</p> <p>The engagement of the private sector, which is robust for Ghana, could be seen as an advantage to increase agricultural investment.</p>	FRGHA & RAF	August 2023 – December 2024	Yes

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<p>Recommendation 6.</p> <p>At the corporate level, FAO should consider developing explicit corporate policies, guidelines and instruments for its Country Offices in LMICs and high-income countries. FAO has faced the observed challenges in the middle-income context in other regions and Ghana can learn from those experiences</p>	Accepted	This will be handled at headquarters and Regional Office level with inputs from the Country Office.	Headquarters, RAF	TBD	TBD

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