

Evaluation Report Title	Year	Responsible Office	Evaluation Report Type	Region	Period covered	Recommendation title	Recommendation text	Recommendation status (accepted, partially accepted or rejected)	Priority (high, medium or low)	Action point title	Action Point Text	Implementation Year
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Strategic Level: Short Term (Consultation with key stakeholders on programme implementation)	1. During 8th CP programme implementation, priority should be given to wide consultations with key stakeholders at all levels, consolidation of strategic partnerships and responsiveness to the changing environment and needs in the development and humanitarian settings, including COVID-19.	Accepted	High	1.1 CPD Implementation Consultation	1. The CO will strengthen its partnership with the Donors, UNCT, Ministries, Department and Agencies, Private Sector, CSOs, FBOs, Academia by leveraging on innovation, technology, and evidence to accelerate progress to achieve the outputs and results under the 8th CPD to contribute to the three transformative results by 2023. 2. In practice, using the existing platform CO will make annual consultations with partners during the five year of implementation starting from 2023.	2023
										1.2 Adequate financial and human resources	CO will embark on resource mobilisation to raise required financial resources and restructure the CO human resources to accelerate the achievements of 8th CPD outputs by 2023.	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Strategic Level: Short Term (Partnership and Resource Mobilisation)	2. The 8th CPD should consider sustaining partnerships and resource mobilisation for CO programmes.	Accepted	High	2.1 Resource Mobilisation	1. The CO will strengthen its resource mobilisation and partnership efforts by recruiting a Communication and Resource Mobilisation officer to lead these efforts. All staff will be trained in resource mobilisation strategies and use of UNFPA Programme Costing Tool for specific projects funding needs by December 2022 2. Undertake resource and partnership mapping to increase and strengthen strategic partnership 2022 3. Develop Resource Mobilisation Strategy and Plan for 8th CPD by November 2022.	2022
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Strategic Level: Short Term (Strategic Partnership UN framework of DaO)	3. There is the need for UNFPA CO to continue strengthening partnerships under the UN framework of DaO. Partnerships with bilateral development partners and MDAs should be strengthened. UNFPA should strategically partner with institutions and MDAs that have mandate to address drivers of GBV/DV and harmful practices related to effects of emergencies such as COVID-19.	Accepted	High	3.1 Continue engagement in SGBV	The CO will continue to optimally make use of its comparative advantage, technical expertise and leadership in SGBV by coordinating the Gender Equality Sector Team/ GUNCT/Development Partners (GEST/DPs) to foster harmonisation and joint programmes on GBV, DV and harmful practices by 2024	2024
										3.2 Strategic Alliance with MDAs	UNFPA will deliberately create strategic alliances with MDAs and local government systems including traditional and religious leaders to increase opportunities and address gender equality and empowerment of women and girls, GBV and elimination of harmful practices.	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Strategic Level: Short Term (Strengthen the existing multi-sectoral coordination framework that guided CP7)	4. The 8th CPD should continue to further strengthen the existing multi-sectoral coordination framework that guided CP7. It should improve coordination to eliminate any possibilities of parallel coordination frameworks that have the potential to undermine the multi-sectoral coordination structure and mandate at national and sub-national levels.	Accepted	High	4.1 Visibility of CO programmes and activities with IPs	Strengthen the existing multi-sectoral collaboration with the Ministry of Local Government, Regional Coordinating Councils, and the Metropolitan, Municipal and District Assemblies in the design, planning, implementation, monitoring and evaluation of work plans to ensure greater ownership, responsiveness and accountability annually.	2023

Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Strategic Level: Short Term (Strengthen the existing multi-sectoral coordination framework that guided CP7)	5. There is a need to further strengthen the financial management system in the UNFPA Ghana CO to facilitate programmatic and financial accountability by paying particular attention to innovative strategies aimed at reducing the time between requisition and disbursement of funds to IPs. The UNFPA Ghana CO should have a dialogue with MDAs on strategies of strengthening the financial and programme accountability of local governments. The CO should also review the current financial disbursement mechanisms to local governments particularly to facilitate supervision, coordination and holding IPs accountable for results and deliverables.	Accepted	High	5.1 Capacity Building of Staff	<p>1. The CO will provide periodic training, coaching and mentoring of all IPs on the financial management systems, procedures, accountability mechanisms, and results. Entry points for training shall include IP inception meetings, monitoring/spot checks, and review and planning meetings by 2023.</p> <p>2. The CO will reorganise the workloads and responsibilities of staff to ensure timely disbursement and accountability for funds by 2023.</p> <p>3. Adaptive management practices will be employed to ensure the CO takes advantage of documentation of good practices and lessons learned. SOPs shall be introduced in the CO enhance timely review of financial reports and feedback to IPs.</p>	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Strategic Level: Medium Term (Strategic leadership and capacity building)	6. Strong strategic leadership and capacity building is needed to support integrated programming at national and the sub-national levels.	Accepted	High	6.1 Advocacy on integrated programming for high-level policy and decision-makers	<p>1. Assess capacity gaps in programme leadership and implementation at CO and sub-national levels by January 2023</p> <p>2. Implement training programmes on gaps identified from the assessment by 2023</p>	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Strategic Level: Medium Term (Advocacy on differentiated service delivery model)	7. The next CP should actively advocate for use of the differentiated service delivery model to facilitate an effective response to the peculiarities of needs and diverse contexts of hard-to-reach populations and communities.	Rejected	High	7.1 Service Delivery Programming Models	<p>Justification:</p> <p>The Differentiated Service Delivery model is predominant in providing client-centred HIV-services to persons living with HIV. Although UNFPA will ensure that the needs of persons living with HIV/AIDS are met during its programming, the next CP will not offer a strategic focus on persons living with HIV/AIDS, predominantly due to limited resources. This recommendation is therefore worthy of consideration but will not be prioritized.</p>	2023
										7.2 Collaboration and Advocacy on the service delivery models with Government and Partners	<p>1. The CO will strengthen its collaboration and advocacy through enhanced demand-driven planning, efficient use of resources, transparency, and accountability.</p> <p>2. The CO will apply the lessons learnt from other programmes including that of COVID-19 to increase effectiveness of targeting to meet the needs of hard-to-reach population groups and communities.</p>	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Strategic Level: Medium Term (Strengthen focus on SRHR, Gender, Youth empowerment and data and evidence-based programming)	8. UNFPA CO and its partners should ensure that the next CP continues to strengthen focus on SRHR, Gender, Youth empowerment and data and evidence-based programming to ensure acceleration of the achievement of the three transformative results. This will increase the comparative advantage of UNFPA and further increase its credibility among multilateral and bilateral donors as well as among the key government of Ghana sectors.	Accepted	High	8.1 Increased investments in programme areas (increase investment in SRHR, Gender, Youth empowerment and data)	<p>1. The CO in the next CP will support innovation and digitalization to leverage technological advances, including investments in scaling up existing web-based digital platforms (such as the WAWABA application) that help young people access sexual and reproductive health and rights information and services by 2024</p> <p>2. The CO will support Ghana to develop an enhanced data management system to track populations left behind to inform policy design, planning and advocacy by 2024</p> <p>3. The CO will ensure continued partnership with relevant government and community stakeholders, including traditional and religious leaders, women and young people to foster sustainability and an enabling environment that promotes and protects the rights of women and young people by 2024</p> <p>4. CO will implement innovative financing to cultivate a robust and differentiated portfolio of donors supporting the country programme. These will be monitored annually and aimed for completion by 2024</p>	2024

Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Programme Level: Short Term (RH) (Enhanced MPDSR System)	9. UNFPA should support MoH/GHS to improve the robustness of the MPDSR system.	Accepted	High	9.1 Strengthening of the MPDSR committees at all levels in the country.	1. UNFPA Ghana will provide technical support to MoH/GHS to strengthen the robustness of the MPDSR system at national, regional and district levels through measures including community level intelligence/surveillance for maternal deaths; encouraging pregnancy mapping and tracking by VHTs by 2024. 2. The CO will enhance the capacity of the national and subnational maternal and perinatal death surveillance and response mechanism by supporting the health service to establish the maternal and perinatal deaths surveillance and response tool and periodic confidential enquiry system for maternal death at the national and subnational levels, in line with the protocols set by the Ghana Health Service/Ministry of Health. This is aimed for completion by 2024.	2024
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Programme Level: Short Term (RH) (Integration of fistula repair in routine health services)	10. Fistula repair should be integrated into other routine health services and more attention should be given to the re-integration of fistula survivors in the general community.	Accepted	Medium	10.1 Integrate and support treatment and interventions through routine health care	1. In line with the strategic shift in the global Fistula programming from surgical outreaches to routine fistula repairs, CO will strengthen the capacity of selected regional health facilities to deliver routine obstetric fistula repairs through capacity building and equipping of these facilities annually. 2. The interventions will engage community leaders and the media to increase community awareness and demand generation through community mobilisation. UNFPA will mobilise resources to support MoH/GHS and other actors in the scale-up of the re-integration of fistula survivors annually.	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Programme Level: Short Term (RH) (Scale up of interventions /mechanisms on FP stockout)	11. MoH in liaison with UNFPA should support the scale up of interventions /mechanisms that address persistent FP commodity stock-outs by operationalizing the redistribution strategy.	Rejected	High	11.1 Support MoH to scale up interventions on FP	Justification: Ghana's commodity security evaluation did not highlight persistent stock out of FP commodities as a real issue. There have been healthy stock levels at most facilities and regional stores within the acceptable min/max levels.	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Programme Level: Short Term (Adolescent and Youth) (Engagement of Young People at all levels)	12. The UNFPA Ghana CO should continue the meaningful engagement of young people at all levels of adolescent and youth programming including the scale up investment in innovations by young people in the use of digital and online platforms and other approaches to increase access to SRH information.	Accepted	High	12.1 Advocacy for strengthened opportunities and platforms for adolescents and young people	1. CO will support creation of more platforms to enable young people advocate and address issues on their SRH and gender needs by 2024. 2. CO will support capacity building for young people to create demand for SRH services including through social media platforms by 2024	2024
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Programme Level: Short Term (GBV) (Investment and systems strengthening to foster consistent and sustained social norm)	13. CO should advocate for significant investment and systems strengthening to foster consistent and sustained social norm change targeting service providers, leaders and local communities. For these campaigns to be more effective, they should be informed by formative research.	Accepted	High	13.1 Sustained social norm change campaign	1. CO will provide technical and financial support for formative research to inform interventions that address harmful social norm by 2024. 2. CO in collaboration with other UN agencies and DPs will provide technical and financial support to strengthen the policy and coordination role of the MoGCSP to scale up GEWE and GBV programmes and interventions both at national and sub national level by 2024.	2024

Ghana Country Programme Evaluation (2018-2022)	2022	Ghana country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Programme Level: Short Term (SRHR/GBV) (Streamlining integrated SRHR/GEWE interventions for women, youth, and adolescent groups)	14. UNFPA and its partners should consider streamlining integrated SRHR/GEWE interventions for women, youth, and adolescent groups but with a strong focus on vocational skills training, combined with gender transformative programming and power analysis.	Rejected	High	Advocate for the standardization and adoption of integrated SRHR/GEWE package of services	Justification: In the 8th CP, the CO will not engage in vocational skills training.	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Programme Level: Short Term (GBV) (Capacity building of Gender Unit)	15 Build the Capacity of UNFPA CO Gender Unit and Implementing Partners to effectively address issues on GBV by using Evidence Based Information	Accepted	High	15.1 Evidence-based interventions and Responses	1. The CO will identify skill capacity gap and train the Gender Unit staff with the right skill-sets in evidence-based programming to respond to GBV issues by 2023. 2. The CO will recruit an M&E Analyst as part of the skill-set to support the Gender Unit by 2023.	2023
										15.2 Capacity Building for Gender Unit	The capacity of the CO Gender Unit and IPs will be strengthened to identify, incorporate and address emerging issues on GBV/gender inequality by 2023.	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country Office	CPE	WCARO	2018-2022	Programme Level: Medium Term (RH) (Capacity for integration of youth and gender-friendly services within health facilities)	16. The UNFPA Ghana CO should support the building of further capacity for integration of youth and gender-friendly services within health facilities and communities in the country.	Accepted	Medium	16.1 Investment in establishing the capacity of health care workers	CO to support to capacity building for health care workers to deliver gender and youth friendly SRH services at all levels by 2023	2023
Ghana Country Programme Evaluation (2018-2022)	2022	Ghana Country office	Country Programme Evaluation (CPE)	WCARO	2018-2022	Programme Level: Medium Term (RH) (Advocacy for and support the development scale up strategy and plan for effective GBV prevention and response intervention)	17. The CO should advocate for and support the development of a clear, realistic and feasible scale up strategy and plan for effective GBV prevention and response interventions country-wide to create a strong impact in the reduction of GBV and harmful practices.	Accepted	Medium	17.1 UNFPA should advocate for and support the use of Expafndnet model developed by WHO to guide scale up by partners	The CO will advocate and explore the use of the Expandnet model developed by WHO that has proven to guide scale up in low- and middle-income country settings by investing in human resources at the CO level, MDAs, CSOs and local governments to effectively use evidence-based models for scale up GEWE and GBV interventions by 2024.	2024
						Programme Level: Medium Term (RH/GBV) (Streamline and harmonise the different databases on GBV at all levels).	18. UNFPA in conjunction with GSS, DOVVSU, MoGCSP, MoH and MoE should strengthen current efforts to streamline and harmonize the different databases on GBV at national and sub-national levels.	Accepted	High	18.1 Support the establishment of integrated GBV databases	The CO in partnership with UN agencies, DPs, Ministry of Gender, Children and Social Protection, MOH/GHS, MOE/GES DOVVSU, GSS, CSOs will support the integration of GBV database systems within the country by scaling up, expanding capacity of human resources, and the investment in infrastructure by 2024 .	2024

					<p>Programme Level: Long Term (Digitalisation of Census and Surveys for evidence-based information)</p>	<p>19.The CO should build the momentum of the built on providing assistance for the conduct of the first fully digital census, the 2021 Population and Housing Census in Ghana and advocating for evidence-based information advancing the integration of the demographic dividend strategic areas into policies and programmes. In this regard, the CO should advocate for and support to increase and ensure adequate resource mobilisation for P& D to match the current needs.</p>	Accepted	High	<p>19.1 Adequate Funding and Capacity Building for the P&D Unit</p>	<p>The CO will recruit more human resources (into the Population and Development Unit) with the requisite skill-sets and experience to provide technical support to the Ghana Statistical Service in post census activities, including the utilisation of the 2021 census results. The CO will strengthen its collaboration with the National Development Planning Commission in advancing the integration of demographic variables, ICPD PoA development planning.</p> <p>1. The CO will reorganise the human resources of the P&D unit to also meet the M&E needs of the 8th CP. A specialist position shall be created to head the PD and M&E unit by 2023.</p> <p>2. Continuous technical support will be provided to the Ghana Statistical Service in its post census activities, including the thematic and analytical report writing by 2024.</p> <p>3. The CO will annually support the National Development Planning Commission and National Population Council to advance the integration of demographic variables, ICPD 25+ commitments into national development planning.</p>	2024
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