

INDEPENDENT MID-TERM EVALUATION

GHANA

WEST AFRICA COMPETITIVENESS PROGRAMME – GHANA

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Abbreviations and acronyms

Acronym	Meaning
CRI	Crops Research Institute
CTA	Chief Technical Advisor
ECOWAS	Economic Community of West African States
EU	European Union
FAO	Food and Agriculture Organisation
FRI	Food Research Institute
GAP	Good Agricultural Practices
GEA	Ghana Enterprise Agency
GEPA	Ghana Export Promotion Authority
GFSI	Global Food Safety Initiative
GIZ	Gesellschaft für Internationale Zusammenarbeit
GSA	Ghana Standards Authority
GRATIS	Ghana Regional Appropriate Technical Industrial Service
HACCP	Hazard Analysis and Critical Control Point
ISO	International Standard Organization
ITC	International Trade Center
MOAP	Market Oriented Agricultural Programme
MoFA	Ministry of Food and Agriculture of Ghana
MoTI	Ministry of Trade and Industry of Ghana
MSME	Micro, Small and Medium Scale Enterprise
NBSSI	National Board for Small Scale Industries
NEDP	National Export Development Programme
NEIP	National Entrepreneurship and Innovation Plan
NQI	National Quality Infrastructure
NQS	National Quality System
PPRSD	Plant Protection and Regulatory Services Directorate
QI	Quality Infrastructure
QMS	Quality Management System
RBM	Result-based Management
SDG	Sustainable Development Goals
SECO	State Secretariat for Economic Affairs – Switzerland

Acronym	Meaning
SEMP	Sector Export Marketing Plans
SME	Small and Medium Enterprise
SPS	Sanitary and Phytosanitary
SRI	Soil Research Institute
SQI	Standards and Quality Infrastructure
TBT	Technical Barriers to Trade
TCB	Trade Capacity Building
TCC	Technical Coordination Committee
TORs	Terms of Reference
UNIDO	United Nations Industrial Development Organisation
VCs	Value Chains
VCSCs	Value Chain Strategic Committees
WACOMP	West Africa Competitiveness Programme

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, before an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved or are expected to be achieved.
Efficiency	A measure of how resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Log frame (logical framework approach)	A management tool used to facilitate the planning, implementation, and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results-based management) principles.
Outcome	The likely or achieved (short-term and medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods, and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donor's policies.
Risks	Factors, generally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance, has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of Change	A set of hypotheses on how and why an initiative works.

Executive summary

OVERVIEW AND METHODOLOGY: The Project “West Africa Competitiveness Programme, Ghana Component (WACOMP-Ghana) is part of the West Africa Competitiveness Programme (WACOMP), with a financial envelop of 116 million Euro, implemented with a subsidiary approach through one regional component and 16 national components. The project specific objective is “*SMEs and Intermediate organizations for Fruits (Mango and Pineapple), Cassava and Cosmetics value chains have increased capacity to produce quality products acceptable to the regional and international markets and integrated into the global Value Chains*”. The project addresses 5 main result areas: i) Coordination, ii) Competitiveness, iii) Conformity iv) Connection and v) Credit.

The Project is implemented by UNIDO through a Delegation Agreement with the EU Delegation in Accra. The Ministry of Trade and Industry (MoTI) was selected as national coordinating agency. The total budget is 6,350,000 EUR. The Project started in February 2019, with an expected duration of 48 months.

The purpose of the mid-term evaluation (MTE) is to assess independently the progress towards the achievement of the project objectives to help the project management and key stakeholders improve performance to reach the expected results. In that, the MTE is very much a learning exercise.

The evaluation used mixed qualitative and quantitative methods, contribution analysis and the theory of change to collect data. Findings are supported by data triangulation. Data collection includes the following sources: Documentary review (over 50 documents); Visit to eleven clusters; Interviews with over 80 project stakeholders and beneficiaries conducting one-on-one interviews and Focus Group Discussions; Video Conferences with 15 respondents; questionnaires were prepared for 6 categories of respondents.

The evaluation was conducted by Mr. Paolo Scalia (Evaluation Team Leader) and Mr. Richard Odum Nyumuah, (National Consultant).

KEY FINDINGS

Relevance; The evaluation evidences a high relevance of the project and its deliverables to the priorities of the value chains’ stakeholders. The intervention is highly relevant to national priorities, to EU cooperation goals in Ghana and UNIDO mandate. On the other hand, there is a scope to further strengthen the regional integration of the WACOMP National Components as part of a regional programme with the final objective to improve trade within the AfCFTA.

Quality of design and strategy; Design is appraised positively as it builds on opportunities for the identification of relevant deliverables and activities; the evaluation evidences room to improve the quality of formulation, including the assessment of value chains, specification, quantification and measurability of results, attention to outcomes, focus on macro level changes and the design of sustainable mechanisms. The design focused on national priorities, with shallow attention to the regional agenda.

Commitment and ownership; MoTI, key Intermediary Organizations and value chains stakeholders show satisfactory levels of ownership and commitment. For Ghana Enterprise Agency (GEA) there is scope for a stronger involvement, which may enhance ownership by the organization.

Effectiveness; the evaluation of effectiveness embraces the 5 results areas:

- **Coordinate;** The Component has been actively contributing to an improved public-private dialogue among stakeholders. This first phase of the Project was dedicated mainly to set up mechanisms and build trust. Notwithstanding the constraining effects of the COVID-19 pandemic, positive effects of the dialogue are already emerging.
- **Compete;** Positive results are emerging from two streams of activities supporting Intermediary Organization Capacities and SME performances. (1) WACOMP-Ghana supported Ghana Enterprise Agency (GEA) to strengthen its capacity to delivery training to SMEs. Although a comprehensive partnership between the project and GEA was not indicated in the project document, some activities have been integrated in the annual workplan to strengthen GEA capacity to deliver trainings to SMEs (2) With the Association of Ghana Industries (AGI) the project leveraged only to a very limited extent the potential benefits of a strategic partnership in the private sector. Value Chains diagnostics gave positive contributions to the strengthening of stakeholders, particularly as Associations played a lead role and facilitated cooperation across actors. There is a tangible need for associations to strengthen client orientation, and quality of services. Local clusters need to developed mechanisms to leverage local discussions to a national dialogue which may influence the value chain macroeconomic environment. Matching Schemes contributed in a few cases to strengthen capacities of cluster level associations and intermediary organisations. Project support to SMEs and producers focused on production enhancement for cassava and mango (due to the fact that processors needed quality and consistent raw materials for production), improved packaging, product quality and management training, contributing to improved know how and skills; interviewed companies provided qualitative positive statements about training outcomes.
- **Conform;** Conform is WACOMP-Ghana core component and the project backbone. Positive results include the development of 17 new standards (1 for hand sanitizers, 2 for cassava and 14 for cosmetics), analysis of National Quality System (NQS) have been developed as part of the Cosmetic and Cassava value chain analysis and Mango and Pineapple Value Chains Diagnostics. Positive effects covered as well improved testing capacity of 4 laboratories across the country, and certification awareness and access to technological innovation for SMEs. The project promoted SME awareness about certification and compliance; in the fruit value chains, four beneficiary groups representing 73 associations' members have been sensitised on GlobalGAP certification. 40 SMEs have so far registered new products with the Ghana Food and Drugs Authority (FDA) thanks to project support. Due to the COVID travel restrictions and the consequent impossibility of the experts to coach and guide SMEs in their premises, so far progress certifications to GlobalGAP, Organic, ISO 22000, ISO 22716 and others has been very limited. The project has also trained 177 experts in the principles of Hazard Analysis and Critical Control Points (HACCP), ISO 9001 (QMS), ISO 22000 (Food Safety Management Systems) and ISO 22716 (cosmetics) standards.
- **Connect;** Project achievements include the improvement of Ghana Export Promotion Authority (GEPA) market hub and capacity development supporting GEPA M&E and management team, the development of sector export marketing plans and market intelligence; support to the export school as well as the physical or distant participation to national and international events. To date, 87 companies (SMEs) have been linked to the market hub and the project provided e-training to 45 participants. A webinar on market trends and potential for Ghanaian Cosmetic SMEs was organised in collaboration with GEPA and AGI with 63 participants. Interviewed SMEs offer mixed views about the improvement of the understanding of international market requirements. Overall all activities appear useful and relevant to the needs of the SMEs. The intervention however is fragmented in a high number of activities, diluting focus and limiting opportunities for impact

- **Credit;** The Credit Component has worked effectively to strengthen awareness of SMEs of the financial market and instruments. However, the project is yet to find viable solutions to increase SME access to credit.

Matching schemes; The tool is effective to contribute to relevant results, with very satisfactory cost-benefit ratio. A key merit of the tool is to support cluster development promoting positive dynamics across stakeholders and building trust with the project. In general, only limited impact should be expected from the matching schemes in consideration of wide objectives, tiny financial envelopes, limited duration and scattered geographical distribution in micro-level interventions. In agricultural production activities the tool is used to trigger changes showing farmers opportunities to improve practices; however, the very short duration, embracing just one agricultural cycle, may affect the tool capacity to effectively promote changes related to production.

The cluster approach appears to be successful in promoting local development for targeted value chains but it is too early to see results at broader scale. To some extent the approach appears anecdotal, focusing on relatively few successful cases, with limited mechanisms so far in place to scale up results. The evaluation evidences the need to strengthen an inter-cluster approach and mechanisms to leverage, from cluster exchanges a national dialogue which may influence the value chain macroeconomic environment. Sustainable mechanisms need to be developed to meet the demand for upscaling the approach at national level.

Support to gender environment and good governance; Project design did benefit a sound gender focused approach although this has been only to a limited extent translated into mainstreaming gender across project results. The analysis of implementation shows evidence of a number of activities supporting gender equity and women empowerment through the value chains. The project's sex disaggregated data for 2020 indicates 52% of female beneficiaries and 48% of males. There is scope for further strengthening the role of women through the value chains, including through empowerment in governance mechanisms, supporting women associations and entrepreneurship and facilitating their access to finance and to resources.

WACOMP-Ghana scope of work for good governance as a crosscutting priority has been limited, with no specific results or activities planned in the action document or reported during implementation. The nature of the intervention does not involve significant negative impacts on the environment and the evaluation has not evidenced activities susceptible to be considerably detrimental to the environment. The project extent of work on environmental sustainability has been limited.

Opportunities for long term changes; At mid-term of project implementation, it is naturally that impacts related to sales and exports have not surfaced. However, the evaluation evidences opportunities of long-term changes. Indicators include for instance the number of products registered with FDA, convergence of standards from cassava and cosmetics to the ECOWAS Standards Harmonisation Model (ECOSHAMS), SMEs developing joint marketing plans with joint mango and pineapple marketing missions planned for 2022, evidence of visible collaboration at level of regional clusters, with stakeholders getting at a federative stage, improved budgeting and management as a result of project trainings, increased number of cassava producers who want to work with local processing units and e-training resulting in change of businesses approaches, with better marketing and production choices by SMEs.

The cosmetic value chain is of strategic interest as it allows to work with the majority of the 50 companies registered with the Registrar General's Department in Ghana for the sector and offers opportunities of incidence at macro level in terms of compliance, quality of products, exports and regional integration. Conversely the work with mango, pineapple and cassava value chains, which are targeted in the Action Fiche developed by the EU for the project to implement,

although relevant to needs and highly appreciated by stakeholders, target a very limited number of companies and a small fraction of the national universe. For these value chains the project has a limited capacity to affect changes at macro level and leverage national impacts on compliance, quality, value addition and exports.

Efficiency: Overall financial performances are very satisfactory particularly considering that the project implementation (30 months) covered 6 months of inception and over 20 months constrained by COVID-19 restrictions. The project performed consistently well across the 5 Result areas, with a remarkable number of activities and outputs delivered according to plans. No significant delays are evidenced by the evaluation. Very few activities have been postponed in consideration of COVID-19. Remarkably several adjustments to COVID-19 rather than slowing down implementation allowed to increase performances and outdo initial targets for some deliverables. The evaluation finds WACOMP-Ghana represents good value for money, particularly in consideration of its contained overall financial envelop.

The governance mechanism is assessed as adequate to guide WACOMP and support steering and management decisions. The set up contributes as well to build ownership across stakeholders. The Steering Committee needs however to sharpen its capacity to provide additional strategic orientation to the Project management, with more attention to outcomes and impact opportunities.

Management is one of the project principal assets, primarily responsible for the positive performances observed by the evaluation. The project is equipped with effective reporting, monitoring and lesson learning mechanisms. Management support mechanisms need to strengthen their attention at level of outcomes. The project is projecting a very positive image among the stakeholders and national counterparts thanks to participatory management, good performances and an effective communication.

Sustainability: sustainability has been a concern for design and implementation and several features are built into the project. However, sustainable development models need yet to be identified at cluster and at national level for each value chain. The need of sustainable mechanisms is likely to become the main challenge for upscaling the positive results of WACOMP Ghana. Sustainability needs to be sought also at macro level arrangements supporting dialogue and decision making for the different value chains.

Upscaling: WACOMP-Ghana implementation favoured the emergence of a demand at national level for upscaling and increased services to intermediary organizations (IO) and SMEs. Significant opportunities are in place although conditions need to be set for sustainability and expansion of results (see recommendations).

Linkages to the Regional Programme: Although WACOMP-Ghana was designed as the national component of a Regional Programme, with an explicit goal to contribute to regional integration, the project is structured to respond mainly to a national agenda while regional integration appears as a secondary priority. Project design and implementation are more oriented to address value chain needs rather than to support regional integration and the domestication of regional policies.

Overall assessment: WACOMP-Ghana stands out as a noticeably good project, addressing relevant priorities of SMEs and intermediary organizations in Ghana, supporting production, quality, sales and exports for the selected value chains. The intervention performs remarkably well, practically unscathed by over 20 months of COVID-19 restrictions, supported by a sound management, outstanding interactions, good coordination and an effective communication. The intervention is well appreciated by its stakeholders and beneficiaries and enjoys a distinguished reputation of a successful project, with a demand for broadening its scope. Given some adjustments, WACOMP-Ghana offers considerable opportunities for impact and upscaling. The

evaluation evidences the need to strengthen some aspects of WACOMP-Ghana, including to reduce its ambitions to address the dilution of efforts in a large number of activities (trimming those where the project may have a reduced edge), lifting management focus to a more strategic level, rebuild the original regional dimension of WACOMP, strengthen some partnerships, increase attention on outcomes, reinforce sustainability and setting conditions for impacts and upscaling.

CONCLUSIONS; Findings allowed to consolidate 10 evaluation conclusions:

- C.1 An overall positive assessment of the project
- C.2 A valid strategy, with need to improve the design
- C.3 Outstanding performances and good value for money;
- C.4 High pertinence to needs and priorities;
- C.5 Overall conduciveness to achieve results through the 5 areas, with need to strengthen management focus at outcome and strategic level, increasing measurability of results
- C.6 Limited contributions to regional integration;
- C.7 Distinguished management performances;
- C.8 A solid network of alliances with scope to enhance some partnership
- C.9 Significant opportunities (and some challenges) for impact and sustainability;
- C.10 Valuable best practices, lessons and opportunities for upscaling;

RECOMMENDATIONS; recommendations are based on conclusions:

- R1: Improve design, reducing ambitions, trimming some activities and strengthening areas for impact opportunities.
- R2: Revive the regional dimension of the project
- R3: Strengthen focus at outcome level in design, planning, monitoring, management and governance
- R4: Build sustainable mechanisms and study opportunities for upscaling
- R5: One year no cost extension to consolidate results and sustainability
- R6: Boost partnerships and build client orientation and M&E capacities in Intermediary Organizations
- R7: Financial study to assess opportunities to develop credit products through blending and other mechanisms
- R8: Matching grants: assessment and fine-tuning of the mechanism
- R9: WACOMP-Ghana experience to inform EU Cooperation approach
- R10: EU Cooperation may consider a follow up project for the 2021 – 2027 programming period

Rating scale - scores from 1(minimum) to 6 (maximum)

A	Project strategy	4
1	Project design/relevance / coherence	4
2	Project results framework/logframe	4
B	Progress towards results	5
1	Effectiveness and progress towards expected results	4
2	Efficiency	5
3	Sustainability	4
C	Project Implementation and Adaptive Management	5
1	Project management (arrangement)	6
2	Results-based work planning, monitoring and evaluation, reporting	4
3	Financial management	5
4	Stakeholder engagement and communication	5
D	Performance of Partners	5
	Overall assessment	5

1. Introduction

1.1 Evaluation objective and scope

The purpose of the independent mid-term evaluation of WACOMP-Ghana is *“to assess the project progress towards the achievement of the objectives to help the project management and key stakeholders ensure the achievement of the planned results”*.

The evaluation has three specific objectives:

1. Assess the project’s performance and progress towards the achievement of the expected results
2. Assess remaining barriers and risks in project design, project management and performance of partners to identify necessary changes to set the project on-track to achieve its expected results
3. Develop recommendations so that project management could develop and implement a follow-up plan on necessary corrective actions

The evaluation embraces the following scope:

- **Temporal scope** embraces *“the first two years of implementation, starting from February 2019 to April 2021”*. The evaluation will also consider events and context which may have shaped the project before start up (including the design phase).
- **Geographic scope** covers all the Regions of Ghana which have been targeted by the intervention (see value chains clusters map in annex 9)
- **Thematic scope** includes the three value chains targeted by WACOMP-Ghana to improve their competitiveness: Processed Fruits (Mango and Pineapple), Cassava and Cosmetics and Personal-Care Products.
- **Legal scope** is defined by the Delegation Agreement FED/2018/402-407 between the European Commission (or the Contracting Authority) and the United Nations Industrial Development Organisation (UNIDO) signed on December 11, 2018.

1.2 Context overview

In 2016 a “Made in Ghana” policy was launched encouraging institutions, especially public ones to procure locally made products and services. In 2017, the government introduced the 10-point Agenda policy to transform the industrial sector of the national economy, that would create job opportunities for the unemployed youth and ensure prosperity for all Ghanaians. This includes the National Industrial Revitalisation Programme (NIRP), with a quick disbursing stimulus fund of up to USD 200 million for industries, and the “One District, One Factory” policy, which is geared towards decentralizing industrial development across the country. Within the same period, the National Entrepreneurship and Innovation Plan (NEIP) was introduced, a policy initiative to provide an integrated national support for start-ups and small businesses.

While focusing on the 3 Value Chains selected in WACOMP-Ghana Component, the intervention is aligned to the National Export Development Programme (NEDP) and the implementation roadmap accompanying the National Export Strategy.

1.3 Project synopsis

1.3.1 Overview

The Project¹ is part of the West Africa Competitiveness Programme (WACOMP), with a financial envelop of 116 million EUR, implemented with a subsidiary approach through one regional component and 16 national components, covering all 15 ECOWAS countries and Mauritania.

¹ The project title is “West Africa Competitiveness Programme, Ghana Component” (WACOMP-Ghana)

Table 1 Project Synopsis

Project title	West Africa Competitiveness Programme, Ghana Component
UNIDO ID	170220
EU Project ID	CTR402-427
Region	West Africa
Country	Ghana
Project donor	EU
Project implementation start date	February 2019
Expected duration	48 months
Expected implementation end date	February 2023
Implementing agency	UNIDO
Government coordinating agency	Ministry of Trade and Industry (MoTI)
Donor funding	Euros 6,200,000
UNIDO input (German Trust Fund, Euros)	Euros 150,000
Mid-term review date	June-September 2021
Planned terminal evaluation date	November 2022

Source: Project document

1.3.2 Project goal, results and beneficiaries

The **overall objective** of WACOMP-Ghana is to *strengthen “the export competitiveness of the Ghanaian economy through enhanced value-added, low carbon, sustainable production and processing and an increased access to regional and international markets”*.² The project aims to improve the performance and growth of the following value chains: (i) cassava, (ii) fruits (mango and pineapple) and (iii) cosmetics and personal care products, by improving the quality of their products, promoting exports and their integration into regional and global value chains.

The **project specific objective**, identified as “Project Outcome” in the Action Document, is “*SMEs and Intermediate organizations (Fruits (Mango and Pineapple), Cassava and Cosmetics and Personal-Care Products value chains) have **increased capacity to produce quality products acceptable to the regional and international markets and integrated into the global VCs***”.

Note: the definition in the project objective is a key step in the process of the evaluation design, as the purpose of the evaluation is to assess the Project’ achievement towards its goal.

WACP-Ghana aims at achieving its objective (outcome) through five result areas that represent the 5’Cs Approach of UNIDO to cluster development: Coordinate, Compete, Comply, Connect and Credit.

Figure 1: The 5 Cs and UNIDO approach to cluster development ³



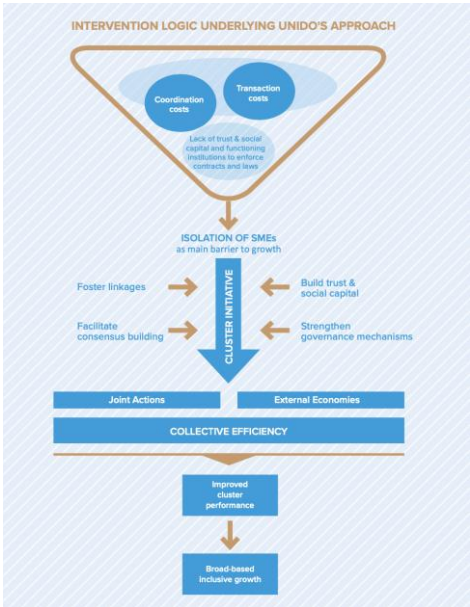
² Definition by the action document

³ UNIDO Approach to Cluster Development, Key principles and project experiences, Technical Paper, UNIDO 2020

These 5 result areas constitute five interdependent but complementary axes of intervention, each axis aiming at addressing key problems and constraints identified in its thematic area. Each axis corresponds to a main “result”⁴ and constitutes a “Project Component”

- Output 1: Sector dialogue improved and strategic advice provided to increase value chain development. Axis: COORDINATE
- Output 2: Intermediate organisations have greater capability for Value Chain cluster development and clustered SMEs are upgraded over the whole production process. Axis: COMPETE
- Output 3: Quality and Innovation of Intermediate Organisations are strengthened and SME’s compliance with standards, quality management and innovation is enhanced. Axis: COMPLY
- Output 4: Intermediate organisations are strengthened and SMEs have greater marketing capacities to access regional and international VCs. Axis: CONNECT
- Output 5: SME’s are linked to financial institutions. Axis: CREDIT

Figure 2 Intervention logic underlying UNIDO approach¹



The project seeks to support (i) micro enterprises in its contribution to industry development; and (ii) SME’s to attain more export potential.

The principal beneficiaries of this project are stakeholders of the cassava, fruits (mango and pineapple) and cosmetics and personal-care products value chains in Ghana (i.e. producers, cooperatives, enterprises involved in production and value addition, etc.).

The Ghanaian government benefits directly through strengthened quality and marketing institutions in particular Ghana Standards Authority (GSA) and Ghana Export Promotion Authority (GEPA). Other beneficiary institutions are quality infrastructure service providers such as selected laboratories.

The action document (Action Fiche) prepared by EU specifies that project will take into consideration and incorporate the participation of women where possible. The project follows the gender mainstreaming strategy and gender equality and empowerment of women objectives developed by UNIDO.⁵

Table 2 summarizes important milestones along the timeline of the project implementation.

Table 2: Main benchmarks in the project timeline

Benchmark date	Event
EU – UNIDO Framework agreement (FAFA)	2003 (Addendum 2014)
Signature of Delegation Agreement	11 th December 2018
Project implementation start date	February 2019
Official launch of Implementation	29 th March 2019

⁴ In the context of this MTE results are defined as measurable changes (both outputs and outcomes) effect of WACP-Ghana activities and deliverables.

⁵ UNIDO, Gender Mainstreaming guide for Trade Capacity-Building projects (2015)

Benchmark date	Event
1 st Steering Committee	25 th September 2019
COVID pandemic start	February / March 2020
Steering Committee (virtual)	28 th July 2020
3 rd Steering Committee	10 th March 2021
Launch MTE	June 2021
Expected conclusion of MTE	November 2021
Planned terminal evaluation	November 2022
Expected end of implementation date	February 2023

1.3.3 Budget and financial breakdown by result

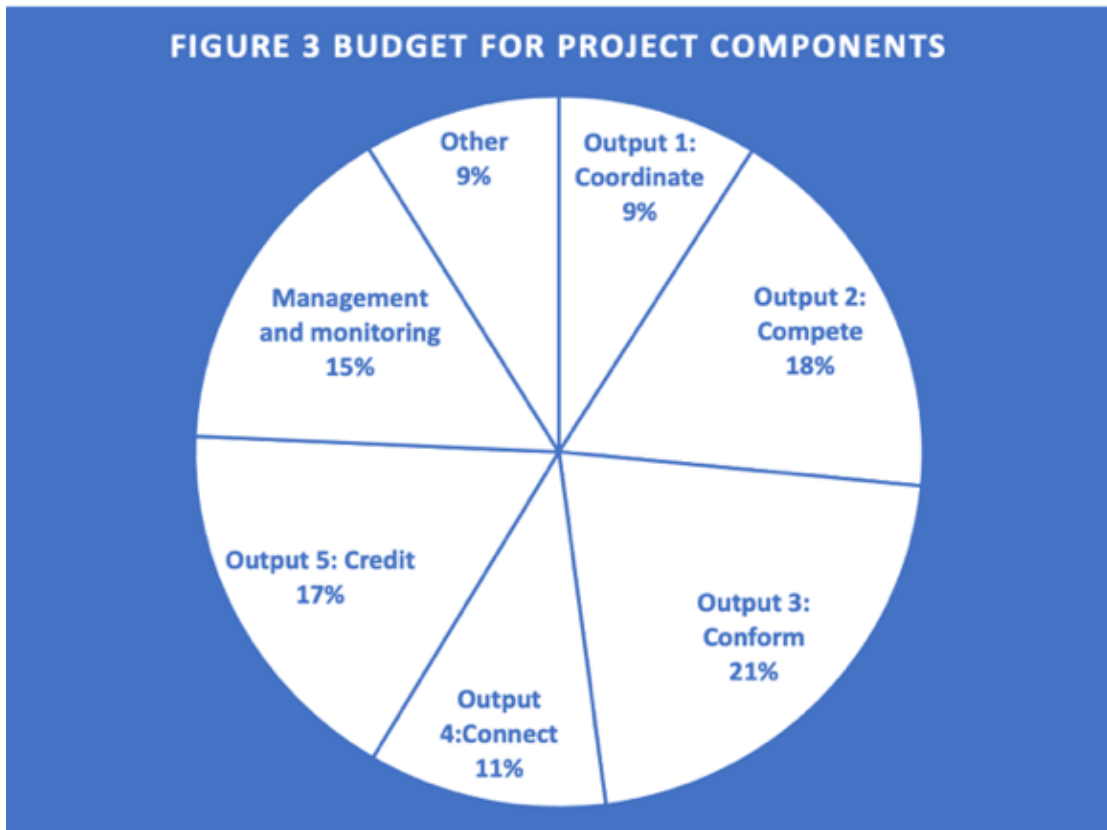
The following table shows the breakdown of the budget for each result area and figure 3 shows the relative weight, in percentage, of each axis.

Table 3: UNIDO budget on 31st December 2020 (values in EUR)

Budget item	Total Project Budget
Output 1: Coordinate	566,142
Output 2: Compete	1,118,142
Output 3: Conform	1,359,668
Output 4: Connect	673,142
Output 5: Credit	1,089,810
Management and Monitoring	987,489
Total Direct Costs EU	5,794,392
Indirect costs EU	405,607
TOTAL EU including SC	6,200,000
Direct Cost UNIDO	140,187
Indirect Costs	9,813
Co-funding UNIDO	150,000
GRAND TOTAL	6,350,000

Source: UNIDO Project Document

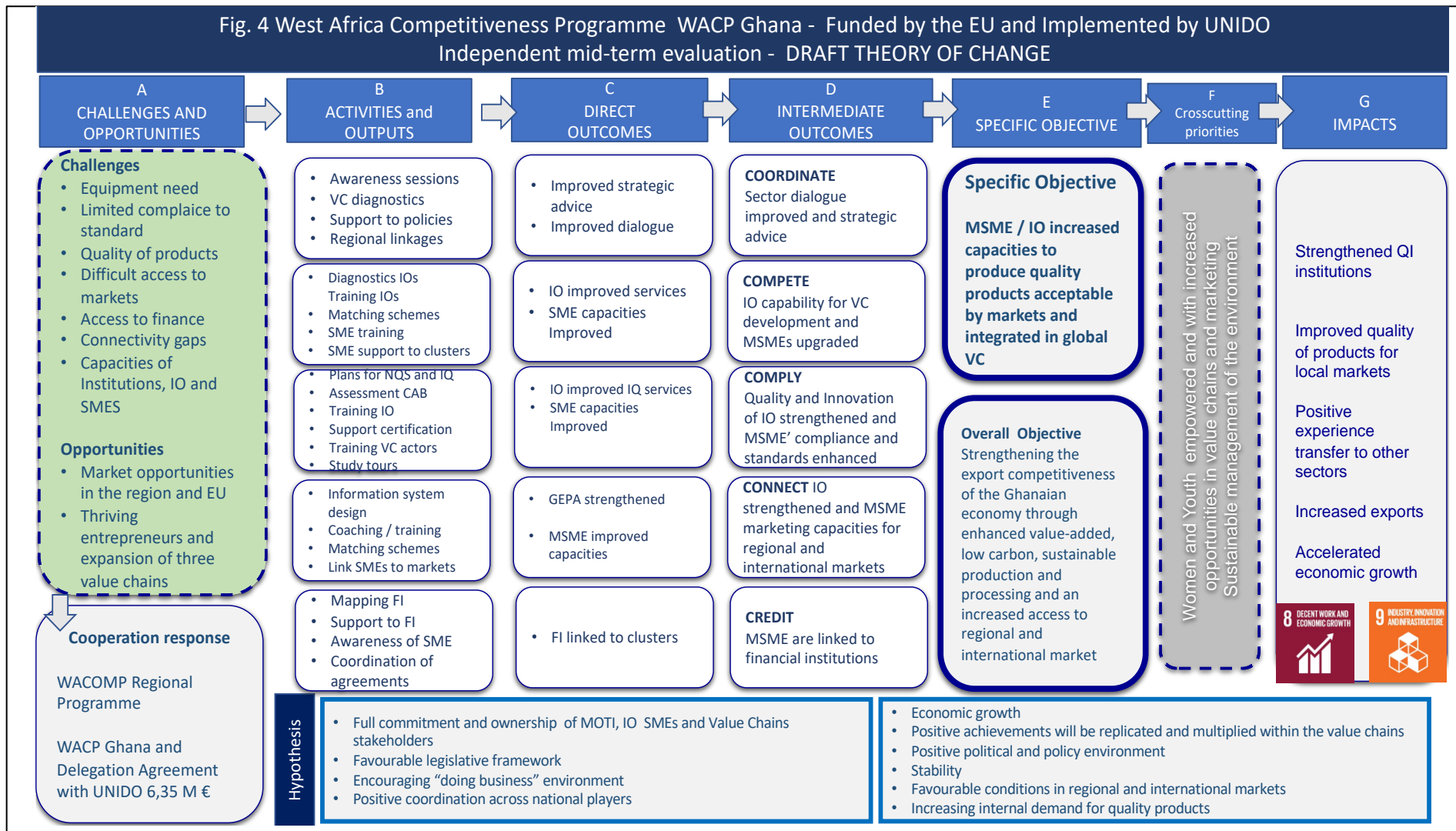
FIGURE 3 BUDGET FOR PROJECT COMPONENTS



1.4 Theory of Change

The Theory of Change (ToC) has been reconstructed by the evaluation team according to the specifications of the terms of reference as there was no TOC when the project was designed. It reflects the team preliminary understanding of the external factors affecting the achievement of goals to build a common understanding of the logic underlying the project and identifying key factors contributing to the expected transformation process. (see figure 4 below). The Theory of Change seeks to set out in simplified and practical terms the result chain which is supposed to lead to the achievement of the project goal, evidencing the expected cause – effect relationship and interactions with the external environment (hypothesis).

Fig. 4 West Africa Competitiveness Programme WACP Ghana - Funded by the EU and Implemented by UNIDO
Independent mid-term evaluation - DRAFT THEORY OF CHANGE



1.5 Evaluation methodology

The evaluation uses contribution analysis and the theory of change applying mixed qualitative and quantitative methods to collect data. The evaluation framework (see Annex 2) was structured along 7 main questions, aligned to OECD evaluation criteria and informed by the evaluation priorities, as evidenced by the terms of reference. For each question the evaluation framework specifies sub-questions, indicators, sources and data collection tools. Findings have been supported by data triangulation, ensuring a sound evidence-base.

Data collection included the following sources:

- Documentary review, from 50 documents (see list of documents consulted in Annex 3)
- Visit to clusters and project sites (see itinerary for field data collection, Annex 7)
- Interviews with 60 project stakeholders and beneficiaries (see list in Annex 4)
- Focus Group Discussions
- Video Conferences with 15 respondents
- Project monitoring system and data on indicators

Questionnaires was developed for key stakeholder groups (see Annex 6). Responses were summarized in an “interviews report” providing answers to key evaluation questions and sub-questions.

Gender mainstreaming is addressed by a specific sub-question (EQ 7.3) in accordance with the UNIDO Policy on gender equality and the empowerment of women, UNIDO gender guidelines and the UNEG guidance on evaluating gender and human rights.

The evaluation placed importance on **learning**, supporting UNIDO priority to capitalize from good practices, key results achieved and challenges.

1.6 Limitations of the evaluation

The evaluation team had full access to documents, including project monitoring data, Value Chains assessments and key project deliverable. UNIDO, the EU delegation and the Project Team shared without restrictions documents with the Evaluation Team.

COVID 19 restrictions did not impair significantly the process of data collection, particularly as the Team, supported by UNIDO, managed to plan in detail the field visits and obtain in time due clearances. Field visits were implemented by the National Consultant, following a data collection protocol agreed during the inception phase with the Team Leader.

The following limitations of data collection had to be taken into account:

1. Respondents were mainly selected amongst project direct beneficiaries, which may reflect a positive bias in favour of the intervention support. Interviews provided consistently a positive perception of project services and activities.
2. For mango, pineapple and cassava value chains respondents represent a very small fraction of the value chain stakeholders.
3. The project did not set up in the first two years of implementation a measurement system at outcome level, with very few quantitative data about results.

The evaluation addressed these limitations through qualitative data collection, triangulation of information and developing a response matrix which allowed to compare all answers for a same question. However the lack of quantitative data on outcomes and the difficulty of generalization of findings remain.

2. Evaluation questions and findings

2.1 EQ 1 – Project strategy

To what extent project design and strategy support relevance to stakeholders' priorities? Are the quality of project design and strategy conducive to support the achievement of project goals and results? To what extent the project design maintains its relevance in light of changed circumstances? How strong is stakeholders' commitment and ownership? How design and strategy should be adjusted accordingly to be on track to achieve expected results?

2.1.1 Relevance

1.1.i) Relevance to Ghana National Priorities;

The Project bears full relevance to national priorities, in consideration to its alignment to the National Industrial Revitalisation Programme, the National Entrepreneurship and Innovation Plan (NEIP) and the "One District, One Factory" initiative.⁶ WACOMP-Ghana is in line with Ministry of Trade and Industry 2017 "10-Point Industrial Transformation Agenda,"⁷ fitting well to priorities stipulated in points (3) Strategic anchor industries which include "projects should be centered on strategic anchor industries such as Agro processing", (5) Development of small and medium-scale enterprises, (6) Export development programme and (10) Improving Public-Private sector Dialogue. The full relevance of WACOMP-Ghana to National priorities has been confirmed during interviews with MoTI officials.

1.1.ii) Relevance to EU bilateral Cooperation with Ghana and its Regional Cooperation Programme

The EU's cooperation with Ghana focuses on 4 priority areas⁸; WACOMP-Ghana is fully aligned to the priority of private sector development.⁹ EU is the most important trading partner and its largest export market (€3.75 billion in 2015) and the intervention is also harmonized with EU priorities for strengthening SME export readiness, production quality and compliance with regional and international standards.

As WACOMP-Ghana is the national component of a Regional Programme, regional integration is a project "raison d'être" and to some extent it has inbuilt relevance to regional cooperation priorities, including related to the harmonization - for selected Value Chains - of quality infrastructure, standards and certifications. WACOMP aims to build at national level a demand for regional harmonization across selected value chains.¹⁰ However the level of pertinence to regional priorities could be significantly stronger, as the national components of WACOMP were designed with National Action Fiches targeting national needs and national counterparts; therefore the project document does not evidence specific objectives, results and activities related to regional integration (see analysis of effectiveness, regional integration, EQ6, § 2.6)

Interviewed stakeholders in general do not perceive clearly the regional dimension of the project. The evaluation evidenced stakeholders diffused perception that the project relevance to regional priorities could be considerably strengthened.

⁶ "One District One Factory" Initiative is a key component of the Industrial Transformation Agenda, focuses on the promotion of commercially viable business development initiatives, to generate sustainable and accelerated economic development in rural communities.

⁷ <https://www.moti.gov.gh/10pointagenda.php>

⁸ The four priority areas being: security, migration, climate change and private sector development. Source: https://ec.europa.eu/international-partnerships/where-we-work/ghana_en

⁹ The Project is pertinent to the priorities identified by 2014-2020 National Indicative Programme⁹ particularly for priorities dedicated to Private Sector Development under the cooperation sector 3 (employment and social protection) and its specific objective 1: *Increase decent employment opportunities, with particular attention to the youth.*

¹⁰ Source: Project staff interviewed by the evaluation (August 2021)

1.1.iii) Relevance to UNIDO priorities and approach to Value Chain competitiveness

WACOMP-Ghana is solidly anchored to UNIDO priorities as it embraces the organization mandate to support agro-industry development and quality infrastructure; the project fully adheres to UNIDO approaches to value chain development, to cluster development and the “5C” approach. WACOMP-Ghana offers as well the peculiarity of merging in an effective and efficient way 2 specific UNIDO approaches: Quality and the Cluster approach.¹¹

1.1.iv) Relevance to beneficiaries needs and priorities

WACOMP-Ghana responds well to the needs of beneficiaries, including MoTI, intermediary organizations, SMEs in the value addition space and farmers. Interviewed beneficiaries gave evidence of a perception of a strong relevance to their needs.¹² The following table summarizes relevance to project key stakeholders.

Table 4: Relevance of the project to stakeholders’ needs

Stakeholder	Relevance
MoTI	<ul style="list-style-type: none"> WACOMP-Ghana matches fully to Ministry of Trade and Industry 2017 “10-Point Industrial Transformation Agenda The Project supports well MoTI needs and priorities for Agro-processing, SME development, Export orientation and Public Private dialogue.
GEPA	<ul style="list-style-type: none"> The project supports GEPA mandate to promote export services for cosmetics, cassava and fruits. Project support to national export strategies fits into GEPA objective 1
GSA	<ul style="list-style-type: none"> Project perceived as very relevant, feeding into the mandate of standard setting and conformity assessment through product testing and analysis
GEA /ex NBSSA	<ul style="list-style-type: none"> Project very relevant to GEA mandate to support SME and empowering women in the selected value chains and clusters Training of business advisors proved highly relevant
SMEs	<ul style="list-style-type: none"> Strengthening quality requirements for all three supported value chains Needs from quality product, marketing and branding for the cosmetic value chain Needs for a broad range of services and skills related to coordination, compliance, competitiveness, connection and access to credit “Project feeds into the agenda to procure, process and sell quality mango. “improve farmers competence and to reach out to the international market” Support to capacities in areas of “branding, market access, packing, marketing-commence, improved coordination within and across clusters Cluster set up and associated benefits of B2B networking
Producers and association	<ul style="list-style-type: none"> The project meets a range of farmers’ needs, including access to improved technology and capacities for increased production, good agricultural practices and compliance to standards
Global Shea Alliance	<ul style="list-style-type: none"> Support to members capacity building needs
FAGE	<ul style="list-style-type: none"> Support for farmers on GLOBAL GAP and certification. Relevance to FAGE members for the export market.
QI Laboratories	<ul style="list-style-type: none"> Capacity for 3 laboratories for testing and analysis of cosmetics and skin care products within each of the 3 cosmetics clusters

Source: Evaluation interviews (August 2021)

¹¹ Source: evaluation team interview with UNIDO Project Team, August 2021.

¹² Field data collection raised the question of relevance to 28 respondents of which 8 Intermediary Organizations, 15 SMEs and 5 Farmers.

2.1.2 Quality of design and strategy

1.2.i) Project formulation is aligned to international, EU and UNIDO best practices;

The formulation process has the merit of adopting effective choices and approaches providing, through the Action Document of a clear, simple and well-structured framework for implementation. The following table weights pros and cons of key strategic choices underlying the project.

Table 5: WACOMP Ghana key strategic choices: pros and cons

Design strategic choices	Opportunities	Challenges
Delegated Cooperation with UNIDO	<ul style="list-style-type: none"> • UNIDO had a proven experience in Ghana working with Quality Infrastructure and Competitiveness • PAGoDA agreements allow more flexibility and efficiency than other mechanisms 	<ul style="list-style-type: none"> •
Partnership with MoTI	<ul style="list-style-type: none"> • MoTI is well placed to ensure national ownership, support sustainability and link to national policies and implementation mechanisms 	<ul style="list-style-type: none"> •
Cluster approach	<ul style="list-style-type: none"> • Participation, interaction, dialogue, increased trust, economies of scale, better coordination and enhanced competitiveness are amongst the opportunities offered by the cluster approach 	<ul style="list-style-type: none"> • Not yet developed sustainability mechanisms to support and eventually upscale the cluster approach
5 C approach	<ul style="list-style-type: none"> • All the 5 components are fully relevant to national priorities and stakeholders needs 	<ul style="list-style-type: none"> • Focus on the 5 C should have been complemented by an adequate attention to regional priorities
Choice of the three value chains	<ul style="list-style-type: none"> • Sound rationale for choice of Value Chains identified in the Action Fiche, which led to the project development • Valuable opportunities with “Cosmetics” a relatively new area for cooperation support; • Work with 3 value chains supports learning and decreases the risk of the intervention • Healthy competition being established across value chains 	<ul style="list-style-type: none"> • The project would have been better focused and less ambitious with less value chains • Fruits and cassava receive attention from other projects, particularly on production (leaving opportunities to support processing and quality for export)
Choice of results	<ul style="list-style-type: none"> • key focus on micro and meso (cluster) levels • Strong relevance of interventions, answering to needs of Value Chains and stakeholders • Large number of activities and outputs 	<ul style="list-style-type: none"> • Limited involvement at macro level changes • Large number of activities and outputs • Not sufficient focus at outcome level • Need additional specification of results and define sustainability conditions
Matching grants	<ul style="list-style-type: none"> • Well designed, effective and lean instrument supporting dialogue and cluster approach • Introduction of Technological Innovation 	<ul style="list-style-type: none"> • Risks of sustainability and diluted impacts • Too short and small to support some changes (i.e. agricultural production)

Source: assessment of key design choice made by the evaluation team

The assessment of the design evidences however some areas to be strengthened:

- a. Although activities identified by the formulation are in general quite relevant to a broad range of needs, design appears quite ambitious, particularly if compared to the contained financial envelop of WACOMP-Ghana. The formulation is fragmented, embracing regional and national goals, 3 value chains, 9 clusters and 5 different components, with high number of deliverables.
- b. Design fails to adequately address the regional dimension and does not include a result chain supporting regional integration; The Action document (both for the Regional Programme and Ghana national component) does not provide a clear and measurable definition of needs, goals, results, activities related to regional integration.
- c. Project design focuses mainly on activities and outputs, with a high proportion of indicators at activity level, increasing rigidity in implementation and keeping management focus on activities.
- d. The Theory of Change is not explicitly developed; several results are not adequately designed and or specified; some strategic options are not adequately weighted, and the formulation does not address important changes needed to achieve expected goals (see section 2.4)
- e. Limited measurability and specification of project outcomes; indicators at activity and output level are not very meaningful to understand changes supported by WACOMP-Ghana
- f. Aspects of sustainability are not sufficiently considered (see EQ 4)

Eventually project design would have benefitted from a more compact and strategic approach. Additional partnerships could have been considered (including for instance NBSSI / GEA ¹³ and Finance Institutions, studying strategic options to increase SME access to finance); working with 2 rather than 3 value chains would have been conducive to improve impact opportunities; sustainability options could have been studied for cluster groups; important changes at macro level (i.e. support to national policies, legislation, regulatory framework) could have been studied to contribute to expected goals.

1.2.ii) Level of participation of national stakeholders in the preparatory phase;

A satisfactory level of consultation with key institutions, has been applied by the formulation process. High ranking officers from MoTI, GEPA and other Agencies participated in the formulation and decision-making process.

Relationship had been built with several stakeholders during previous interventions and there was a satisfactory level of consultation to bring stakeholders views and priorities into the project document. For instance, the “Credit Component” has been developed following a priority identified by stakeholders. ¹⁴

Participation to the design contributed to a satisfactory level of appropriation of stakeholders and their contributions to decision making mechanisms. A “contained but representative sample” of value chains stakeholders were also consulted during design.¹⁵ Although the consultation at level of SME and clusters has been more limited, their level of participation has been strengthened during the inception phase and in the course of implementation.

1.2.iii) Quality of the project logical framework and the Theory of Change

Changes supposed to be achieved by the project are not clearly defined in the project document which contains a large number of activities and outputs but only one outcome. The formulation process did not develop an explicit statement of the Theory of Change ¹⁶ and did not adequately identify the conditions necessary to achieve the expected goal. Project direct and intermediate outcomes which could be measured and demonstrated near the project completion are missing,

¹³ GEA played a significant role during preparatory and governance. However their role in implementation is quite limited.

¹⁴ Source: Interview with UNIDO project management and staff, August 2021

¹⁵ Source: Interview with UNIDO project management and staff, August 2021

¹⁶ The ToC was not required by the EU and UNIDO at the time of design

resulting in a not very logical cause-effect results chain (outputs, outcomes and impact) of the project. This has not only affected negatively on the project management team's ability to manage based on results in terms of outputs and outcomes (instead of activities), but will also likely make the project team miss out important achievement of the project. So far, the project has not developed tools required for result based management, including a compact, comprehensive and measurable result framework, with planning, budgeting and reporting focused on outcomes¹⁷.

2.1.3 Ownership and commitment of stakeholders;

MoTI and 8 stakeholders¹⁸ interviewed by the evaluation, provided consistently positive statements of ownership and commitment to WACOMP-Ghana. MoTI is fully involved in WACOMP-Ghana management and follow up and its participation to the design phase strengthened the level of ownership. This ownership is backed by a full political commitment, including the interest for upscaling the cluster and 5C approach at national level. MoTI however has a limited capacity to financially support activities promoted by WACOMP Ghana.

GEPA provided evidence of ownership of project activities by incorporating them into the organization workplan.¹⁹ There is evidence of stakeholders use and maintenance of equipment provided by the project.²⁰ FAGE facilitated to its members training provided by WACOMP, using external consultants. Other stakeholders, as GEA (former NBSSI) had a limited involvement with; the current relationship is one based on sharing of activities and on provision of specific services. Future activities should strengthen ownership and commitment' to pave the road to a wider partnership contributing to project goals.

There are also increasing indications of a growing ownership and commitment by the three Value Chains Steering Committees. The cosmetic VCSC is the less dynamic of the 3 Steering Committees. The project is not covering costs for meetings and stakeholders run the Committees at their own expenses.

The project has not yet established indicators and monitoring mechanisms to follow up levels of ownership and commitment.

2.2 EQ 2 – Effectiveness

To what extent has the expected results (outputs, outcomes and impact) of the project been achieved thus far? Is it on track to achieving its objectives? What are the potential barriers to achieving the objectives in the remainder of the project and how to overcome them?

2.2.1 Coordinate

To which extent has sector dialogue improved and strategic advice provided to increase value chain development?

The Component has been actively contributing to an improved dialogue among stakeholders as dialogue is a key component of the cluster approach (see figure below).

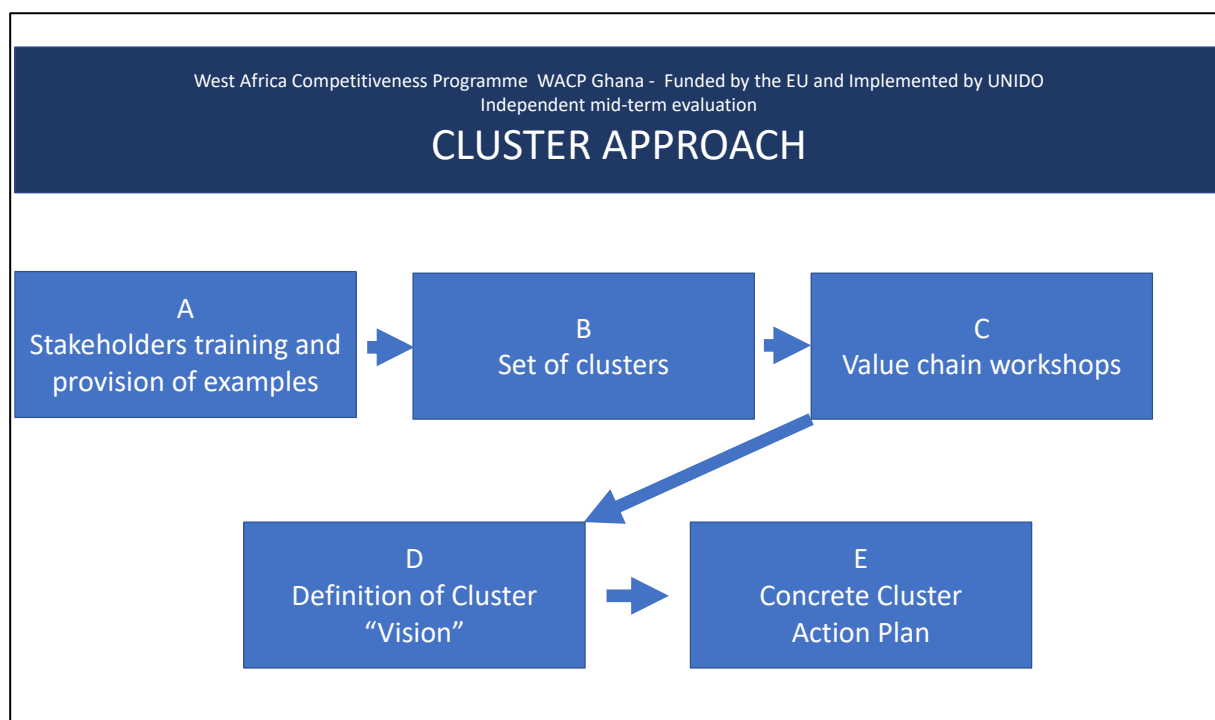
¹⁷ Analysis of design, Theory of Change and measurability is based on the evaluation team review of the Action Document, WACOMP-Ghana logical framework and its measurement framework

¹⁸ Global Shea Alliance, FAGE, GSA, GEPA, Qualipine, Cotton weblink, Hendy Farms, Premier Agribusinesses

¹⁹ Interview with GEPA officials, august 2021

²⁰ Including building, laboratory equipment and nursery facilities.

Figure 5: WACOMP-Ghana Cluster approach



Source: Evaluation team graphic representation following exchange with UNIDO Team

This first phase of the Project was dedicated mainly to set up mechanisms and build trust. Notwithstanding the constraining effects of the COVID-19 pandemic, positive effects of the dialogue are already emerging.

The Project capitalized on existing mechanisms ²¹ to support coordination and dialogue. Main activities and deliverables for the Component include: ²²

- Value Chain Steering Committees are established to support dialogue and strategic advice for the three value chains
- Support was provided for the formulation of Strategies ²³
- Participation in WACOMP Regional Steering Committee Meetings and exchanges organized by ECOWAS
- Exchanges with other WACOMP national components (Guinee for pineapple, Sierra Leone for cassava)
- Exchanges with cluster members on wide range of project issues through virtual platforms

Value Chain Steering Committees ²⁴ are perceived by stakeholders as very useful, as:

- They contributed to the definition of priorities for each Value Chain ²⁵
- They provide opportunity for private sector to meet with institutions and policy making actors
- Steering Committees constitute a practical and less formal tool to pilot the project, more agile than WACOMP-Ghana Steering Committee

²¹ Mango value chain for instance had been supported by GIZ and had established a "Mango sector roundtable"; also for cassava a national platform was already established; for Cosmetics a Ghana Cosmetic Association was established:

²² Sources include: Progress reports, Presentation to 3rd Steering Committees and interviews with project staff and stakeholders

²³ Strategies for cassava and cosmetics not yet completed

²⁴ In 2020 were held 5 VCSC meetings

²⁵ For instance for the fruit sector certification was not considered as a priority while support to productivity was perceived as important; For cosmetics VCSC pointed to the definition of standards as a key priority;

Even though CSIR-FRI has not been a direct beneficiary of the project, their inclusion in the Cassava Value Chain Steering Committee has stimulated their interest in supporting the Cassava clusters, especially in facility design, equipment procurement and processing (value addition) technology.

Examples of results emerging from the first component include:

- Dialogue across actors has been improved by project activities and exchanges are significantly more fluid; an indicator of the increased dialogue is that WhatsApp platforms are now being used as a norm.
- Identification of marketing opportunities for the value chains
- Meeting with competitors and developing together economy of scale, for instance for the supply of inputs ²⁶
- Working out solutions for packaging materials
- Dialogue supported trust building across players, with reduced suspicions and evidence of increased willingness to work together
- Cluster platforms allow stakeholders to evidence and address priority needs
- For cassava value chain cluster work allowed an increased access to raw materials for processing plans
- There is a tangible sense of increased collaboration across stakeholders with improved interactions ²⁷

It appears as a counterintuitive effect that COVID 19 did not slow down coordination and dialogue but rather provided an opportunity for improved exchanges as actors learned how to meet remotely, lowered cost of meetings with use of video conferences and WhatsApp platforms.

The degree of cohesion across stakeholders varies significantly according to clusters, with a meaningful level of self-organization for the Northern clusters; conversely actors around greater Accra show a lower willingness to work together and suspicion on collaboration with potential competitors.

Sustainability of dialogue mechanisms is supported by common market interest. ²⁸

Dialogue mechanisms need of leadership and triggering mechanisms to become effective. Currently UNIDO is leading the dialogue process, but there are examples of clusters that are driven by local stakeholders with good sense of leadership. ²⁹

The evaluation has not found evidence that dialogue may have induced so far results related to:

1. Implementation of policies and strategies
2. Strengthening of regional linkages
3. Improved competitiveness of SMEs across the three value chains

Nevertheless dialogue may support foundations to contribute to positive changes across these areas in the future.

2.2.2 Compete

To which extent Intermediate organisations have greater capability for Value Chain cluster development and clustered SMEs are upgraded over the whole production process

²⁶ Example of Jodacy Food, met by the evaluation during field visits (August 2021); the Company evidenced how networking, supported by WACOMP, helped to source raw materials

²⁷ Interview with MoTI, August 2021

²⁸ A positive example is the common interest on export markets for mango value chain stakeholders and the interest for decentralised testing in the Northern Clusters.

²⁹ Example of the Northern Cluster, federated by local leaders

Overview

Positive results are emerging from two streams of activities supporting Intermediary Organization Capacities and SME performances: ³⁰

1) Activities strengthening organizations and cluster development agents

- Gap assessment of Intermediary Organizations
- Training on UNIDO cluster methodology
- Strengthening the capacities of intermediary organisations³¹, including the development of cosmetic website to promote Ghanaian cosmetics
- Strengthening through matching grants of
 - Collective support upgrading schemes
 - Expansion of services of business support organizations (8 matching grants) ³²
 - Institutions service delivery

2) Activities aimed at SME capacity development for enhanced competitiveness

- Training and capacity building on technical and managerial arrangements (141 reached) and development of a branding and marketing Webinar
- Personalized coaching on different aspects to 16 SMEs
- A six-week e-marketing training course in partnership with AGI with participation of 30 SMEs³³
- Training of 15 SMEs to improve Good Agricultural Practices (GAP)
 - I. 150 mango producers, with training materials (guide book, posters and video documentary)
 - II. training of 121 cassava producers in agronomic practices
- Support to 10 networks of SMEs ³⁴

Few activities were also postponed due to COVID-19 restrictions. ³⁵

All activities appear relevant to needs and priorities identified in the value chain diagnostics and are implemented with satisfactory performances; however there is a high fragmentation at micro level of activities and focus appears more on deliverables than on their effects on competitiveness. Benefits reach directly a few hundred beneficiaries, with yet to be defined mechanisms for upscaling and sustainability.

At level of “Compete” changes are appreciated largely at qualitative level, with a need to strengthen quantitative measurement of SME competitiveness and benefits related to production, quality, sales and incomes.

Value addition and competitiveness improvements are more apparent for the cosmetic value chain. Fruits and cassava support aims mainly the production phase, an area where WACOMP-Ghana may have limited capacity to leverage long term changes.

Box 1 - Cluster development approach: a slow process

Cluster development is a medium-long term process; the assessment of effectiveness after the first 2 years of implementation (of which more than 1 year with Covid restrictions) needs to take into account that changes are slow to emerge; the evaluation therefore focuses on opportunities for changes and whether foundations have been set for future results

³⁰ Source: presentation to Steering Committee (march 2021), Progress Report (December 2020) and Interviews with UNIDO project staff

³¹ Northern Cluster Association registration and development of a cosmetic cluster platform within AGI

³² Examples include the training for Shea -based Cosmetics Producers in Accra

³³ Success of the course lead to duplication in South Africa (Source presentation to Steering Committee (march 2021)

³⁴ webinars, one-one-one and group coaching sessions for SMEs

³⁵ For example the activity “support to the participation of SMEs in regional clusters”

The following paragraphs assess emerging results.

a) **Capacities of intermediary organisations and cluster development agents**

WACOMP is registering progress with the strengthening of Intermediary Organisations and cluster development agents, as changes are slowly emerging;³⁶

WACOMP-Ghana supported Ghana Enterprise Agency (GEA) by strengthening capacity for training delivery to SMEs and the training of 40 Business Advisors at a rate of 2 per Region. The engagement has been satisfactory, on ad hoc basis. The Project should-develop a comprehensive partnership with GEA, to capitalize on the Agency mandate to support SME and work with its network of 190 Business Development Centers and more than 500 Business Advisors. The impact of AGI³⁷ as an intermediary organisation appears quite weak considering their membership strength and mandate. With AGI the project leveraged only to a very limited extent the potential benefits of a strategic partnership in the private sector.³⁸

Value Chains diagnostics gave positive contributions to the strengthening of Cluster Development Agents, particularly as Associations played a lead role and facilitated cooperation across actors.³⁹

It is recognized that additional work is needed, particularly in terms of communication, promotion of clusters and laboratories capacities. Associations perceive themselves more as associations than market promoters, with a tangible need to strengthen client orientation, an aspect particularly relevant to small Intermediary Organisations. Attention to quality of services, client orientation and client satisfaction monitoring needs to be strengthened across Intermediary Organizations⁴⁰.

Local clusters need to developed mechanisms to leverage local discussions to a national dialogue which may influence the value chain macroeconomic environment.⁴¹

Matching Schemes (see detailed analysis in section 2.2.5) contributed in a few cases to strengthen capacities of cluster level associations (for instance to access to new markets and link processing units to local producers) and intermediary organisations, with incipient signs of economic changes, although in general it is too early to gather evidence and measure results.

Box 2 -Testimonies of Matching Scheme support to Intermediary Organisations

Cosmetic value chain and Global Shea Alliance; Global Shea Alliance through a Matching Scheme trained 186 individuals from 114 SMEs. About 84 SMEs have reported to have had improved product quality because of the training. 151 market linkages were established. A specific statement from one participant, Suki Annan (Natural Luxuries) reads; "*my business purely made swiped butters, I was*

³⁶ Interview with UNIDO staff, August 2021

³⁷ AGI was set up with 2 primary objectives: a) To contribute substantially to the growth and development of industries in Ghana and b) To create a supportive and competitive business climate, which will make Ghanaian companies internationally competitive. The association has over 1200 members including actors in the food, cosmetics and Agri-business. The association has offices in Accra, Tema, Takoradi (Western, Western North and Central Regions), Ho (Volta and Eastern Regions) Kumasi (Ashanti, Bono, Bono East and Ahafo Regions) Tamale (Northern, Upper East and Upper West Regions). In terms of business services, AGI in addition to Advocacy and Lobbying, AGI provides the following services to members: i) Business information/Market Research, ii) Policy forums & workshops, iii) Technical and Management training, iv) Monthly and Special Business Networking events, v) Trade Promotion, vi) Industrial Exhibitions, vii) Industrial Partnerships: SPX-Ghana, vii) Financing Packages

³⁸ For 2020 AGI did hold few of such networking and promotion activities. Due to covid restriction UNIDO did not approve participation in cases where it was organised. (source: communication by the project team, 2021)

³⁹ UNIDO staff interview, August 2021; concrete examples included the Northern Clusters, the Cassava national platform, the Quality Union for the pineapple value chain.

⁴⁰ It needs to be evidenced how quality assurance mechanisms are inbuilt in several organisations as for instance ISO standards are applied to GSA

⁴¹ . 2022 Forum will be an international event that may positively contribute to inter-cluster dialogue and contribute to shape national policies and the regulatory framework for targeted value chains.

afraid to make lotion due to the addition of water. After this workshop, I have confidence to experiment lotion production and expand my product range".

Fruits cluster and Hendy Farms; Hendy farms is currently working with a cluster of Mango producers under the matching scheme to promote Good Agricultural Practices with expected results of quality produce and higher yields.

Cassava: Tropical starch; Tropical Starch Company is being supported to have a cluster of cassava producers to reduce the cost of raw materials and transportation. The scheme incentivises farmers to sell to the factory rather than on the open market. While the market differentiates cassava grades, the factory buys all grades and payments are based on weights of produces. This mechanism should result advantageous for farmers; Improved agricultural practices should also affect yields and farmers' income.

AGI strengthened services for cassava production techniques; An example of the positive effects produced by matching scheme was provided by AGI, interviewed during evaluation field visits. Staff of its Business Development Services department increased their capacity through the training by the cassava expert on integrated pest management and eco-friendly cassava production. Harvesting is scheduled between August and November 2021, plants look healthy showing better growth than traditional varieties.

The cluster approach for cosmetics focused on SMEs as against those for the Cassava and fruits Value Chains both of which focused on the off-taker/processor as a fulcrum around which the clusters (mainly producers) are formed. For cassava and fruits clusters market access represents the main benefit sought by stakeholders. Conversely, the cosmetic clusters are based on peer engagements on communication and B2B relationships. The major weakness of the cosmetics clusters is the limited trust among members because members sees each other first as competitors before considering leveraging on the benefit of common efforts. There is therefore the need for Organisation Development support for the cosmetics clusters in order to maintain and sustain achievements beyond the project phase.

b) Increased capacities and performances of SMEs

WACOMP-Ghana supported improved agricultural production practices through training addressing priorities defined by value chains stakeholders for mango, pineapple and cassava:

- Increasing cassava productivity, preparation of a cassava production manual and improving varieties for quality starch production ⁴²
 - Improved harvesting of mangoes, with video addressing harvesting challenges
 - Pineapple demonstration fields and plastic mulches. A new video is developed for pineapple
- Number of beneficiaries are approximately 1000 for cassava and 400 for pineapple.

Interviews with 21 beneficiaries of good agricultural practices training ⁴³ point to the perception of positive results and that improved practices are being applied by producers. Trainees feel empowered and more productive. Farmers express appreciation as well for the training in hygiene and marketing.

AGI (see box above) supported the cluster with introduction of improved cassava varieties high in starch content and promotion of agricultural practices. In order to upscale benefits of agricultural

⁴² WACOMP targets business-oriented farmers, with improved varieties with high-starch contents. The effort do not address local cassava production used for direct consumption and local marketing.

⁴³ Of the 21 respondents 16 were SME, 4 Farmer's Associations and 1 individual farmer

production capacity building, efforts are coordinate with District Agricultural Officers and farmers are trained by Unions. ⁴⁴

- The evaluation evidences how for the cassava and the fruit value chains the project focuses its efforts on the production, a segment of the value chain where WACOMP Ghana has a limited capacity to impact, also in consideration of the contained financial envelop, a relatively short timeline and not enough manpower at field level. Production presents challenges well beyond WACOMP-Ghana capacities and could be better addressed by specialized stakeholders, including MoFA extension agents and dedicated projects. For instance for cassava the project may have quite a limited comparative advantage in directly supporting production practices and working on long term changes for improving varieties and enhanced agricultural practices. The project should identify effective mechanisms to trigger quality as consistent quality raw material production is essential to ensure value addition and quality products.

Significant improvement have been achieved in packaging and product development for the cassava and cosmetics Value Chains. This has led to improve product shelf life, quality branding and market access.

Box 3 - Testimonies of improvements for packaging and product development

Christaa Agriculture Ventures has benefited from training and coaching on packaging and e-commerce under the WACOMP-Ghana project. Through this support, the company has moved from using a single poly material for primary packaging to a 3-layer poly/aluminium/paper packaging with enhanced labelling. The company has also introduced a sealing machine that provides a better hermetic sealing of products. These resulted in reduced moisture absorption and hence increase shelf-life of products. It has also helped improved product visibility on shelves. Leveraging on these, management has introduced e-marketing channels for the products since the beginning of 2021. Available sales records indicated that 30% of sales between January and August 2021 was from e-market which hitherto was not part of the sales channel.

A second company, **Churchwin Limited**, is into processing and sales of cosmetics and skin care products. Until they joined WACOMP-Ghana, the company was only dealing in bulk sales of Shea Butter to industrial processors. They had no brand and were not on the retail market. Management stated that they were basically price takers from off-takers, sometimes operating as just breakeven point. Within a few months of the project support, the company has its own retain brand and is currently listed on Amazon and Walmart.

Interviewed companies provided qualitative positive statements about training outcomes; positive effects include the improvement of food safety management systems, purchases of raw materials, market awareness, improved packaging, better branding for the SMEs and better networking which reflected positively on sales. The training created a sense of unity and members now openly communicate their ideas and transfer information for the improvement of the SMEs.

c) Improved managerial skills for SMEs;

Training and coaching on accounting, financial management, branding packaging and e-training and coaching on accounting, financial management, branding packaging and e-commerce has considerably influenced management skills of SMEs in market penetration, brand visibility and positioning, costing, pricing and overall management of business finances. 10 SMEs interviewed by the evaluation confirmed an improvement in managerial skills. Improved bookkeeping is supporting business practices and performances, particularly with electronic bookkeeping.

⁴⁴ Interview with UNIDO staff, August 2021

d) Evidence of improvement of production processes and better competitiveness;

Although it is early to identify change of performances in targeted value chains, there is a manifest interest of stakeholders, as for instance investors interest in high-quality cassava. Also for cosmetics it is recorded a significant increase of online activities.⁴⁵

11 SMEs interviewed by the evaluation provided statements of improvement of production and better competitiveness. Some SMEs have improved their process flow and promoted their business by a significant amount. SMEs consider that the support had a positive effect on sales and facilitated a better access to the international market, due to assistance in technologies, marketing of brand and connecting via social media. New products have been also developed.

Satisfactory effects on sales are evidenced as an effect of support to e-marketing (see testimonials from Christaa Agricultural Ventures and Churchwin in box on previous page). A positive statement was also provided by Minsaap Ventures as the company thanks to e-commerce overshot its target sales for the half year 2021 by over 40% even during COVID-19 pandemic.

Product quality produced by some SMEs have also improved alongside with their packaging. Product quality enhancement is also perceived as an effect on training on business management

SMEs declared to have increased their market linkage and some can now sell through e-commerce, with positive effects on sales and profits.

2.2.3 Conform

Quality and Innovation of Intermediate Organisations have strengthened SME's compliance with standards, quality management and innovation is enhanced

Conform is WACOMP-Ghana core axis and the project backbone. The component provides continuity to the Trade Capacity Building Programme,⁴⁶ similarly focused on strengthening capacities to test products and quality infrastructure.⁴⁷ Also this component works on a dual approach, at macro level supporting laboratories and standards, partnering with FDA and GSA, and at micro level with Companies and producers for compliance.

Conform' activities and deliverables are assessed as fully pertinent to Intermediate Organizations and SMEs and are implemented with remarkable performances, particularly considering COVID-19 challenges; project efforts address a large number of activities with a focus mainly on deliverables. The project monitoring system has limited capacity to seize the broader effects on conformity, quality of products, SME sales and exports.

Benefits are contained to a few hundred beneficiaries, across the three Value Chains. In case of the Cosmetic Value Chain beneficiary' SMEs represent the majority of the registered companies. However for cassava and fruits value chains direct beneficiaries represent only a very small fraction of targeted stakeholders. All activities have been considered useful by beneficiaries and in general highly appreciated, with tangible results related to know how, product standardization, improved compliance, products quality and awareness.

⁴⁵ Ibidem

⁴⁶ The TCB programme was partnership between the United Nations Industrial Development Organization (UNIDO), the Swiss Government's State Secretariat for Economic Affairs (SECO) and Government of Ghana's Ministry of Trade and Industry (MoTI), with the aim of ensuring that goods and services emanating from or traded in Ghana are designed, manufactured and supplied in a sustainable manner complying with the national and international standards. The Programme focuses on four main value chains: cocoa, fish, fruits and wood.

⁴⁷ Interview with UNIDO, August 2021, review of Trade Capacity Building Programme deliverables .

Progress appears more significant for the Cosmetic value chain, also in consideration of the limited support received in the past, the project focus on value addition rather than production and the limited number of stakeholders (in September 2019, GSA listed 52 cosmetics manufacturers with valid operational licenses, with 50 conforming to a total of 17 standards).⁴⁸

The following activities were carried out under the component: ⁴⁹

1) Activities strengthening quality and innovation of Intermediate Organizations

- Plans developed to improve the national quality system and infrastructure for targeted Value Chains with assessment of quality needs for enterprises in the 3 Value Chains
- Assessment of quality needs for 4 conformity assessment institutions (laboratories, certification, calibration);
- Laboratories were prepared for accreditation with staff trained: ⁵⁰ISO 17025 training to prepare laboratories towards accreditation (GSA & FDA) and ISO 17025 Lab System Documentation (KNUST and UDS).
- Equipment was procured and arrived in June 2021⁵¹; by the time of the evaluation visit most of it was not yet installed, with delays due to restrictions to the mobilization of the expert caused by COVID-19. Part of the installation of laboratory equipment (PH meter and spectrophotometer) was done through remote work and use of “smart glasses” supported by an expert based in Italy, a good example of the team capacity to move forward in spite of COVID challenges.
- Standards were revised and developed: a) following the presentation of a list of new standards, standards were developed (14 for cosmetics, 1 for hand sanitizers and 2 for cassava products); b) a sensitization webinar on the hand sanitizer standard ⁵² was attended by 42 SMEs; as an effect 36 producers registered their hand sanitizers with FDA.
- The Project trained a group of 40 experts from FDA, GSA and private consultants on ISO 22000, ISO 22716 and ISO 9001 supporting Good Manufacturing Practices, as a national Resource Pool.

Out of the experts trained under the Resource Pool, the best 10 experts will be trained in September 2021 on Internationally Recognized Certification (IRCA) for ISO 9001 through distant learning. The assessment is scheduled for October 2021, onsite, in Ghana.

2) Activities aimed at enhancing SME’s compliance with standards, quality management and innovation

- Cosmetics cluster members produced hand sanitizers products that were registered with FDA
- 12 trainings delivered (in Food Safety, Quality, ISO 9001, HACCP, ISO 22000, maintenance of equipment)
- A Good Manufacturing Practices Webinar was organized
- 270 producers belonging to 20 SMEs trained in cassava agricultural practices and mango post-harvest and packaging techniques
- 8 online trainings on Good Manufacturing Practices and ISO standards (ISO 9001, ISO 45000, ISO 22716), including a business contingency plan development, with webinar on ISO 22316:201 (47 participants)
- A webinar was organized for processors on GMP attended by 52 participants

⁴⁸ Value Chain Analysis, WACOMP-Ghana

⁴⁹ Source: December 2020 Progress report, supported with interviews with staff and field visits observations

⁵⁰ Cosmetics and Chemistry Laboratory, Standards and Certification Unit at GSA, Accra, Cosmetics, Food and Physicochemical Laboratory of FDA, Accra, Food Analysis Laboratory of the Department of Food Technology of KNUST, Kumasi, Food Science and Technology Laboratory of University of Development Studies (UDS-Nyankpala) / Food and Nutrition Analytical Laboratory (Savana Agriculture Research Institute (SARI), Tamale.

⁵¹ Equipment was inspected by the evaluation in August 2021

⁵² DGS 1303 – Specification for alcohol- based hand sanitizers

- Training /coaching of Value Chains actors and experts in Food Safety, Quality, ISO 9001, HACCP, ISO 22000, maintenance of equipment. Organization of a webinar on benefits of ISO 9001, Quality Management Systems and Hazard Analysis Critical Control Point system (HACCP)
- 38 companies (30 women owned) in the cosmetic sector were trained on ISO 22716
- Procurement and installation of laboratory equipment and metrology
- 3 matching schemes supporting expansion of services of business support organizations
- Support to comply with regional and international standards, with webinar on cosmetic regulations attended by 63 participants (45 females)
- Product Information File developed for Cosmetic Exporters
- Additional webinars developed under the component include: ISO 45001: 2018 Occupational Health & Safety, Organic Certification Webinar and webinar on 7 Quality Management Principles

As a follow up of the raised awareness achieved thanks to the online activities during the covid pandemic, the project is now planning to start SMEs direct coaching on site to support the concrete implementation of GMP.⁵³

Only few activities could not be implemented in consideration of COVID-19 as training of extension officers and study tours

Tangible results observed in WACOMP-Ghana third axis include:

Plans to improve national quality system and infrastructure for targeted Value Chains; Analysis of NQS have been developed as part of the Cosmetic and Cassava value chain analysis and Mango and Pineapple Value Chains Diagnostic; The analysis is assessed by the evaluation team as shallow for the fruits value chains; The 4 analysis supported the identification of needs and relevant activities to be implemented by the project. However, the analysis has not been translated into “national and value chains action plan to improve the national quality system and infrastructure (including standardisation, accreditation, certification)”⁵⁴.

The project developed a list of standards decided with the regional team to spear head development; the analysis also does not provide a comprehensive framework for regional integration of the NQS and Infrastructure. Important value chains gaps identified by the project could not be addressed in the context of WACOMP-Ghana (including for instance organizational gaps and market issues).

Development of new standards: 5 new standards were developed and published and another 10 for cosmetics are being finalized for publication. Demands for standards were presented by Value Chains Strategic Committees⁵⁵ and the project prioritized those more urgently needed and those where WACOMP-Ghana had a comparative advantage, prioritizing needs for cassava products, black soap and hand sanitizers. Support to new standards has been implemented in partnership with a second UNIDO intervention, the Global Quality Standards Programme – Ghana Component (GQSP)⁵⁶, in a division of labour where WACOMP-Ghana dealt with standards for cosmetics and hand sanitizers and GQSP with most other standards.

Improved access to technological innovation; The component facilitated some access to technological innovation. This result is difficult to measure. Examples of contributions include access to new laboratory equipment, and support to development of cosmetic products;⁵⁷

11 SMEs made positive statements about project support to technological innovation, a couple making examples of drying technology and soap technology.

⁵³ Source: Project communication to the evaluation Team, 2021

⁵⁴ The Action Plan statement is derived from the Project Document logical framework (result 3.1)

⁵⁵ A list of some 40 standards was presented by Technical Committees (Interview with UNIDO, August 2021)

⁵⁶ Financed by Swiss International Cooperation.

⁵⁷ Interview with MoTI, August 2021

Strengthened SME awareness about certification and compliance; the Project supported awareness development across SMEs about the importance of adopting certifications, strengthening capacities for compliance related to safety, hygiene and cosmetics. Awareness building was supported through distant learning which allowed to reach more beneficiaries that initially planned.

In the fruit value chains, four beneficiaries ⁵⁸ have been sensitised on GlobalGAP certification. Implementation training and coaching are yet to be initiated.

The project has also trained 177 experts in the principles of Hazard Analysis and Critical Control Points (HACCP), ISO 9001 (QMS), ISO 22000 (Food Safety Management Systems) and 22716 (cosmetics) standards. These pool of experts will be use as private extension service providers to support processors and prepare certification.

Increased registration of new products with FDA: 40 SME have so far registered new products with FDA thanks to project support, of which 36 for the cosmetic value chain, 3 for cassava and 1 for mangoes. ⁵⁹

New certification of SMEs; so far progress for new certifications (GlobalGAP, Organic, ISO 22000, ISO 22716 and others) as an effect of WACOMP has been very limited: ⁶⁰

- ISO 22000-nil Technical support is being provided to Nano foods for ISO 22000, process ongoing,
- ISO 22716: no certification required, just implementation of GMP based on the standard principles, currently about 10 SME
- GlobalGAP – no certification achieved so far, with process ongoing

Strengthening of the Quality Infrastructure; The project supported the development of new standards and review of existing standards in the cosmetics industry. These standards will be property of GSA but also tools for the FDA to regulate the industry. They also serve as benchmark guidelines for the development of the cosmetics industry to meet in their bid to develop products for the international market. In order to improve compliance, 4 laboratories have also been supported across the country (GSA, FDA, KNUST and UDS) to be able to conduct testing and analysis on cosmetics products based on the specifications in these standards.

Improved laboratory testing and certification capacities Value Chains diagnostics evidenced the need to shorten distances for testing products and WACOMP-Ghana responded with the identification of laboratories within the clusters, made an assessment and strengthened their capacities with knowledge and equipment. UDS and KNUST laboratories have been improved with the supply of equipment and training on Good Laboratory Practices and ISO 17025 standard requirements. The support to KNUST and UDS laboratories aimed to build capacity in cosmetics testing and analysis. The project points this as a success story.

Table 6: Test methods for laboratories

Laboratory	Test method selected
GSA Cosmetic Lab	Free caustic alkali in Soaps; GS 71:2017 - Titrimetric method
	Total Fatty Matter in Alata soap; GS71:2017 - Extraction method
FDA Cosmetic Lab	USP Monograph for Clobetasol Propionate Cream
	USP Monograph for Hydroquinone Topical Cream
UDS cosmetic lab	Acid Value & Free fatty acids: AOCS Cd 3d-63 (03)

⁵⁸ FAGE, Cottonweblink, Hendy Farms and Qualipine

⁵⁹ Source: Project communication to the evaluation team.

⁶⁰ Source: Project communication to the evaluation team.

	Peroxide value: AOAC (Cd 965.33)
KNUST	Free fatty acid, % as (oleic)
	Peroxide value, meg/kg

Source: WACOMP Ghana presentation to 3rd Steering Committee

In terms of support for accreditation, all the laboratories have received training in the standard but only the FDA and GSA could meet the minimum requirements for accreditation. FDA cosmetic lab was accredited by ANSA in June 2021 thanks to the support received by the project. KNUST and UDS are not yet ready for reference for accreditation. The 2 labs will need realignment of their operations. It is the opinion of the evaluation team that the KNUST and UDS laboratories do not need accreditation at the moment. The basis for having these laboratories equipped is to improve on QI service delivery for VC actors in the middle and northern cluster for testing for regulatory and other research purposes. Accreditation for the moment will therefore not serve much purpose and not value for money.

2.2.4 Connect

Intermediate organisations are strengthened and SMEs have greater marketing capacities to access regional and international

Also the fourth Component of WACOMP-Ghana represents a continuation of the work started under the TCP Project, aimed at strengthening GEPA management and setting up the Market Hub.

a) Strengthening service provision (GEPA and Business Support Organisations)

Market hub A meaningful result has been the improvement of the Market Hub. The improvement of the Market Hub reportedly allows a better interface of importers with exporters providing available online Market analysis for fruits and tubers. Some positive secondary effects are noted as the result of the marketing strategies completed for fruits and cosmetics, as GEPA developed new marketing tools and revamped 2 existing brands for fruits and for cosmetics is converging toward AGI brand umbrella. The Market Hub is considered by Project staff and GEPA officials as very beneficial to GEPA and the export community. SMEs interviewed during the evaluation however have not yet realized the benefits of the hub.

Capacity development addressed GEPA needs for management support and market intelligence, with trainings which are perceived by GEPA as highly relevant; out of an approximate total of 100 employees, about 10 % did benefit of WACOMP training:

- Project Management and M&E training: two 1-week trainings addressing 6 – 7 GEPA middle management staff supporting with critical skills related to M&E and management
- Market Intelligence: 3 GEPA staff

Currently several management and M&E tools are being used by GEPA, including for instance survey instruments and planning tools.

Export school Services were also provided to GEPA export School, ⁶¹ supporting curricula development, modules preparation and Training of Trainers applied to e-marketing. An indicator of the result achieved with e-marketing is the demand generated for similar training in Kenya and Zambia.⁶²

⁶¹ Coaching and capacity building of GEPA staff to operationalize the export school (1 training on site and 3 online); Development of new training modules, with a ToT on social media marketing organised virtually (7 webinars over 4 days); in partnership with GEPA and the German Import Desk (IPD) WACOMP organised a ToT on export quality management over a six-day period through 7 zoom webinars .

⁶² Interview with UNIDO, August 2021

Participation to events Support to GEPA included the promotion of product visibility through participation to national and international events, with a Visit to BIOFACH and Virtual trade fair visit to Macfruit, Italy

Development of the Sector Export Marketing Plans (SEMP)⁶³ for the selected Value Chains; these Studies contributed to the building of GEPA capacities to provide good services for export; SEMPs provide as well useful database and a comprehensive information framework for the Value Chains.⁶⁴

Although GEPA perceives the support received as a useful, so far there has been no measurement of organisation performances and client satisfaction. GEPA recognizes that Client orientation and M&E of exports should be strengthened within the organization.

Reportedly the wider context, significantly influenced in 2020/21 by COVID-19 and Ghana presidential elections, affected the dynamism of the organisation, which should be strengthened for the follow up phase of the Project.

b) Strengthening SME capacities to access regional and international markets

Activities implemented under this section include:

- Liaising SMEs to processors linked to international markets by actively advertising SMEs and their products on the GEPA Market Hub; 87 producers have been promoted through the Market Hub
- Assistance through workshops to introduce processors to international market requirements
- The project organized a webinar to promote E-marketing and E-commerce for SMEs and was attended by 45 participants
- A webinar on market trends and potential for Ghanaian Cosmetic SMEs was organised in collaboration with GEPA and AGI with 63 participants (45 females)

These activities have not yet produced tangible benefits to the majority of companies, as SMEs interviewed by the evaluation when asked whether they registered an improved connection to markets, 9 out of 10 answered that the linkage was not yet established and some declared to be *“skeptical about the market these platforms can offer”*. One enterprise preferred to be linked to an alternative platform (ghanasmemarket.com) hosted by the Rural Enterprise Programme under MoTI. The slow emergence of results is likely related to the short timeframe and need of additional efforts to consolidate market linkages. It should represent a matter of attention for project management to identify factors which may contribute or slow SMEs access to markets.

Interviewed SMEs offer mixed views about the improvement of the understanding of international market requirements, with part recognizing some benefits of the trainings while others see the need of additional trainings.

Benefits have been acknowledged for the support to e-marketing as few enterprises engaged in social media and e-marketing with benefits both on local and export markets.

The project could not provide support to SMEs sponsoring their participation in relevant international fair due to COVID-19 restrictions.

Overall all activities appear relevant to needs and useful. The intervention however appears fragmented in a high number of activities with a risk of diluting impacts on visibility and exports. The activity that may produce higher incidence at a strategic level is the preparation of export plans, based on the assumption that GEPA and Value Chain stakeholders will fully own and implement the

⁶³ The Project completed the SEMP for fruits, for cosmetic the SEMP is expected to be approved by end of August 2021, and for Cassava by September 2021 (source: UNIDO project team, august 2021)

⁶⁴ Evaluation Team interview with GEPA staff, August 2021

export plan. In general project activities for this component have not yet translated into increased market visibility and exports which normally takes time, resources and efforts to be realized.

2.2.5 Credit

SMEs are linked to financial institutions

a) Increasing access to credit

The 5th component aims at improving access of SMEs to financial institutions.

The Credit Component has worked effectively to strengthen awareness of SMEs of the financial, market and instruments.

Also Project training improved SME performances in financial management, costing and pricing, strengthening their readiness for credit. Companies have appreciated financial trainings, as evidenced by testimonials⁶⁵ and evaluation interviews⁶⁶.

However so far WACOMP-Ghana has not managed to increase access to credit. Given the fact the project is at mid-term and it would be too early for the results related to access to finance to be materialized. Also in 2020 almost all the financial institutions were affected by Covid and hence interaction on lending was virtually on-hold.

However the evaluation assesses that it is unlikely that with current activities, focused on strengthening links with financial institutions and building capacities, the project may achieve a significant impact in improving access to finance to SMEs as structural bottlenecks can't be addressed in the context of the limited scope of the project.

The project perceives that few SMEs associated to cluster value chain work have the financial readiness to qualify for existing financial instruments. Entrepreneurs also are reluctant to open to investment that may change the shareholder structure, bringing in new partners.

As pointed by 2019 World Bank study,⁶⁷ structural problems need to be addressed to increase SMEs access to finance, including:

- Access to finance is also constrained by structural weaknesses in credit infrastructure.
- Ghana financial gap, to meet credit demand, including for SMEs and agricultural sector
- SMEs in Ghana face higher credit constraints as banks lend to a limited number of firms, prioritizing large borrowers
- Credit information system is plagued by the absence of a well-functioning national identification system for individuals and enterprises that could facilitate credit appraisal and the provision of other financial services

Table 7 Access to credit by firms in Ghana

	Percent of firms with a bank loan/line of credit	Proportion of loans requiring collateral (%)	Value of collateral needed for a loan (% of the loan amount)
Small	19.9	70.6	244.8
Medium	22.9	87.9	198.6
Large	50.8	95.3	222.8

Source: The World Bank, Ghana Enterprise Survey (2013);

<http://www.enterprisesurveys.org/data/exploreeconomies/2013/ghana#finance--size> (accessed on May 20, 2019)

⁶⁵ See for instance i) <https://youtu.be/q-jcsdROi8M> and ii) <https://youtu.be/YuT8J4RnOb8>

⁶⁶ Financial management training scored well in the evaluation interviews with SME.

⁶⁷ Improving Access to Finance for Ghanaian SMEs, is there a Role for a New Development Finance Institution? World Bank, June 2019

The evaluation discussed the topic of SMEs access to credit with Absa Bank Ghana Limited, ⁶⁸ who offered the following insights:

- In general SMEs are not ready for financing although a couple of WACOMP-Ghana value chain SMEs qualified for ABSA credit products, but when invited to submit, they declined to pursue
- Resources are existing and specific instruments are already available including “unsecured lending” (i.e. credit without collateral); however Financial Institutions may need International Cooperation support to allow a broader and more inclusive access to SMEs.

Box 4 - Options for strengthening Financial Institutions and Instruments for SME access to credit

According to ABSA, blended finances, concessional mechanisms, use of guarantees and specialized technical assistance (for instance covering specific value chains technical expertise) may significantly expand SME access to financial instrument, bringing down cost of financing (interest rates).

ABSA is already working on agri-business development and is very interested in the export market. The Bank could consider with the EU Cooperation the development of specific instruments supporting export for targeted value chains.

Matching Grants could also be instrumental to support financial institutions, broadening access to credit.

In May 2021 the European Investment Bank (EIB) has formally agreed backing the new National Development Bank of Ghana with EUR 170 million “to increase access to long-term finance and boost job creation for thousands of businesses in key sectors, including agribusiness”. ⁶⁹ The evaluation considers it would be worth the assessment of possible complementarities of this blending operation with WACOMP-Ghana and its credit component.

Additionally, GEA (former NBSSI) although not specifically involved in this component, could play an important role in linking SMEs to financial institutions and support financial readiness of value chain stakeholders, as this is part of their mandate.

Matching schemes provided support to Business Support Organization to improve services of linking SMEs to Value Chains. Four organization ⁷⁰ were interviewed whether their performances improved thanks to matching schemes, but responses were not conclusive; AGI declared to be with the matching scheme in a better position to transfer the acquired knowledge to other clusters.

b) Effectiveness of Matching Schemes

Box 5 - Matching schemes and the credit component

Matching schemes have been packaged by WACOMP-Ghana as part of the Credit Component, because they represent a financial disbursement in favour of Value Chain stakeholders; however, it should be noted that grants are not instrumental to strengthen access to credit and technically they contribute to results of Competitiveness, Compliance and Connection.

Assessment of the effectiveness of matching schemes is presented in the Credit Component section, while references are made in other Components to discuss to what extent sub-contracts are contributing to expected results in the other sectors.

Matching schemes are sub-contracts of services issued following a call for proposal. Objectives include increasing exports to regional and international markets, increasing the quality of products, increasing productivity, fostering intra-regional cooperation, encouraging cluster development,

⁶⁸ Former Barleys Bank of Ghana Limited

⁶⁹ Source: <https://www.eib.org/en/press/all/2021-166-president-akufo-addo-welcomes-eur-170-million-eib-support-for-new-national-development-bank-of-ghana>

⁷⁰ Qualipine, Premier Agribusiness Association, AGI and Global Shea Alliance

strengthening SME capacities, impacting on underdeveloped areas or disadvantage sectors within the region. ⁷¹ Annex 8 summarizes all matching scheme contracts awarded by the project.

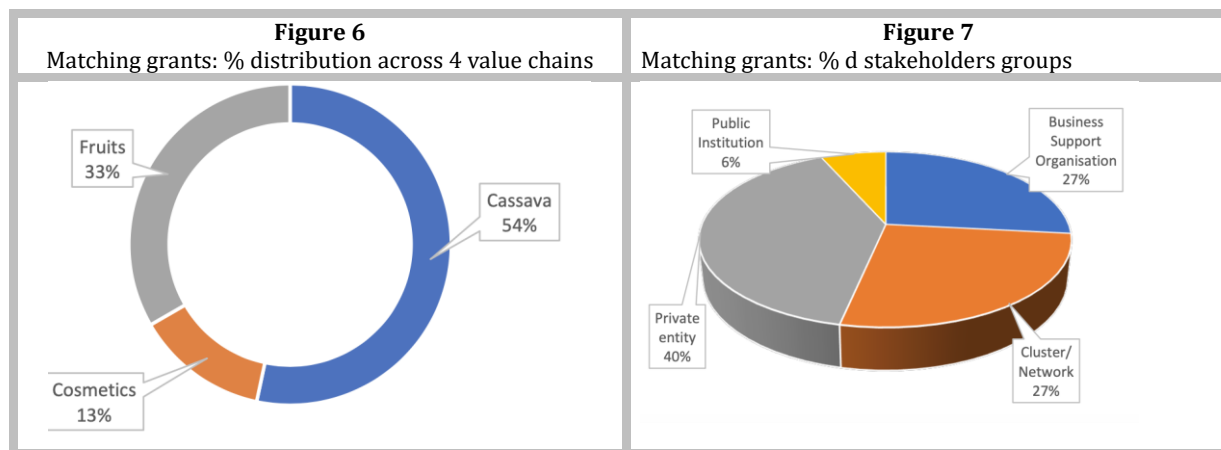
Matching Schemes are run by UNIDO under its administrative rules and are bound to meet eligibility of costs agreed with the EU. The fund is accessible to Institutions and Companies. Detailed procedures screen for sustainability, impact and sound partnerships. 15 sub-contracts have been awarded until June 2021 with a total disbursement of 331,240 €. Average value has been 22,000 € per contract. Implementing partners contributed in average to 8,129 € per project, i.e. 36% of the funded amount. Annex 8 summarizes the 15 sub-contract matching schemes awarded by the project through three calls for proposals.

Box 6 - Matching schemes and the cluster approach

Matching schemes appear a very effective tool to promote cluster approach, enhancing stakeholders' interest, dialogue and trust while funding relevant services through micro-projects.

The project launched calls for matching grants during its first year of implementation and used the tool skilfully; since the implementation pace has been unabated by COVID 19. Performances on contracting and implementation of matching schemes can be considered as highly satisfactory.

The tool, in consideration of its thorough procedures and regulations, selection criteria and governance mechanism appears well crafted and apt for its purpose.



Source: Project update on matching schemes (June 2021)

- The tool is effective to contribute to relevant results, with a very satisfactory cost-benefit ratio.
- A key merit of the tool is to support cluster development and positive dynamics across stakeholders, building trust with the project
- The tool can positively contribute to technological innovations (i.e. introduction of improved cassava variety for export)
- Some of the contracts contribute to the development of sustainable services for cluster stakeholders. However overall sustainability may be limited in consideration of limited time and envelopes to consolidate sustainability mechanisms
- Although the tool is effective to promote cluster approach, generate dialogue and trust, only a limited impact should be expected from the matching schemes in terms of results related to production quantity and quality, in consideration of wide objectives, tiny financial envelopes, limited duration and scattered geographical distribution of these micro-level interventions; ⁷²

⁷¹ Source: Project presentation on sub-contracting matching schemes, Call IV- (August 2021)

⁷² The tool is likely to have a limited effectiveness to support agricultural production improvements, also in consideration of the very short duration, embracing just one agricultural cycle.

- Large part of SMEs do not comply with eligibility requirements, with a high percentage of unsuccessful applications. This contributes to a sense of frustration, particularly across SMEs applicants ⁷³

Delay in the disbursement of funds to beneficiaries stands the chance to jeopardise the intended achievement if farmers fails to meet the weather window or off-takers are not ready to pick produce.

The small financial envelopes function as catalysers as several spill over effects have been observed across value chains.

2.2.6 Crosscutting priorities

Contributions to gender equality and women empowerment;

Project design did benefit of a sound gender focused approach, ⁷⁴ although this has been only partially translated in project results, as only one result in the logical framework addresses gender empowerment (Activity 4.5, with GEPA *“Internal organization plan (to include gender strategy if applicable) streamlined to strategic plan available”*. ⁷⁵

The overall context appears favourable for an equitable participation of women:

- In Ghana women have a good participation to economic development
- Although fruits and cassava value chains are typically dominated by males, women play a significant role in processing and marketing
- The selection of cosmetic value chain offers an important opportunity as the large majority of stakeholders are women
- Several Intermediary Organization and SMEs have women in senior management and decision-making positions.⁷⁶

Literature on women participation to the economy in Ghana points to significant challenges related to agricultural sector value chains, including: i) access to and control over land due to traditional/cultural factors; ii) Access to credit due to lack of collateral, inadequate savings iii) cumbersome bureaucratic procedures for accessing formal credit facilities; iv) access to training due to low educational qualification; v) access to hired labour on their farms due to rural-urban migration; vi) access to inputs as fertilizer, extension services, information, technology, etc; vii) time constraints.⁷⁷

The project did not study or address systematically gender barriers and did not carry out a specific gender baseline (foreseen in the inception phase by the action document) or an assessment of barriers to women.

Value chain diagnostics reviewed percentages of women participation in the selected value chains but did not develop a specific gender analysis and action plan. Nevertheless, the analysis of implementation shows evidence of several activities supporting gender equity and women empowerment through the value chains. For instance, in 2019 the project carried out a training on “mainstreaming gender in cluster development”

The project’s sex disaggregated data for 2020 indicates that 52% of females and 48% of males

⁷³ This risk may be addressed with previous awareness and communication campaigns, aimed at avoiding the creation of unrealistic expectations. Also rules can be adjusted, supporting for instance partnerships between medium and small sized SMEs. (see recommendation about an assessment to learn and finetune the tool)

⁷⁴ The Project Document applies the “gender mainstreaming strategy and gender equality and empowerment of women objectives developed by UNIDO in its Gender Mainstreaming guide for Trade Capacity-Building projects (2015)”

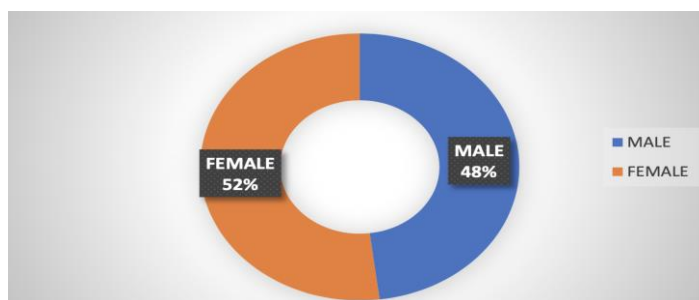
⁷⁵ Source: Project Action Document

⁷⁶ For instance in GEA both CEO and WACOMP focal person positions are held by women

⁷⁷ The role of women in Ghana economy, By Nora Judith Amu

participated in WACOMP's intervention.

Figure 8: WACOMP-Ghana gender participation data (May December 2020)



Source: December 2020 progress report

WACOMP-Ghana scope of work for good governance has been limited, with no specific results or activities planned in the action document or reported during implementation.

Support to ISO certification, KPI and support to Intermediary Organisations may have contributed to better governance and an improved perception of institutional performances as for instance decreased time for testing with FDA and faster standards with GSA, increasing SME confidence in services. The first component supported transparency, participation, trust and dialogue, eventually with positive contributions to value chains governance.

The evaluation evidences the opportunity for strengthening Institutions and Intermediary Organisations client orientation and support to client satisfaction monitoring. Strengthening of M&E systems would also contribute to reinforce accountability.

Contribution to environmental sustainability, occupational health and safety

The project extent of work on environmental sustainability has been limited.

The Action document foresees as Activity 3.13 “Support to the selected sectors to comply with regional and international standards (e.g. relevant quality, market, worker/labour, health & safety, environmental, sustainability standards, etc.). Activities with relevance to environmental sustainability and occupational safety included:

- A webinar on Health & Safety⁷⁸. An evaluation poll showed that 80% of participants found the training ‘very relevant’ to their business practices.
- Good Agricultural Practices (GAP) training, supported friendly practices, as bush clearing, training on use of pesticides and agro-chemical management.

Additional activities are planned on circular economy for cassava and cosmetic value chains, addressing liquid waste for cassava and shea processing.

An opportunity to contribute to WACOMP Regional integration goals could be exploited with the support to an increased compliance with regional and international environmental standards. The nature of the intervention does not involve significant negative impacts on the environment and the evaluation has not evidenced activities susceptible to be considerably detrimental to the environment.

2.2.7 Progress towards for long term changes

30 months following project launch (and considering more than a year with covid travel restrictions), it is too early for long term changes to materialize, although the evaluation could evidence opportunities and gather indicators of change that may contribute to impacts:

⁷⁸ ISO 45001: 2018 Occupational

- A number of products are being registered with FDA, with likely improvement of the quality of production
- Convergence of standards from cassava and cosmetics to ECOWAS Standards Harmonisation Model (ECOSHAMS)
- SMEs developing joint marketing plans with joint mango and pineapple marketing missions planned for 2022
- Evidence of visible collaboration at level of regional clusters, with stakeholders getting at a federative stage ⁷⁹
- Positive stakeholders' perception of better budgeting and management as a result of project trainings
- Increased number of cassava producers who want to work with local processing units
- E-training resulting in change of businesses approaches, with better marketing and production choices by SMEs

In the medium and long term WACOMP-Ghana is contributing to opportunities for increased exports through mechanisms of bar coding, standards and compliance and improving access to exports of SMEs. ⁸⁰

A slightly positive increase observed in mangoes exports to the EU cannot be attributed to WACOMP-Ghana as several other projects are supporting these value chains and external factors (including rainfall, production, markets) may affect.

The cosmetic value chain is of strategic interest as it allows to work with the majority of the 50 companies registered with the Registrar General's Department in Ghana for the sector and offers opportunities of incidence at macro level, in terms of compliance, quality of products, exports and regional integration.

Conversely the work with mango, pineapple and cassava value chains, although relevant to needs and highly appreciated by stakeholders, allows to target a very limited number of companies, a small fraction of the national universe (example of cassava). For these value chains the project has a limited incidence at macro level with a weak capacity to leverage impacts on compliance, quality, value addition and exports at national level.

To increase opportunities of impact the project should consider a strategic prioritization of results and activities, avoiding dilution of efforts (across number of value chains, deliverable and clusters), supporting the policy and macro-level, establish strategic alliances and support blending for an improved SMEs access to finance.

2.3 EQ 3 - Efficiency

Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? How has the COVID19 pandemic effected the project implementation and what should be done to overcome these effects? To what extent are project-level monitoring and evaluation systems, reporting, and communications supporting the project implementation?

Under EQ 3 the evaluation assesses the following aspects: 1) Financial performances, ii) Delivery and cost effectiveness, iii) flexibility and adjustment to COVID19, iv) Governance and management, v) Reporting, monitoring and lesson learning, vi, Communication and visibility.

⁷⁹ Evaluation field visits confirmed the positive collaboration across SME and value chain stakeholders in the different clusters

⁸⁰ Evaluation interview with GEPA officials, August 2021

2.3.1 Financial Performances:

Overall financial performances appear very satisfactory particularly considering that the project had its official launch by end of March 2019; since elapsed 30 months, including 6 of inception and 20 months constrained by COVID restrictions.

financial commitments and expenditures (% of total budget);

Over this period the EU released two instalments and a total of 3,755,981 EUR (61% of the total budget); the project incurred in a total expenditure of 2,874,494 EUR (79.5% of total disbursement and 46,3% of the total budget). The project, with an expected end of implementation date set in February 2023 (in about 18 months) appears well in line with its spending schedule. Higher expenditure rates⁸¹ are recorded for management and monitoring (64% of the initial budget), Output 2 (46%), Output 4 (57%) and Output 5 (57%). Relatively lower rates are recorded for Output 1 (34%) and 3 (33%).

Table 8 below gives an overview of financial implementation according to most recent financial records provided by the project (August 2021).

Table 8: UNIDO budget on 31st August 2021 (values in EUR)

Budget item	Total Project Budget	% of direct costs	Total released (1st and 2nd instalment) EU Grant	Total expenditures EU Grant	expenditures / budget (%)
Output 1: Coordinate	566,142	9.1	330,000	192,177	34 %
Output 2: Compete	1,118,142	19.3	692,000	516,542	46%
Output 3: Conform	1,359,668	23.5	672,000	452,724	33%
Output 4: Connect	673,142	11.6	519,742	385,624	57%
Output 5: Credit	1,089,810	18.8	516,142	508,650	47%
Management and Monitoring	987,489	17.0	780,379	630,726	64%
Total Direct Costs EU	5,794,392	100%	3,510,263	2,686,443	
Indirect costs EU	405,607		245,718	188,051	
TOTAL EU including SC	6,200,000		3,755,981	2,874,494	
Direct Cost UNIDO	140,187				
Indirect Costs	9,813				
Co-funding UNIDO	150,000				
GRAND TOTAL	6,350,000		3,755,981	2,874,494	

Source: UNIDO Project Management database as of 31st August 2021

Strengths and weaknesses of project administrative set up;

The administrative set up is defined by PAGoDA Delegation Agreement between the EU and UNIDO⁸². Both parties find the administrative mechanism as satisfactory⁸³ allowing for a fluid financial

⁸¹ We define expenditure rate the % ratio between expenditures and the total budget

⁸² Delegation Agreement (FED/2018/402-427) signed between the European Union and UNIDO on 30 November 2018 and 11 December 2018 respectively . (Pillar assessed grant or delegation agreement - PAGoDA)

⁸³ Interviews held by the evaluation Team with UNIDO and the EU Delegation in Accra (August 2021)

implementation, supported by a positive coordination and good working relationship. The project administration has not been a source of delays and has been handled smoothly by UNIDO.

The timeline foreseen by PAGO DA 3+1 mechanism appears short in order to achieve the results foreseen in the context of WACOMP-Ghana. UNIDO submitted a formal request to the EU Delegation (21 April 2021) based on the fact that the multi-donor nature of the project should exempt it from the “D+1” rule⁸⁴. The timeline of 3 years for financial implementation appears particularly short for the matching schemes, the consolidation of several results, the reinforcement of the regional dimension of WACOMP-Ghana, the strengthening of sustainability and building opportunities for upscaling. This evaluation amongst its recommendations supports the derogation to the 3+1 rule with 1 year of no cost extension for financial implementation (see chapter 4.2)

2.3.2 Delivery and cost effectiveness

Product delivery according to plans;

As discussed in Chapter 2 (analysis of effectiveness) the project performed consistently well across the 5 Result areas, with a remarkable number of activities and outputs delivered according to plans. No significant delays are evidenced by the evaluation. Very few activities have been postponed in consideration of COVID-19. Remarkably several adjustments to COVID-19 rather than slowing down implementation allowed to increase performances and outdo initial targets for some deliverables.

Box 7 - Some examples of delivery overcoming targets

For output 2,6 (training and capacity building on technical and managerial arrangements of targeted clusters) had an initial target of 50 SMEs. This was passed by December of 2020 with a total of 65 trained SMEs.

Under output 3,3 (3 laboratories prepared for accreditation) by end of 2020 the project achieved to prepare 4 laboratories.

The evaluation finds also the performances of the Matching Schemes as outstanding. Another potentially difficult area where the project performed efficiently is Output 1 (Coordinate) where the project managed to organise online coordination events for the Steering Committees of the three Value Chains, without losing pace to the pandemic restrictions.

Online trainings, webinars and matching schemes can be brought as examples of outstanding performances under COVID-19 (see § 3.5, analysis of adjustment to COVID-19)

Qualitative costs / benefits ratio;

Following the analysis of project delivery for its 6 Components⁸⁵ the evaluation appraises WACOMP-Ghana to represent good value for money, particularly in consideration of a relatively contained overall financial envelop (6,35 M EUR) and the limited budget of each of its six components, with an average amount per component of 583,333 EUR. Examples of the efficient project delivery include:

- **Training:** the project records 47 training events, with a total of 1767 participants, of which 50% women. Trainings were planned initially with face-to-face workshop sessions, but with the emergence of the pandemic the mode was shifted to online trainings. 75% of the trainings were implemented online. Trainings benefitted 76 institutions, 70 associations, 396 processors and over 1000 producers⁸⁶

⁸⁴ The “D+1” rule stipulates that all contracts should be finalized within the first three years and the last year should be dedicated to implementation.

⁸⁵ The 5 Result areas plus the management component.

⁸⁶ Source: WACOMP-Ghana monitoring data on training

- **Matching schemes:** 15 sub-contracts have been awarded with a total disbursement of 331,240 €. Average value has been 22,000 € per contract. Implementing partners contributed in average to 8129 € per project, i.e. 36% of the funded amount.⁸⁷
- **Laboratory equipment** purchased and installed in 4 laboratories, including equipment, fume hoods, glassware, entrants and reagents for a total of 201,415 EUR.

Project performances have been consistently appraised positively by interviewed stakeholders, including beneficiary SMEs, associations, Intermediary Organizations, Value Chain Steering Committees and Ministry officials.

2.3.3 Project management

The project governance mechanism is based on its Steering Committee. Committees had a broad participation of stakeholders. GEA (former NBSSI), an important player and a member of the steering committee, although was not included by the formulation, has been brought on board during implementation. The Committee met regularly and minutes show a very detailed review of project activities and provision of sound guidance to management and stakeholders. The 3 Value Chain steering committees provide an additional, more flexible and informal mechanism to provide guidance to the value chains. The governance mechanism is assessed as adequate to guide WACOMP-Ghana and support steering and management decisions. The set up contributes as well to build ownership across stakeholders.

The Steering Committee needs however to sharpen its capacity to provide additional strategic orientation to the Project, with accrued attention to outcomes and impact opportunities, prioritizing demands and focusing project activities on fewer areas where WACOMP-Ghana may have an edge. The Steering Committee may play a role as well in strengthening the limited regional dimension, build sustainability across the different results and review options for upscaling.

UNIDO management is primarily responsible for the positive performances observed by the evaluation. The mechanism is based on two management streams, the first based in Vienna and the second, with a CTA, in Accra. The latter has been instrumental to support a very satisfactory coordination and exchanges, with the EU delegation, MoTI and the numerous players of the Project. Decision making is consistently supported by consultation, practicing a participatory management approach.

A management opportunity is provided by WACOMP-Ghana being under the umbrella of UNIDO “Quality Infrastructure and Smart Production Division”⁸⁸, equipped with tools and experience to support both Quality Infrastructure and SMEs, which is reflected by the dual approach, at meso level (QI) and micro level (SMEs), applied through the 5 results.

Management has been capable to build effective synergies with other Projects and provide continuity to previous EU and UNIDO work supporting Quality Infrastructures and national Value Chains.

Project management has contributed to construct a very positive image of WACOMP-Ghana among stakeholders and Partners, supported by an effective communication strategy (see section 3,5 below).

⁸⁷ Source: WACOMP-Ghana monitoring data on matching schemes

⁸⁸ The Quality Infrastructure and Smart Production Division seeks to build national and regional quality infrastructure systems needed to provide internationally recognized services, including strengthening institutional capacities (i.e. metrology, standardization and accreditation); building conformity assessment capacities (testing, inspection, certification, calibration, etc.); supporting small and medium enterprises (SMEs) to take advantage of new technologies and standards for smart production and thus participate in global value chains; trade facilitation and promoting quality awareness with the public sector, economic operators and consumers.

Intermediary Organisation' staff interviewed by the evaluation expressed satisfaction with the quality of collaboration with UNIDO management in Accra and the direct and informal cooperation mechanisms established with the EU. Informants appreciated positively the overall performances of the project. In some case some "hitches" were identified that could be improved.⁸⁹

2.3.4 Reporting, monitoring and lesson learning

The project is equipped with effective reporting, monitoring and lesson learning mechanisms. All these management support mechanisms need to strengthen their attention at level of outcomes.

The Project set an effective monitoring system to follow up the delivery of products and services. Monitoring needs to be developed to include the follow up of outcomes. Monitoring of services provided to clusters by meso-level structures does not include perception surveys to measure level of satisfaction of service users. However, the monitoring of training activities involves a beneficiary assessment which offers trainees the opportunity to assess the event.

Baselining of service provision is limited to the type of services are provided and does not assess service quality and customer satisfaction. Also, WACOMP-Ghana monitoring system does not embrace the follow up of regional integration goals and the project does not includes changes (results) related to regional integration.⁹⁰

Monitoring systems of MoTI, GEPA and Intermediary organisations need as well to be strengthened to track changes on quality, standards and exports of selected value chains and provide feedback of companies' appreciation of services. The finding was confirmed by interviews with institutions and Government Agencies, pointing to the need of additional support to Monitoring and Evaluation capacities.⁹¹ It should be noted that quality of services, although not monitored, has been the object of discussions with FDA and GSA.⁹²

Annual reports and reports to the Project Steering Committee offer a thorough and adequately detailed presentation of activities and deliverables. Reports currently lack of result orientation at outcome level; efforts should be addressed to strengthen the follow up and measurement of the effects of main project outputs (i.e. the outcomes) at strategic level for each value chain.⁹³ Management and reporting should be driven by the achievement of results, rather than the delivery of activities and outputs.

Overall the Ghana Component of WACOMP appears well equipped in terms of evaluation and lesson learning. Exchanges across value chains and with other national components support the emergence of best practices and lesson learning.

The Regional Programme however does not foresee a midterm evaluation, limiting considerably the capacity to develop lesson learning during implementation and strengthening contributions of national components to Regional priorities.

2.3.5 Flexibility and adjustments to COVID 19

WACOMP-Ghana can be considered as an example of ingenuous and successful adaptation to COVID-19, as management actively found solutions to keep up with its pace and, for some activities, even overtaking initial targets. This very positive record contrasts with the severe slowdown of other EU cooperation programmes and projects in Ghana, significantly delayed over the 2020 / 2021 period

⁸⁹ These included limited delays, and difficulties for consultant recruitment due to relatively high prices

⁹⁰ Finding based on the evaluation team review of WACOMP-Ghana monitoring system and interviews with Project staff

⁹¹ Interviews with MoTI and GEPA (August 2021)

⁹² UNIDO project staff interview (August 2021)

⁹³ Finding based on the evaluation team review of project annual reports and reports to the Steering Committees

in consequence of the pandemic, including large programmes similarly aimed at the development of business models along selected value chains.⁹⁴

Strategies to adjust to COVID-19, partially discussed in other chapters of this evaluation, include:

- A detailed work plan was developed in consultation with the project partners in response to COVID-19 pandemic in a joint online Value Chain Strategic Committee meeting,⁹⁵
- Shift training from in-person presentational events to an on-line learning mode
- Development of webinars
- Participation to the virtual trade fair of Macfruit, Italy
- Set up of communication tools to keep contact and coach value chains stakeholders
- Keeping uninterrupted pace with activities under the matching schemes. New requests are issues as planned, evaluation are done and award of grants finalized within schedule.
- UNIDO management worked well with provision of a Chief Technical Advisers based in Accra and local experts who also managed to keep the project well alive through the pandemic.

2.3.6 Communication and visibility

Noticeable performances, management savvy public relations and the effective communication are contributing to project a positive image of WACOMP-Ghana.

WACOMP- Ghana is actively communicating through newsletters⁹⁶ and is active on social media platforms, with accounts on Facebook⁹⁷ (1587 followers), twitter⁹⁸ (326 followers), LinkedIn (450 followers) and Instagram (205 followers).⁹⁹ The number of followers is an indicator of a satisfactory reach for a two-year project, with a relative visibility across SMEs and institutional stakeholders. WACOMP website was launched at the beginning of 2020.¹⁰⁰

The Project used communication tools to meet challenges brought by the pandemic in order to ensure that project beneficiaries were adequately informed. Virtual platforms were set to facilitate the communication between cluster experts with stakeholders. This allowed to respond to the beneficiaries' queries and needs, despite the travel restrictions imposed by the pandemic.

However, the current level of visibility addresses only a small fraction of the universe of SMEs, producers, clients and service providers of the three value chains, amounting to hundreds of thousands of players and deserves to be further broadened with more ambitious and inclusive targeting.

WACOMP-Ghana promoted considerably visibility through activities supporting GEPA market hub and social media. It has been noted that GEPA market hub visibility could be significantly improved through multimedia kit.¹⁰¹

2.4 EQ 4 – Sustainability

What are the risks that are likely to affect the continuation of project results? Has the project put in place an exit mechanism to ensure sustainability after the project's completion (in terms of financial, legal, institutional, socio-economic instruments, frameworks or processes)?

⁹⁴ An example is EU-GAP programme with total funding of €147million, implemented over a period of 7 years (2017 – 2024) in 14 districts. The objective of the Programme is to provide critical infrastructural investments and strengthen integrated business models along selected value chains to stimulate inclusive and sustainable economic growth.

⁹⁵ Source: Project progress report, December 2020

⁹⁶ 5 newsletters have been produced so far

⁹⁷ Facebook page @WACOMPghana

⁹⁸ Twitter Page @WACOMPghana

⁹⁹ Source: WACOMP-Ghana Activity Report. December 2020

¹⁰⁰ <https://wacompghana.org/>

¹⁰¹ Interview with GEPA (August 2021)

Sustainability has been a concern for design and implementation and several features are inbuilt in the project meant to contribute to sustainability:

- WACOMP-Ghana is implemented in direct partnership with MoTI, Intermediary Organisations and SMEs. This feature supports considerably institutional sustainability and ownership of stakeholders. An example of institutional sustainability is set by Sector export marketing strategies developed with GEPA, responsible for marketing strategies of export commodities. The level of ownership and the priority to address financial sustainability is also evidenced by GEPA inclusions in its plans of trade missions to Morocco and an invitation to Ghana Exim Bank in an effort to ensure funding to support exposure strategies to control the Bacterial Black Spot disease (BBS) for mango
- Value chain development is market driven, a factor positively contributing to sustainability; for instance, common market interests provide a foundation of sustainability of dialogue platforms. It is noted however how some segments of value chains (i.e. cassava starch flour producers) have been struggling with a fragmented and limited market demand
- Training of trainer's favours sustainability for capacity development.
- Sustainability of capacity development is also supported by the development of tools (i.e. webinars)
- WACOMP-Ghana significantly supported capacity of some Intermediary Organisations to sustain capacity building (for instance the support provided to GEPA export school)
- Matching schemes also offer opportunities for sustainable provision of services even though it is not clear how these intermediary organisations will follow up after the project folds up.
- The project does not pay direct costs for VCSC meetings (transportation, foods, accommodation), strengthening considerably opportunities for financial sustainability of these mechanisms
- Awareness campaigns for the cluster development approach favoured the building of demand of participatory mechanisms for value chain development

Nevertheless, sustainability solutions are yet to be established for core aspects of the project:

- Sustainable development models are yet to be identified at cluster and at national level for each value chain. Although local leaders are driving forces supporting the process in several clusters, there is a strong risk that with the end of the project these mechanisms may lose their vitality and effectiveness. The lack of sustainable mechanisms is likely to become the main challenge for sustainability and upscaling the positive achievements of WACOMP-Ghana.
- Sustainability needs to be sought also at macro level with arrangements supporting dialogue and decision making for the different value chains, setting up financial and institutional sustainability for both national and local level dialogue platforms
- Several training events are one off session and don't feature as such sustainability mechanisms (conversely other training activities of WACOMP-Ghana have inbuilt sustainability as the training of trainers or the strengthening of the export school)
- A solid partnership with Ghana Enterprise Agency (GEA or former NBSSI) could be instrumental for sustainable support to SMEs
- The sustainability of matching schemes may require a stronger contribution of beneficiaries and a smaller % of the grant component. This would strengthen as well ownership and commitments of participants. Another benefit would be the additional leverage of financial resources.
- No sustainable solutions have yet been identified to promote a broader access to finance for SMEs
- Sustainable mechanisms need yet to be developed to pursue regional integration
- Support to agricultural production would have needed to reinforce sustainability through an increased role of institutional players, including MoFA and District extension staff.

Business manifests a positive demand for several services of Intermediary Organisation, although increased effort needs to be established to accrue client orientation and monitoring of the demand and the appreciation of the services.

The project has not yet developed an end-of project exit strategy, which should consider both a scaling up of operations and a phasing out of several activities.

Overall project attention to sustainability needs to be well strengthened during the next phase of implementation.

2.5 EQ 5 – Upscaling

Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future? To what extent the project current approach could be up-scaled to other value chains?

The evaluation evidenced opportunities and demand for upscaling the cluster approach and positive results achieved in the clusters, particularly under results areas 1, 2,3 and 4. MoTI explicitly expressed its interest in upscaling at national level the cluster approach, supporting the national industrialization plan “1 District, 1 Factory”.¹⁰²

Upscaling needs however to be based on deliberate design and effective strategies to influence changes at the macro level, seeking areas for opportunities and comparative advantage, prioritizing changes and developing sustainable mechanisms at national and local level (see recommendations). The upscaling may be applied both at geographical spread (broadening the number of clusters and applying the approach at regional and national levels) and at thematic level.

Upscaling can be applied as well to specific activities, which have generated an appetite for additional support, as with the demand for broadening the reach of trainings to SME,¹⁰³ or widening the scope of support to specific institutions (i.e. to MOTI, GEPA, GEA, producers' associations).

2.6 EQ 6 – Linkage to the regional Programme

How well does the project connect to WACOMP? How beneficial is the interplay between country and regional level as of now? How useful is the regional component of the WACOMP to the project so far?

Although WACOMP-Ghana was designed as the national component of a Regional Programme, with an explicit goal to contribute to Regional integration, the project is structured to respond mainly to a national agenda while regional integration appears as a secondary priority and project design and implementation is more oriented to address value chain needs rather than to support regional integration and the domestication of regional policies:

- The project specific objective does not address regional integration
- WACOMP-Ghana result framework does not address the harmonisation of national policies, strategies, legislative framework and action plans to fit into the regional agenda
- The intervention lacks of a comprehensive assessment of gaps and priorities for regional integration¹⁰⁴ and is not endowed with an implementation plan to meet the gaps
- The project has not developed a measurement framework related to regional integration, including the follow up indicators related to i) the implementation of regional strategies, ii) the access to regional markets and iii) changes in the “regional integration production index”.¹⁰⁵

Specific activities however contributed to the alignment of standards for mango and cassava derivatives (starch and ethanol);¹⁰⁶

¹⁰² Interview with MoTI, August 2021

¹⁰³ Ibidem

¹⁰⁴ The Value Chains analysis (2019) included the assessment of needs for regional integration

¹⁰⁵ These three indicators were identified in the initial project Action Fiche to follow up the intervention at impact level.

¹⁰⁶ For the cosmetics value chain no regional standards have been developed yet

Several stakeholders manifested in their interviews with the evaluation, the perception of a national rather than a regional project, with only limited work addressing regional integration. Stakeholders, both at regional¹⁰⁷ and national level however perceive significant opportunities to strengthen the regional dimension of WACOMP-Ghana.¹⁰⁸

Although regional integration may be considered as a secondary goal, the evaluation evidenced attempts of an active coordination with the regional component, frequent exchanges with other national components;

- Work with the Regional Team to avoid duplications across national and regional work
- Alignment of standards for mango and cassava
- Collaboration with national components on specific value chains¹⁰⁹

contributions to regional integration are evident in several activities and deliverables, including:

- Support to Quality Infrastructure
- Quality compliance, including upgrading and enhancing products quality
- Development of harmonised regional standards
- Accreditation and certification of some laboratories in the region
- Test for market requirements and assessment of regional laboratories

The very limited scope of the regional dimension of WACOMP-Ghana originates from the formulation phase, when several design teams supported the design of national components, largely responding to national demands and perspectives, generated by the EU Delegations, NAO offices, national institutions and stakeholders.

The initial Action Fiche has been reshaped with the support of UNIDO, with a focus on the cluster approach and 5 Cs, selection of the three Value Chains, but limited attention to regional goals.

2.7 EQ 7 – Lessons Learnt

What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project so far?

1. COVID-19 survival strategy: Using electronic platforms for meetings, training and coaching. This does not only help meet project activity schedules but also save cost on meetings and travels, freeing monies for other needs within the project
2. The cluster approach using the off-takers as the fulcrum is an effective approach for value chain development in the context of Ghana. It guarantees market to the producers, raw material supply and enhances contract farming with its associated inclusive business modules benefits including value chain financing
3. Matching funds schemes are handy tools to business turnaround for SMEs that may not have the collaterals for commercial funding of their businesses. Such grants become useful tools in promoting value chains

Evidence of lessons addressing challenges;

- Piloting value chain development and regional integration needs to be supported by moderate ambitions, definition of reachable targets, improvement of the macro level environment, measurability and result orientation, sustainability and upscaling mechanisms
- Regional integration needs to be supported by stronger mechanisms in design, governance and implementation
- Developing clusters as with the case of the cosmetics cluster will require a lot of support in organizational development to sustain the cluster after a project has folded up

¹⁰⁷ Including UNIDO and ECOWAS regional staff

¹⁰⁸ Interviews with UNIDO, MOTI, GEPA, August 2021

¹⁰⁹ Examples for mango value chain and harvesting techniques shared with Guinee Bissau

- 3 years of project financing is a bit too short to achieve meaningful outcomes results, including for the “Comply” component of the 5Cs. Additional work needs to be done for sustainability, including the development of a robust exit plan

3. Overarching assessment and rating table

The following table summarizes the evaluation ratings according to UNIDO evaluation guidelines and instructions for rating. Scores vary between 1 (minimum) and 6 (maximum), according to UNIDO evaluation rating scale presented in Annex 10.¹¹⁰

¹¹⁰ The range 1 to 3 is defined as “unsatisfactory” and the range 3 to 6 as “satisfactory” (see UNIDO evaluation rating scale, table 17).

Table 9 Summary of the evaluation ratings

A	Project strategy		4
1	Project design/relevance / coherence	Design solidly built on opportunities and an effective approach. Opportunities to strengthen quality of design (assessment of value chains, specification and quantification of results, macro level changes, regional integration, sustainability). Disconnection with regional design. Relevance to stakeholders needs, cooperation and national priorities and UNIDO mandate; weak relevance to regional priorities	4
2	Project results framework/log-frame	The result chain is strongly relevant to stakeholders' priorities, and an underlying sound logic. The result chain lacks of specification and measurability at outcome level	4
B	Progress towards results		5
1	Effectiveness and progress towards expected results	Significant contributions to the result areas; outcomes only partially emerging yet, with limited measurability at outcome level. Weak effectiveness for regional integration	4
2	Efficiency	Outstanding performances, particularly in consideration of COVID restrictions	5
3	Sustainability	Several features support sustainability; however limited attention of sustainability by design and lack of mechanisms for sustainability of the cluster approach; missing sustainable mechanisms at national and regional level; A rating of 4 reflects the fact the project is on its half way of implementation; sustainability arrangements need to be urgently addressed.	4
C	Project Implementation and Adaptive Management		5
1	Project management (arrangement)	Remarkable management arrangements; sound coordination across different management layers; subsidiarity principles apply; sound strategic approach	6
2	Results-based work planning, monitoring and evaluation, reporting	Effective management mechanisms, focused on outputs rather than outcomes	4
3	Financial management	Very satisfactory financial management and financial performances, particularly considering 20 months of COVID restrictions	5
4	Stakeholder engagement and communication	Satisfactory levels of stakeholders' engagement; WACOMP-Ghana acquired a positive reputation in its milieu in view of its performances, good communication and the constant dialogue with stakeholders.	5
D	Performance of Partners	MoTI shows ownership and active involvement. Interest for upscaling; Opportunities for deeper involvement of GEPA and GEA; EU close follow up and support to implementation; Need to strengthen set up for regional integration; limited institutional memory	5
	Overall assessment	WACOMP-Ghana stands out as a noticeably good project, with opportunities for upscaling at National level	5

Box: Score interpretation

The score of 5 (over 80% of rating) reflects the overall status of mid-term implementation, with an outstanding record of performances and a smart approach to promote SME development across the three value chains. The score highlights as well the need to strengthen some aspects of design and implementation, to reinforce sustainability and set conditions for impacts and upscaling.

4. Conclusions, recommendations and lessons learned

4.1 Conclusions

C.1 Overall assessment;

WACOMP-Ghana stands out as a noticeably good project, addressing relevant priorities of SMEs and intermediary organizations to support production, quality, sales and exports for the selected value chains. The intervention performs remarkably well, almost unscathed by 18 months of COVID-19 restrictions, supported by a sound management, outstanding interactions, good coordination and an effective communication. The intervention is well appreciated by its stakeholders and beneficiaries. The project enjoys of a distinguished reputation of a successful project, with a demand for broadening its scope and expanding services. Given some adjustments, WACOMP-Ghana offers considerable opportunities for impact and upscaling. These notwithstanding, the evaluation evidences the need to strengthen some aspects of the project, including the need to reduce its ambitions to address the dilution of efforts in a large number of activities (trimming those where the project may have a reduced edge), put st management focus to a more strategic level, rebuild the original regional dimension of WACOMP, strengthen some partnerships, increase attention on outcomes, reinforce sustainability and setting conditions for impacts and upscaling.

C.2 A valid strategy and need to strengthen the design

The Project benefits from effective strategic choices to enhance quality production and export competitiveness for the selected value chains, building on the following pillars:

- The implementation set up, based on the EU delegation agreement with UNIDO, with MoTI as national counterpart
- The Cluster approach coupled with participatory local involvement served as driving force for value chain development
- A dual approach working at meso level with intermediary organizations and quality infrastructure and at cluster (micro) level with direct support to SMEs and value chains associations
- Strategic selection of value chains

Evaluation findings evidence ambitious goals, particularly in relation to a contained financial envelop (6,35 M EUR) and a limited timeline as the project aims supporting 4 value chains, 13 clusters, 5 results and a broad number of activities and deliverables, diluting the capacity to achieve impacts.

Design is appraised positively as it builds on opportunities and the identification of relevant deliverables and activities; quality of design, however, deserve strengthening, including assessment of value chains, specification and quantification of results, the need for additional attention to macro level changes, regional integration and sustainability. The result chain is strongly relevant to stakeholders' priorities with an underlying sound logic. The result chain, however, lacks of specific measurables at outcome level. The result framework would benefit from prioritization and reduction of the number of outputs and activities.

C.3 Outstanding performances and good value for money;

Since the launch of the Project in March 2019, 30 months elapsed within which period the project managed to deliver a remarkable array of activities and outputs through its 5 components, well in line with initial plans and targets. In consideration of the active mobilization during the inception phase and exemplary adjustments and performances during the 20 months of COVID restrictions,

the project efficiency is assessed as highly satisfactory. The project represents good value for money in consideration of a high return per unit of investment of deliverables directly benefitting SMEs, associations, intermediary organizations and other value chain stakeholders. Particularly noteworthy are performances for the implementation of 15 matching schemes and the organization of 47 training events, with a total of 1767 participants, to the benefit of 76 institutions, 70 associations, 396 processors and over 1000 producers.

The intervention is considered as an exemplary case of an EU international cooperation programme adjustment to COVID 19. The evaluation witnessed how WACOMP-Ghana acquired a positive reputation in its milieu in view of its performances, good communication and the constant dialogue with stakeholders.

C.4 High pertinence to needs and priorities;

The evaluation evidences a high relevance of the project and its deliverables to the priorities of the value chains stakeholders. The intervention is assessed as fully relevant to national priorities, to EU Cooperation goals in Ghana and to UNIDO mandate.

The project however bears a weak relevance to regional integration priorities.

C.5 Effectiveness: Results are emerging across the 5 Components

Notwithstanding the relatively early stage of implementation and 20 months under COVID restrictions, the evaluation found evidence of emerging results across the 5 components: the first component produced improved coordination and dialogue at cluster and national levels; for the competitiveness component there was progress in the strengthening of Intermediary Organizations, trainings and support was delivered for enhancement of production and quality; tangible results are observed under Conform, the project backbone Component, through a broad number of activities and deliverables. Activities target a relatively small number of companies; results are more likely to emerge for the cosmetic value chain; with Connect, the project achieved the strengthening of GEPA and other intermediary organizations; matching schemes provided support to Business Support Organization to improve services of linking SMEs to producers within the Value Chains. The "Credit" component linked cluster level SMEs with financial institutions; the evaluation evidences the need for effective approaches to reinforce SMEs access to finance.

The consolidation of results across the 5 Components and the setup of adequate mechanisms for sustainability will require at least one additional year of implementation.

The cluster approach appears to be effective but results need consolidation, sustainability and upscaling; to some extent, the approach appears anecdotal¹¹¹, focusing on relatively few successful cases, with limited mechanisms in place for consolidating results on a broader scale. The evaluation evidences the need to strengthen an inter-cluster approach and mechanisms to leverage, from cluster exchanges a national dialogue which may influence the value chain macroeconomic environment; sustainable mechanisms need to be developed to meet the demand for upscaling the approach at national level.

For cassava and fruits the project focuses its efforts on production enhancement, a segment of the value chain where WACOMP-Ghana has a limited capacity to impact, in consideration of resources, timeline and the lack of a direct involvement of Ministry of Agriculture extension staff.

¹¹¹ Anecdotal evidence is a factual claim relying only on personal observation, collected in a casual or non-systematic manner. When compared to other types of evidence, anecdotal evidence is generally regarded as limited in value due to a number of potential weaknesses, but may be considered within the scope of scientific method as some anecdotal evidence can be both empirical and verifiable. In all forms of anecdotal evidence its reliability by objective independent assessment may be in doubt. This is a consequence of the informal way the information is gathered, documented, presented, or any combination of the three. The term is often used to describe evidence for which there is an absence of documentation, leaving verification dependent on the credibility of the party presenting the evidence.

Effective **management tools** have been set up including a constructive guidance by the Steering Committee, sound coordination mechanisms, monitoring, evaluation and reporting, with a satisfactory follow up of activities and outputs. There is, however, the need to increase management strategic focus on outcomes and impacts and strengthen specification and measurability of results.

Matching schemes are assessed as a performing and effective pilot mechanism which allows small financial envelopes leveraging dialogue and trust and functioning as catalysers with positive multiplier effects.

Gender has been addressed by project design and most activities are implemented with considerations of gender equity; the choice of the cosmetic value chain represents a significant opportunity for the gender agenda. However gender empowerment was not mainstreamed across results and gender barriers were not systematically assessed and addressed during implementation. The project is contributing, to a limited extent, to priorities of good governance and environmental sustainability.

C.6 Limited contributions to regional integration; Although WACOMP-Ghana was designed as the national component of a Regional Programme, with an explicit goal to contribute to Regional integration, the project is structured to respond mainly to a national agenda while regional integration appears as a secondary priority; project design and implementation are more oriented to address value chain needs rather than to support regional integration and the domestication of regional policies.

C.7 Distinguished management performances; the project management team is largely to be credited for the positive performances, the capacity to adjust to Covid restrictions, the coordination, the consultative approach, effective communication and good reputation established by the intervention. The management set up, with its international and national streams, appear well suited to support efficiency and effectiveness of WACOMP-Ghana. The management team merits include the setup of very good relationships and a sound coordination with the EU, the Regional Programme, MoTI, most Intermediary Organisations and the private sector. Management needs to be strengthened to reinforce project contributions to regional integration.

C.8 A solid network of partnerships

The project established sound partnerships with MoTI and several intermediary organizations, including GEPA, FDA, GSA and value chains associations. Capacities need to be further strengthened to support institutional sustainability, including monitoring capacities, client orientation and market promotion services for producers' associations. Some partnership need to be further developed to increase service delivery to SME and strengthen women empowerment, as for instance with GEA (former NBSSI).

C.9 Significant opportunities (and some challenges) for impact and sustainability;

The midterm phase of implementation does not allow yet the emergence of impacts related to product quality, sales and exports. However the evaluation evidences opportunities of long term changes.

The cosmetic value chain is of strategic interest as it allows the project to work with the majority of the 50 companies registered in Ghana for the sector and offers opportunities for incidence at macro level, in terms of compliance, quality of products, exports and regional integration. Conversely the work with mango, pineapple and cassava value chains, although relevant to needs and highly appreciated by stakeholders, targets a very limited number of companies representing a small fraction of the national universe. For these value chains the project has a limited incidence at macro level with a weak capacity to leverage national impacts on production, quality, compliance, value addition and exports l.

Sustainability has been a concern for design and implementation and several features inbuilt in the project are contributing to sustainability; however sustainable development models need yet to be identified at cluster and at national levels for each value chain. The need of sustainable mechanisms is likely to become the main challenge for upscaling the positive results of WACOMP-Ghana. Sustainability needs to be sought also at macro level arrangements supporting dialogue and decision making for the different value chains.

C.10 The evaluation evidences valuable best practices, lessons and opportunities for upscaling; The intervention is an exemplary case of effective use of cooperation resources to support SMEs and value chain development, contributing to goals of production, quality, sales and exports. The project can be used as a showcase for the cluster approach, the 5C approach, effective project management, use of the matching scheme tool, and how to adjust establish flexibility mechanisms under COVID-19. The evaluation allows to evidence important lessons for the EU, UNIDO, regional and national players, of what is working and areas to reinforce to achieve impacts and sustainability. Conclusions of this evaluation could be used for broader lesson learning and comparative analysis of cooperation projects.

4.2 Recommendations

The first advice, of a general and conservative nature, is aimed at applying the principle “*if it’s working don’t change*”. For WACOMP-Ghana there is room for improvement, as pointed by the following recommendations; however stakeholders should be wary of not altering the current management formula and approach, which is guaranteeing a successful implementation. Changes should be supported by a participatory and very careful design.

R1: Improve design, reducing ambitions, trimming some activities and strengthening areas for impact opportunities.
 Recommendation addressed to the Steering Committee, EU, UNIDO and MoTI
 Importance: High; Priority: High

1. Project management, the Steering Committee and the EU Delegation need to sharpen their capacity to provide additional strategic orientation to the Project, with accrued attention to prioritizing demands and focusing project activities on fewer areas where WACOMP-Ghana may have an edge.
2. For mangoes, pineapples and cassava the focus of project direct support should be shifted from production enhancement to other segments of the value chain; rather than providing direct support to producers, the project in the future may consider strengthening existing mechanisms of extension, building complementarities with MOFA and other projects supporting fruits and cassava value chains.
3. Synergies and complementarities to be established with MoFA and other Projects supporting fruits and cassava value chains to strengthen extension services
4. Strengthen capacities and networking for cosmetic SMEs
5. Strengthen women empowerment mainstreaming across the 5 result areas, including for instance addressing constraints and challenges faced by women entrepreneurs in Ghana, promoting access to land, inputs, labour and markets; supporting entrepreneurship development, strengthening and scaling up women entrepreneurs’ associations.
6. A minor and very targeted recommendation is to strengthen the training relevance to targeted value chains focusing IRCA lead auditor training on ISO 22000 and ISO 22716

R2: Revive the regional dimension of the project
 Recommendation addressed to EU Delegations in Abuja, ECOWAS and EU Delegation in Accra, and to UNIDO and its Project Management
 Importance: High; Priority: High

Contained adjustments to the design, in coordination with the Regional Programme, should aim at strengthening the project contributions to the regional agenda. Adjustments should include:

1. UNIDO Representation in Ghana and Headquarters, should mobilize and extend their experience to regional integration to support easy fixes aimed at strengthening the regional nature of the project
2. A study should be launched assessing opportunities for WACOMP-Ghana contributions to regional priorities, with a measurable road map (with well-defined baselines and targets) for implementation.
3. Strengthen mechanisms for regional follow up both in Ghana and at regional level
4. The Delegation in Abuja should launch a midterm evaluation of the Regional Programme as an important instrument supporting effectiveness, accountability and lesson learning of WACOMP, aimed at strengthening the contributions of national components to regional priorities
5. The Steering Committee will play a role in strengthening and follow up the regional dimension
6. More in general the EU should significantly strengthen the quality of preparation, follow up mechanisms, management, monitoring and evaluation of its regional programmes with ECOWAS

R3: Strengthen focus at outcome level in design, planning, monitoring, management and governance

Recommendation addressed to UNIDO management and the Steering Committee

Importance: High; Priority: High

1. Improve the logical framework, with special attention to specification and measurability of outcomes, and update project planning accordingly
2. Support the project with a consultancy in result-based management and monitoring
3. Carry out a workshop on result-based management and outcome orientation for project management and key stakeholders
4. Expand the monitoring framework to include the follow up of outcomes
5. Strengthen reporting with a follow up of outcomes
6. Project management, the Steering Committee and the EU Delegation need to sharpen their capacity to provide additional strategic orientation to the Project, with accrued attention to outcomes and impact opportunities

R4: Build in sustainable and up-scaling mechanisms

Recommendation addressed to UNIDO, the EU and MoTI

Importance: High; Priority: High

1. Overall project design, implementation and monitoring attention to sustainability need to be considerably strengthened during the next phase of implementation.
2. A study should be carried out by the Project, with the leadership of MoTI, to define sustainable mechanisms at cluster and at national levels (including for the organizational set up of the dialogue platforms, financial and human resources, legislative and regulatory framework)
3. The need to develop mechanisms at the local cluster level to leverage local discussions to a national dialogue which may influence the value chains
4. Inter-cluster dialogue should be promoted
5. Upscale work at national level, with the design of sustainable mechanisms at macro level (i.e. policy/ legislative / regulatory frameworks)
6. Strengthen sustainability of capacity development; training and capacity development should identify alternative strategies, as the strengthening of mechanisms already in place (institutions, organisations, TVET) and or the development of sustainable Training of Trainers, rather than delivering project workshops, as it is unlikely that these events will be replicated without the support of the project.
7. Strengthen sustainability of matching schemes (see also R7)
8. An agreement between KNUST and UDS laboratories and FDA to achieve a testing equivalence that will allow FDA to accept Certificates of Analysis from these laboratories without the internal confirmation analysis during product registration

R5: One year no cost extension to consolidate results and sustainability

Recommendation addressed to the EU Delegation in Accra

Importance: High; Priority: High

The recommendation for a now-cost extension builds on the following findings:

1. Covid 19 has significantly constrained project implementation and the achievement of results since February 2020
2. The need to consolidate the cluster approach and build mechanisms for upscaling
3. The need to reinforce sustainability mechanisms at all levels

R6: Boost partnerships and build client orientation and M&E capacities in Intermediary Organizations

Recommendation the EU, MoTI and UNIDO Project management

Importance: Medium; Priority: Medium

1. Study opportunities (within WACOMP-Ghana or future projects) to develop M&E capacities to track performances, client orientation, quality of services, exports across MoTI and intermediary organisations, including GEPA and GEA
2. Assess the opportunity for a more comprehensive engagement and partnership with GEA, with improved clarity of roles and responsibilities in supporting SMEs and the development of a comprehensive workplan;
3. Increase capacities of Associations in terms of client orientation and market support
4. Identify mechanisms to promote an increased dynamism of some Intermediary Organizations, including GEPA

R7: Financial study to assess opportunities to develop credit products through blending and other mechanisms

Recommendation addressed to UNIDO management and the EU Delegation

Importance: High; Priority: High

A financial study should assess complementarities with EIB blending and or set up specific instruments supporting existing finance institutions for credit instruments for SMEs and selected value chain export to regional and international markets.

R8: Matching grants: assessment and finetuning of the mechanism

Recommendation addressed to the EU and UNIDO Project Management

Importance: Medium; Priority: Medium

Matching grants should be pursued, maintaining the very positive implementation performances. The tool should be attuned to strengthen opportunities of impact, sustainability and effectiveness:

1. Specific assessment of the 15 projects;
2. Consider a sharper focus of goals, to avoid excessive dilution of impacts
3. Reduced scope of agricultural production support, avoiding duplications with MoFA mandate
4. Consider eligibility of Intermediary Organizations (GEA, ex NBSSI) which may effectively impact on SME capacity development (see also R5)
5. Consider using matching funds to promote with financial institutions, instruments to support a broader access to credit for SME of the three value chains (see also R.6)

R9: WACOMP-Ghana experience to inform EU Cooperation approach

Recommendation addressed to the EU Delegation in Accra and UNIDO

Importance: Medium; Priority: Medium

The EU Delegation and UNIDO should develop lesson sharing mechanisms and comparative analysis platforms or studies where the positive experience of WACOMP-Ghana will be used to inform other cooperation efforts, including for aspects of private sector development, value chain development, cluster approach, adaptation to COVID-19, quality support, technological innovation, matching schemes, support to exports and e-marketing.

R10: EU Cooperation may consider a follow up project for the 2021 - 2027 programming period

Recommendation addressed to EU Delegation in Accra

Importance: High; Priority: Medium

The evaluation points to the success of the project and the demand for upscaling. However it often takes time for transformational changes and upscaling to materialize, often beyond the short project cycle of around four to five year. To ensure the sustainability of the project benefits and broader adoption of the good practices that the project has introduced, a follow up intervention to be implemented under the new multiannual financial framework is recommended.

Table 10 – Recommendations follow up table

Recommendation	Responsibility	When	Action foreseen
R8: SCMS: assessment and fine-tuning of the mechanism	UNIDO	Ongoing, ready by Jan2022	Assessment of ongoing contracts
R1: Improve design, reducing ambitions, trimming some activities and strengthening areas for impact opportunities.	UNIDO and SC	Immediately	Revise action plan accordingly and SC to approve. Support by design / monitoring expert?
R3: Strengthen focus at outcome level in design, planning, monitoring, management and governance	UNIDO, EU and SC	Immediately	Adapt Management approach, monitoring system and reporting (specialized expertise, 1 workshop, guidelines)
R5: One year no cost extension to consolidate results and sustainability	SC to approve UNIDO to request EU to validate	Immediately	Validation from SC Exchange of letters
R9: WACOMP-Ghana experience to inform EU Cooperation approach	EU	ASAP	Promote best practices Platform of reflection EU-UNIDO
R4: Build sustainable mechanisms and study opportunities for upscaling	UNIDO – EU – MoTI and SC members	From now	Study of sustainable mechanisms at cluster and national level Identify upscaling opportunities and potential interventions
R10: EU Cooperation may consider a follow up project for the 2021 – 2027 programming period to build up on the project results:	EU – UNIDO – National Counterparts	From now	Develop new project to upscale and consolidate results achieved
R6: Boost partnerships and build client orientation and M&E capacities in Intermediary Organizations	UNIDO – Intermediary Organizations	From 2022	Strategic assessment if partnerships Trainings and coaching
R7: Financial study to assess opportunities to develop credit products through blending and other mechanisms	EU – MoTI	Next programming cycle?	Study and proposal of credit schemes for SMEs – involve financial institutions
R2: Revive the regional dimension of the project	EU Ghana and Regional Programme	Current and Next programming cycle	WACOMP Ghana promotion Regional programming
R8: SCMS: assessment and fine-tuning of the mechanism	UNIDO	Ongoing, ready by Jan2022	Analysis of the signed contracts and potential duplication or revision
R1: Improve design, reducing ambitions, trimming some activities and strengthening areas for impact opportunities.	UNIDO and SC	Immediately	Revise action plan accordingly and SC to approve

ANNEX 1: Terms of reference



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Draft TERMS OF REFERENCE

Independent mid-term evaluation of project
West Africa Competitiveness Programme – Ghana

UNIDO ID: [Status]
EU Project ID: CTR402-427

May 2021

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I. Project Background and Context

1. Project factsheet¹¹²¹¹³

Project title	Report on Independent Mid-Term Evaluation of the Project
UNIDO ID	
EU Project ID	CTR402-427
Region	Eastern Africa
Country(ies)	Ghana
Project donor(s)	EU
Project implementation start date	February 2019
Expected duration	48 months
Expected implementation end date	February 2023
Implementing agency(ies)	UNIDO
Government coordinating agency	Ministry of Trade and Industry (MoTI)
Donor funding	Euros 6,200,000
UNIDO input (German Trust Fund, Euros)	Euros 150,000
Mid-term review date	May-September 2021
Planned terminal evaluation date	November 2022

(Source: Project document)

2. Project context

Over the last decades, Ghana has made important improvements regarding economic co-operation, regional integration and trade. In line with the objective of harmonizing trade tariffs within the Economic Community of West African States (ECOWAS) and strengthening the common market, Ghana has implemented the ECOWAS Common External Tariffs (CET) since February 2016 with its four basic tariff rates.

Furthermore, on the 3rd August 2016, Ghana ratified the Economic Partnership Agreement (EPA) with Europe, which had been initiated in June 2014. The agreement is expected to lead to tariff-free exports of goods between Ghana and Europe. The EPA will protect existing jobs in the export sector and aim at bringing more investment to Ghana and the creation of new jobs.

Small and Medium Enterprises (SMEs) are the backbone of the Ghanaian economy as they represent about 85% of businesses, largely within the private sector, and contribute about 70% of Ghana's Gross Domestic Product (GDP). In terms of formal sector employment, they account for just over half of all fulltime employment, with the percentage likely much higher in the informal sector. Therefore, in order for the government to accomplish its goals it is important to assist this group of companies/entrepreneurs to achieve growth.

The 2016 SME Competitiveness Survey conducted by the International Trade Center (ITC) carried out on 200 agricultural and manufacturing firms' shows the general challenges that keep Ghanaian SMEs from being competitive in regional and global markets:

- Lack of unique products: low competitive advantage due to the production of common and easily copied products;
- Insufficient electricity access: access to electricity is a bottleneck for medium- sized firms to grow into large enterprises;

¹¹² Data to be validated by the Evaluation team.

- High interest rates: many firms are deterred from applying for credits due to high interest rates;
- Internationally recognized certification: approximately 90% of all firms reported adhering to an official domestic certificate or standard. This percentage drops to around half for those adhering to an internationally recognized certificate or standard;
- ICT access: large gap in connectivity between SMEs;
- Advertising: only 30% of small firms engaged in any type of advertising in the last fiscal year, compared to 76% of medium-sized firms, potentially limiting the growth of their client base.

The 'Ghana Component' Project is part of the West Africa Competitiveness Programme (WACOMP), which is implemented with a subsidiary approach through one regional component and 16 national components, covering all 15 ECOWAS countries, as well as Mauritania. (see more details at: <https://wacomp.projects.ecowas.int/about-wacomp/>).

The intervention is developed following the EU communication "A stronger role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries", which highlights that, in order to promote sustainable inclusive growth and create jobs to fight poverty, the competitiveness of the local private sector and the business climate need to be promoted. To this end, certain sectors and value chains were considered as a strategic priority for the West African region (both at national and regional levels), among them: (i) fruits and vegetables (mangoes, pineapple, onions, cassava, ginger, tomatoes, cashew and rubber), (ii) textile/garments, (iii) leather, (iv) services (IT, communication, renewable energy).

Given the fundamental synergies between the national and regional levels to support structural transformation, the programme incorporates priorities at the national and regional levels to reach the common aim to "Strengthen the competitiveness of West Africa and enhance the countries' integration into the regional and international trading system".

In depth analysis and stakeholder consultations took place in 2017 at ECOWAS and country levels (eight countries) and led to the selection of priority value chains and type of interventions with the potential to deepen regional and global participation.

The Ghana national intervention was set to focus on improving the competitiveness of three value chains, namely: Processed Fruits, Cassava and Cosmetics and Personal-Care Products. The choice of value chains is in line with the regional industrialisation priority setting which accords front-line roles to agro-industry and light manufacturing with emphasis on value-added transformation of local raw materials, increasing the industrial sector's contribution to GDP, contributing to increasing the share of industrial products in regional trade and increase of industrial products from West Africa to the world market.

By supporting the selected agro-value chains in Ghana, UNIDO pursues three development goals that can benefit all actors in the chain by: (i) increasing productivity and value added; (ii) improving employment opportunities; and (iii) working to enhance market access and higher export levels.

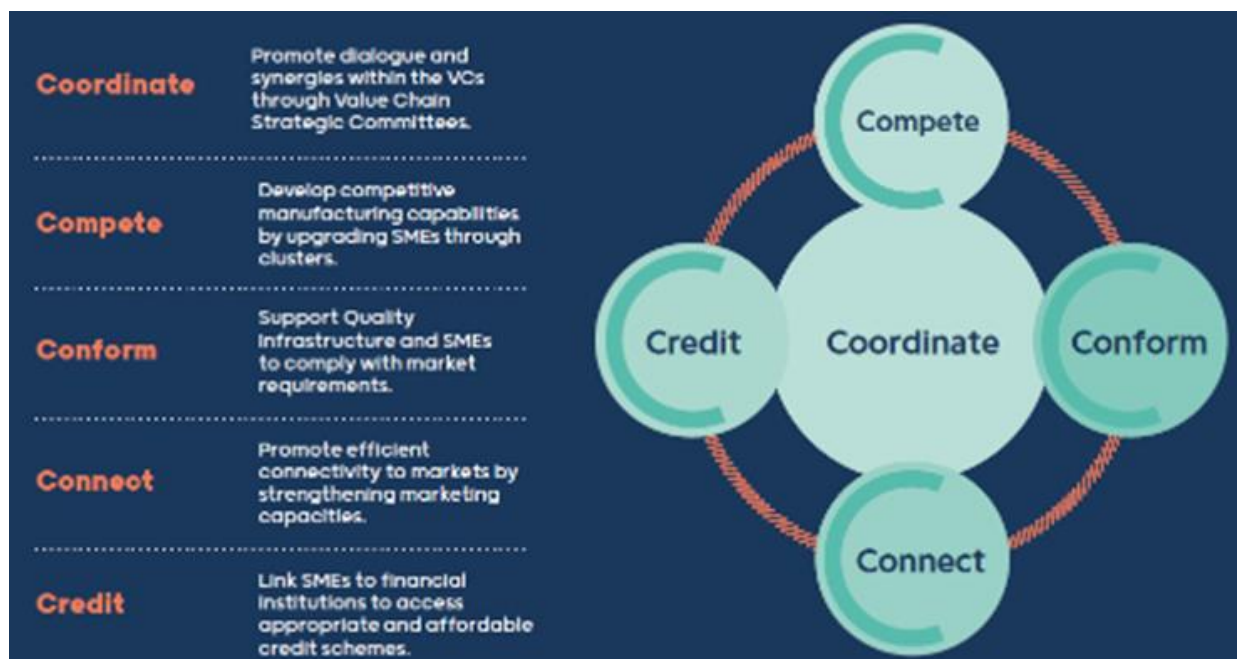
3. Project objective and expected outcomes

UNIDO has developed a tailored approach with 5 key axes: coordinate, compete, conform, connect and credit: "The 5 C's for competitiveness".

This approach is reflected in the 5 outputs /components of the project, aiming to :

1. promote dialogue and synergies within the VCs through the creation or strengthening of Value Chain Strategic Committees (VCSC) to be used as a forum for discussion (Coordinate – Output 1),
2. develop competitive manufacturing capabilities by upgrading SMEs capacities through the implementation of UNIDO clusters methodology (Compete – Output 2),
3. support quality infrastructure and SMEs compliance to prove conformity with market requirements (Conform – Output 3),

4. promote efficient connectivity to markets by strengthening marketing capacities (Connect – Output 4) and
5. link SMEs to financial institutions to implement all the improvements required to enhance their competitiveness by accessing appropriate and affordable credit schemes (Credit – Output 5).



A detailed logframe is provided as Annexe I to this document.

4. Project implementation arrangements

Ministry of Trade and Industry (MoTI) is the signatory of the project on behalf of the Government of Ghana and coordinates the implementation and monitoring of the project.

Other public and private sector stakeholders include: Ghana Standards Authority (GSA), Food and Drugs Authority (FDA), Ministry of Agriculture (MoFA), Ghana Export Promotion Authority (GEPA), National Board for Small Scale Industries (NBSSI), Association of Ghanaian Industries (AGI), Sectorial associations in the targeted value chains (Ghana Industrial Stakeholders Platform (GICSP), Sea- Freight Pineapple Exporter of Ghana (SPEG), Ghana Commercial Mango Growers, etc.)

The project also supports clusters associations and cooperatives at the regional level.

A Project Steering Committee (PSC) is established with the responsibility of coordination among public and private entities and to provide the necessary guidance on project execution. The PSC ensures the high-level support and participation of key stakeholders both at national and sub-national levels. The PSC is composed by representatives from key beneficiaries and stakeholders and has both executive and oversight roles. It meets twice a year.

A Project Management Unit (PMU) is responsible for the day-to-day execution of all project activities, including direct monitoring of those activities contracted to consultants and other vendors. The PMU consists of a National Chief Technical Advisor (CTA), a Project/ Administrative Assistant, a Communication Officer, a financial and procurement expert in charge of component 5 of the project (Sub-contracting matching scheme), 3 Cluster Experts, 1 Quality Infrastructure expert and a Project Driver. The PMU is supported in Vienna by an Associate Industrial Development Officer in charge of the UNIDO HQ oversight and monitoring of the project implementation.

Other national and international experts are hired on specific technical missions when required.

5. Budget information

Table 1. Budget per Output¹¹⁴

	Total Project Budget EU ANNEX III
Output 1: Coordinate	€ 566,142
Output 2: Compete	€ 1,118,142
Output 3: Conform	€ 1,359,668
Output 4:Connect	€ 673,142
Output 5: Credit	€ 1,089,810
Project Management and Monitoring	€ 987,489
Total Direct Costs EU	€ 5,794,392
Indirect costs EU	€ 405,607
TOTAL EU including SC	€ 6,200,000
Direct Cost UNIDO	€ 140,187
Indirect costs	€ 9,813
Co-funding UNIDO	€ 150,000
GRAND TOTAL	€ 6,350,000

Table 2: UNIDO budget on 31st December 2020

	Total Project Budget EU ANNEX III	Total released (1st and 2nd instalment) EU Grant	Total expenditures EU Grant
Output 1: Coordinate	€ 566,142	€ 330,000	€ 171,469
Output 2: Compete	€ 1,118,142	€ 692,000	€ 365,820
Output 3: Conform	€ 1,359,668	€ 672,000	€ 350,254
Output 4:Connect	€ 673,142	€ 519,742	€ 362,270
Output 5: Credit	€ 1,089,810	€ 516,142	€ 377,473
Project Management and Monitoring	€ 987,489	€ 780,379	€ 443,328
Total Direct Costs EU	€ 5,794,392	€ 3,510,263	€ 2,070,613
Indirect costs EU	€ 405,607	€ 245,718	€ 144,943
TOTAL EU including SC	€ 6,200,000	€ 3,755,981	€ 2,215,556
Direct Cost UNIDO	€ 140,187		
Indirect costs	€ 9,813		
Co-funding UNIDO	€ 150,000		
GRAND TOTAL	€ 6,350,000	€ 3,755,981	€ 2,215,556

Source: UNIDO Project Management database as of 31st December 2020

II. Scope and purpose of the evaluation

The purpose of the independent mid-term evaluation is to assess the project progress towards the achievement of the objectives to help the project management and key stakeholders ensure the achievement of the planned results.

¹¹⁴ Source: Project document.

The independent mid-term evaluation (MTE) will cover the first two years of implementation, starting from February 2019 to April 2021.

The evaluation has three specific objectives:

- i. Assess the project's performance and progress towards the achievement of the expected results
- ii. Assess remaining barriers and risks in project design, project management and performance of partners to identify necessary changes to set the project on-track to achieve its expected results
- iii. Develop recommendations so that project management could develop and implement a follow-up plan on necessary corrective actions

III. Evaluation approach and methodology

The MTE will be conducted in accordance with the UNIDO Evaluation Policy¹¹⁵ and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle¹¹⁶.

The evaluation will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Independent Evaluation Division (ODG/EIO/IED) on the conduct of the evaluation and methodological issues. The evaluation will use a theory of change approach and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will identify causal and transformational pathways from the project outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. The learning from this analysis will be useful to feed into the design of the future projects so that the management team can effectively manage them based on results.

1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of donors, counterparts and stakeholders.
- (c) **Field visit to project sites in Ghana – by national.**
 - On-site observation of results achieved by the project, including interviews of actual and potential beneficiaries, and partners
 - Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and

¹¹⁵ UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

¹¹⁶ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

the various national [and sub-regional] authorities dealing with project activities as necessary.

Note: Given the current circumstances and travel limitations due to the COVID-19 pandemic, physical field visits might not be possible, in this case remote visits and interviews with relevant stakeholders and beneficiaries.

2. Evaluation key questions and criteria

The key evaluation questions are the following:

- ✓ **Project Strategy:** To what extent is the project design still relevant in light of changed circumstances? How strong is the country commitment/ownership? What should be adjusted accordingly to be on track to achieve expected results?
- ✓ **Progress towards Results:** To what extent have the expected outcomes and objectives of the project been achieved thus far? Is it on track to achieving its objectives? What are the remaining barriers to achieving the objectives in the remainder of the project and how to overcome them?
- ✓ **Project Implementation and Adaptive Management:** Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? How has the COVID19 pandemic effected the project implementation so far and what should be done to overcome these effects? To what extent are project-level monitoring and evaluation systems, reporting, and communications supporting the project implementation?
- ✓ **Sustainability:** What are the risks that are likely to affect the continuation of project results? Has the project put in place a mechanism to ensure sustainability after the project's completion (in terms of financial, legal, institutional, socio-economic instruments, frameworks or processes)?
- ✓ **Upscaling:** Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future? To what extent the project current approach could be up-scaled to other value chains?
- ✓ **Linkage to WACOMP:** How well does the project connect to WACOMP? How beneficial is the interplay between country and regional level as of now? How useful is the regional component of the WACOMP to the project so far?
- ✓ **Lessons learnt:** What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project so far?

The evaluation will mainly focus on the achievement of the expected results indicated in the project logical framework.

The following are the key evaluation criteria to be addressed by the MTE.

A	Project strategy
1	Project design/relevance
2	Project results framework/logframe
B	Progress towards results
1	Effectiveness and progress towards expected results
2	Efficiency
3	Sustainability
C	Project Implementation and Adaptive Management
1	Project management (arrangement)
2	Results-based work planning, monitoring and evaluation, reporting
3	Financial management
4	Stakeholder engagement and communication
D	Performance of Partners

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Division uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per table below.

Table 3. Project rating criteria

Score		Definition	Category
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).	SATISFACTORY
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).	
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).	
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).	UNSATISFACTORY
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).	
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).	

IV. Evaluation process

The evaluation will be conducted from **July to October 2021**. The evaluation will be implemented in four phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- i. Inception phase: The evaluation team will prepare the inception report providing details on the methodology for the evaluation and include an evaluation matrix with specific issues for the evaluation;
- ii. Desk review and data analysis;
- iii. Interviews, survey and literature review;
- iv. Field visit to project sites by the national evaluator (which will be in compliance with the rules and regulations on Covid by the national government, the UN and UNIDO);
- v. Data analysis and report writing.

IED Mid-Term evaluation report issuance and distribution with the respective management response sheet and further follow-up, and publication of evaluation report in UNIDO intra/internet sites.

V. Time schedule and deliverables

The evaluation is scheduled to take place from **July to October 2021**. The tentative timelines are provided in table below.

The evaluation team will give an online debriefing and presentation of the preliminary findings of the mid-term evaluation to the relevant stakeholders. The draft MTE report is to be shared with the UNIDO PM, UNIDO Independent Evaluation Division, the EU Delegation in Accra and other stakeholders for receipt of comments. The ET leader is expected to revise the draft MTE report based on the comments received, edit the language and form and submit the final version of the MTE report in accordance with UNIDO ODG/EIO/EID standards.

Table 4. Tentative timelines

Timelines	Tasks
June 2021	Recruitment of the evaluation team
July 2021	Desk review Writing of inception report and briefing with UNIDO project manager and the project team based in Vienna through Skype/Zoom
July– August 2021	Online interviews and other data collection tools as per Inception Report Field visit
Beginning of Sep 2021	First Draft evaluation report. Internal peer review of the report by UNIDO’s Independent Evaluation Division and other stakeholder comments to draft evaluation report
End of Sept 2021	Debriefing to the stakeholders on the evaluation findings and recommendations (hybrid meeting including both physical and virtual meeting, as Covid and budget situation allow).
October 2021	Final evaluation report

VI. Evaluation team composition

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. The evaluation team members will possess relevant strong evaluation experience and skills together with expertise and experience in value chain support and quality related issues. Both consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project team in Ghana will support the evaluation team. An evaluation manager from UNIDO Independent Evaluation Division will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resourced persons and provide support to the evaluation team and the evaluation manager.

VII. Reporting

Inception report

This Terms of Reference (ToR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the national consultant, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the evidence will be collected

(methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and national consultant; people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable¹¹⁷.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO’s Independent Evaluation Division and circulated to UNIDO staff and national stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to UNIDO’s Independent Evaluation Division for collation and onward transmission to the project evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The ET will present its preliminary findings to the local stakeholders and take into account their feedback in preparing the evaluation report. A presentation of preliminary findings will take place virtually.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline as agreed with the Evaluation Manager.

VIII. Quality assurance

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Division, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO’s Independent Evaluation Division).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Division should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO’s evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Division and circulate it within UNIDO together with a management response sheet.

¹¹⁷ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO ODG/EVQ/IEV.

Annex 1: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Terms of reference for when actually employed personnel under individual service agreement (isa)

Title:	International evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Start of Contract (EOD):	1 July 2021
End of Contract (COB):	15 Oct 2021
Number of Working Days:	33 days spread over the above-mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

2. PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data); determine key data to be collected and adjust the key data collection instrument if needed; Define technical issues and questions to be addressed prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the technical evaluators, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> Adjust table of evaluation questions, depending on country specific context; Prepare a map of stakeholders to interview. 	3	Home-based
<p>2. Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders.</p>	<ul style="list-style-type: none"> The inception report. Submitted to evaluation manager. 	4	Home-based, online

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>Prepare materials, tools and method to collect data in the field visits by the national consultant- if circumstances allow-, detailed evaluation methodology confirmed, draft theory of change, and tentative agenda.</p> <p>Provide training to national evaluator on the evaluation method to assess project impacts.</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule (incl. list of stakeholders to interview). • Division of evaluation tasks with the team members. • Online survey questionnaire 		
<p>3.Participate in interviews, as agreed with the team member online, when possible</p> <p>Take part as a resources person to answer questions and provide clarification to the stakeholder workshops/ focus group meetings on identifying conditions necessary for transformational changes to take place</p> <p>Review meeting and workshop notes prepared by the evaluation team member during field work; provide the team technical advice to collect appropriate data and information in a real time manner; and to keep abreast with feedback from the stakeholders from the field.</p>	<ul style="list-style-type: none"> • Agreement with the team members on the structure and content of the evaluation report and the distribution of writing tasks; 	6	Home-based
<p>5. Prepare the evaluation report, with inputs from the team member, according to the TOR;</p> <p>Coordinate the inputs from the team member and combine with her/his own inputs into the draft evaluation report;</p> <p>Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.</p>	<ul style="list-style-type: none"> • Draft evaluation report. 	16	Home-based
<p>4. Prepare and present overall findings and recommendations to the stakeholders online.</p>	<ul style="list-style-type: none"> • Presentation slides, feedback from stakeholders obtained and discussed 	2	Home-based, online
<p>6. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards.</p>	<ul style="list-style-type: none"> • Final evaluation report. 	2	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced degree in business management, value-chain, quality related issues, engineering, development studies or related areas.

Technical and functional experience:

- Minimum of 12 years' experience in evaluation of development projects and programmes
- Good working knowledge of value chain support intervention, market access and quality infrastructure
- Experience in the evaluation of development cooperation projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Division.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Terms of reference for when actually employed personnel under individual service agreement (isa)

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Project sites (to be determined during inception phase), in line with the government's and UNIDO's travel regulations and rules related to Covid.
Start of Contract (EOD):	1 July 2021
End of Contract (COB):	15 Oct 2021
Number of Working Days:	33 days spread over the above-mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

The national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
Desk review Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models); Adjust the evaluation framework and Theory of Change in order to ensure their understanding in the local context.	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context; A stakeholder mapping, in coordination with the project team.	4 days	Home-based
Carry out preliminary analysis of pertaining technical issues determined with the Team Leader. In close coordination with the project staff team verify the extent of achievement of project results prior to field visits. Develop a brief analysis of key contextual conditions relevant to the project	Report addressing technical issues and question previously identified with the Team leader Tables that present extent of achievement of project outputs	5 days	Home-based

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
	Brief analysis of conditions relevant to the project		
Support the Team Leader in prepare materials, tools and method to collect data in the field. Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, in close cooperation with project counterparts in the field.	Key tools and materials Detailed evaluation schedule. List of stakeholders to interview during the field missions.	5 days	Home-based, online
Lead and conduct the field mission to meet and discuss with project key-stakeholders and beneficiaries in project sites, to the extent possible these meetings should be organized so that the Team Leader could participate online. Consult with the Team Leader on the meeting/interview protocol and guide to collect data and information in the format agreed in advance with the team leader. Design, administer, and analyze opened interviews and focus groups to gather qualitative information Facilitate stakeholder workshops and focus group meetings Prepare meeting notes and data based on the format requested by the team leader. Close exchange and discussion with the team leader on data and information collected from the field	Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. Systematic data and information from the field	12 days (including travel days)	Ghana (the sites to be identified later)
Follow up with stakeholders regarding additional information promised during interviews Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare tables to be included in the evaluation report as agreed with the Team Leader. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and proof read the final version.	Part of draft evaluation report prepared.	7 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in economics, agriculture, business management, environmental science, engineering or other relevant discipline like developmental studies.

Technical and functional experience:

- Minimum of 12 years of experience in evaluation, monitoring and evaluation.

- Excellent knowledge and competency in the field of livelihoods development, value chain development, quality assurance or business management.
- Good experience in facilitating stakeholder workshops, focus group.
- Experience and knowledge in clusters and network management would be an asset.
- Familiarity and experience in development projects and programmes and working experience with international development agencies is a must.

Languages: Fluency in written and spoken English and the local language and is required.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Division.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

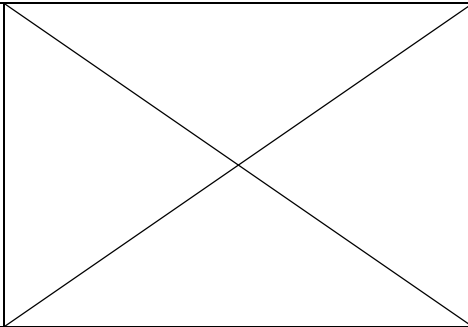
WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

ANNEX 2: Project Logical Framework

Development goal/im-pact	To enhance Ghana's trade capacity and export performance in Cassava, Fruit (mangoes and pineapple) and Cosmetics and Personal-Care Products and drive employment generation and socio-economic development.	Quantity (tonnage) increase in export per sector Quantity (tonnage) reduction in products rejected by External market No. of products accessing new (international) market No. of SMEs accessing new (international) markets	<ul style="list-style-type: none"> - Reports and statistics - Project monitoring and evaluation reports - Project report - Sector's competitiveness analysis - Global competitiveness report/World Economic Indicators 	
Outcome(s) /immediate objective(s)	SMEs and Intermediate organizations (Fruits, Cassava and Cosmetics and Personal-Care Products value chain) have increased capacity to produce quality products acceptable to the regional and international markets and integrated into the global VCs.	No. of clusters, networks consortia exporting supported % Increase of quality infrastructure services; % increase sales of products from the selected VCs; No. of SMEs with greater access to finance	<ul style="list-style-type: none"> - CAB records of clients; - Clusters export reports; - Project reports 	<ul style="list-style-type: none"> - Government is committed to enhancing quality and providing necessary resources (human and financial) for achieving objectives and sustainability of the beneficiary institutions; - Effective participation of the target beneficiaries in the planned project activities and in accordance to the set timeline; - Participating beneficiaries keeping good business record and willing to make them available to the project team.
Outputs (results)	Output 1: Sector dialogue improved and strategic advice provided to increase value chain development	VCSC established to improve sector dialogue, provide strategic advice and increase VC development	<ul style="list-style-type: none"> - Minutes of meetings - No. of agreements or policies created - VC reports 	<ul style="list-style-type: none"> - Government is committed to enhancing quality and providing necessary resources (human and financial) for achieving objectives and sustainability of the beneficiary institutions. - Effective participation of VCSC members

Activities: Output 1	1.1 Build awareness and ownership to host the VCSC in public or private sector	6 co-financed awareness sessions		
	1.2 In depth VC analysis and presentation of results for each VC	3 strategic diagnostics developed (1 per VC)		
	1.3 Development of strategic VC diagnosis	3 VCSC established (1 per VC)		
	1.4 Establishment of VCSCs to support development and implementation of policies and strategies for VC development.	8 participants (including women) per VC to regional committees (per meeting)		
	1.5 Improve regional linkages and participation in the respective regional VCs	2 meetings per year (per VC)		
	1.6 Regular meetings to address VCs challenges, monitor actions and identify possible solutions			
Outputs (results)	Output 2: Intermediate organizations have greater capability for Value Chain cluster development and clustered SMEs upgraded over the whole production process	3 intermediary organizations of groups established (including women) per VC 20 brokers (including women) and CDA trained on the UNIDO cluster and networks methodology Participation of 20 SMEs (including women owned) in regional clusters supported 3 networks of SMEs Trainings (including women) delivered per topic	- Project reports - Training material - List of participants and certificates awarded - Expert reports	- Participating SMEs are committed to improvement and will make available the required resources to maintain the improved operational practices and process/management systems. - Stakeholders and beneficiaries support the activities - Intermediate organizations already providing training and extension services have the capacity to participate in the activities of the project for additional capacity building. - There is absorption capacity of the selected beneficiaries.

Activities: Output 2	2.1 Diagnosis of intermediate organisations to assess their technical capacity and determine their capability and mandate to support SMEs	1 gap assessment report(s) finalized		
	2.2 Training on UNIDO cluster methodology, establishment of a database of potential Cluster Development Agents (CDAs) and training a pool of NE to be national CDAs	20 brokers (including women) and CDAs trained on UNIDO cluster and network methodology		
	2.3 Strengthening the capacities of intermediary organisations to facilitate intra cluster exchanges and collective efficiency) and facilitate the setup of efficient clusters (e.g. production, marketing, export consortia)	3 intermediary organizations of groups (clusters, networks and consortia) established for each value chain		
	2.4 Support to institutions to improve their service delivery and promote collective support upgrading schemes (such as models of contract farming, technologies sharing, packaging improving, use of recyclables, resource efficiency improvement, tooling and small equipment/machinery modernisation to comply with GMP, etc.)	2 supported institutions 3 successfully matched agreements		
	2.5 Training to improve Good Agricultural Practices (GAP) for primary producers	50 SMEs (including women owned) trained		
	2.6 Provide training and capacity building on technical and managerial arrangements of targeted clusters	50 SMEs (including women owned) trained		

	2.7 Improve and expand service delivery of the business support organisations also through agreement matching schemes	8 successfully matched agreements		
	2.8 Support networks of MSME's in the implementation of activities for their upgrading by delivering trainings, upgrading existing technologies, promoting innovative business ideas, etc.	3 networks of SMEs Trainings delivered per topic		
	2.9 Identify and support the participation of SMEs in regional clusters	20 SMEs (including women owned) participating in regional clusters		
Outputs (results)	Output 3: Quality and Innovation of Intermediate Organizations strengthened and MSME's compliance with standards, quality management and innovation is enhanced	<p>Intermediate Organisations: No. of institutions upgraded to implement international best practices (QI) 5 organizations assessed on quality needs along the VCs Assessment report(s) of quality along the VC produced (1 per VC) SMEs: 30 SMEs (including women owned) that have implemented GMPs 20 SMEs (including women owned) have implemented relevant QMS 10 SMEs (including women owned) supported on technology knowledge</p>	<ul style="list-style-type: none"> - Project progress reports - Official publication of new standards - Progress reports from participating laboratories - Internal audit reports - Application for accreditation submitted - Agreement with SMEs and other VC members which receive technical support - Expert reports - Reports on activities organized - Presentation material - Attendance records and certificates awarded - Test reports - Calibration certificates - Quality management system certificates 	<ul style="list-style-type: none"> - Targeted beneficiaries have technical personnel available, commit and effectively participate in the planned project activities in accordance to the set timelines. - There is absorption capacity of the selected beneficiaries. - Producers, exporters, other stakeholders from the selected VCs are committed to comply with standards. - Intermediate organizations already providing training and extension services have the capacity to participate in the activities of the project for additional capacity building. - Stakeholders and beneficiaries support the activities

		<p>No. of industry stakeholders (including women) trained to understand the requirements of GMPs and relevant QMS</p> <p>No. of staff (including women) of SMEs trained to understand and implement relevant Good Manufacturing Practices and Quality Management Systems</p> <p>No. of new products designed and developed in the selected value chains</p> <p>No. of new markets obtained for the new products</p>		
Activities: Output 3	3.1 Development and implementation of plans to improve the national quality system and infrastructure (including standardisation, accreditation, certification) required by the targeted VCs	3 plans developed to improve NQ system (1 per value chain)		
	3.2 Assessment of quality needs along the VCs for enterprises and conformity assessment bodies (CABs) (laboratories, certification, calibration)	3 assessment report(s) of quality needs along the VC 5 organizations assessed		
	3.3 Support to CABs to achieve accreditation or expand scopes of accreditation	3 laboratories (scopes) prepared (ready for accreditation)		
	3.4 Development and dissemination of standards required throughout the industry through workshops, direct training and technology transfer (ensuring VC actors are implementing them correctly); Including	15 standards revised/developed 15 standards promoted and integrated into selected value chains 5 relevant standards developed for new products		

	training to extension officers to assist producers to implement the right standards			
	3.5 Trainings (national or international) to a pool of national experts on specific practices (e.g. quality management, product quality, manufacturing, food safety, organic)	5 trainings delivered (including women) 30 national experts trained (including women)		
	3.6 Training of processors to work in compliance to relevant quality and market standards; assistance to primary producers to produce according to GAP;	10 trainings delivered (including women)		
	3.7 Training of producers and argic extension officers to assist producers to implement the right standards;	30 extension officers trained (including women)		
	3.8 Procurement and installation of laboratory equipment and metrology;	100% of Relevant laboratory equipment procured		
	3.9 Improve and expand service delivery of the business support organisations also through agreement matching schemes.	3 successfully matched agreements		
	3.10 Support certification such as Global Gap Ecoccert and ISO, etc. and FDA registration for small industry players;	10 Certifications obtained		
	3.11 Training /coaching of VC actors and experts in Food Safety, Quality, ISO 9001, HACCP, ISO 22000, maintenance of equipment	12 trainings delivered (including women) (in Food Safety, Quality, ISO 9001, HACCP, ISO 22000, maintenance of equipment)		

	3.12 Assistance to processors to implement Good Manufacturing Practices (GMP) and assistance to primary producers to produce according to Good Agricultural Practices (GAP)	30 SMEs (including women owned) that have implemented GMPs		
	3.13 Support to the selected sectors to comply with regional and international standards (e.g. relevant quality, market, worker/labour, health & safety, environmental, sustainability standards, etc.)	20 SMEs (including women owned) that have implemented relevant QMS		
	3.14 Training a pool of specialists on relevant QMS and provide trainings and study tours to increase the competence of national experts	3 trainings delivered (including women) 2 Study Tours conducted (including women participants if applicable)		
	3.15 Building technological capacity for SMEs to upgrade their processing expertise. This will include bringing experts, local or international, to help improve processing techniques	10 SMEs (including women owned) supported on Technology knowledge		
Outputs (results)	Output 4: Intermediate organizations are strengthened and SMEs have greater marketing capacities to access regional and international VCs	Development of Sector Export Marketing Plans (1 per VC) Streamlining of 1 internal organization strategic plan (to include gender strategy if applicable) for intermediary organization Delivery of workshops (including women) to introduce SMEs (including women owned) to international market requirements (1 per VC)	- No. of SMEs branded tools and publications produced - Agreements with SMEs and other VC members to receive technical support - Reports on activities organized - Presentation material - Attendance records and certificates awarded	- Intermediate organizations contribute to the planned activities - There is absorption capacity of the selected beneficiaries - Intermediate organizations already providing training and extension services have the capacity to participate in the activities of the project for additional capacity building.

Activities: Output 4	4.1 Support the design of information systems including trade advisors' networks, technological intelligence and market analysis, trade information portals and online platforms	(3x) Relevant technical information available online at GEPA for each of the sectors (1 per VC)		
	4.2 Coaching and capacity building of GEPA staff	3 trainings conducted (including women)		
	4.3 Support GEPA in product visibility through participation and organisation of national and international exhibitions, fairs and B2B events	4 trade fairs facilitated for the selected industries		
	4.4 Support GEPA and stakeholders in developing Sector Export Marketing Plans (SEMP) for the selected VCs	3 Sector Export Marketing Plans (SEMP) developed (1 per VC)		
	4.5 Support GEPA in streamlining its internal organisation (as per its strategic plan) and in enhancing its service portfolio targeted to the three VCs (and others), pending the outcome of the SEMPs	1 internal organization plan (to include gender strategy if applicable) streamlined to strategic plan available		
	4.6 Improve and expand service delivery of the business support organisations also through agreement matching schemes	1 successfully matched agreement		
	4.7 Link SMEs to processors linked to international markets by actively advertising SMEs and their products on the GEPA Market Hub. Key staff in different companies will be as well assisted to access the GEPA Market Hub and access relevant markets	12 selected products/producers promoted through Export Promotion Authority		

	4.8 SMEs will be sponsored to participate in relevant international fairs and the increase in market share accrued due to the participation in these fairs will be monitored.	10 SMEs (including women owned) selected for participation 3 technical publications/brochures/leaflets developed (1 per VC)		
	4.9 Assistance through workshops to introduce processors to international market requirements	3 workshops delivered (1 per VC) (including women)		
Outputs (re-sults)	Output 5: MSME's are linked to financial institutions	20 SMEs (including women owned) linked to financial institutions 3 Financial or support schemes developed and in place	- Brochures or advertising material of financial schemes developed - List of participants	- Financial institutions offer appropriate and affordable financial services to SMEs and clusters of targeted VC - SMEs are interested in accessing credits
Activities: Output 5	5.1 Assessment of financial institutions and instruments	1 mapping of Financial institution identified to provide support		
	5.2 Linking financial institutions to clusters and support efficient use of the government credits and guarantee schemes.	20 SMEs (including women owned) linked to financial institutions		
	5.3 Accompany Financial Institutions when necessary to offer appropriate and affordable financial services to MSME's and clusters of targeted VCs;	3 specific collective financial or support schemes developed and in place		
	5.4 Benchmarking with international best practices	2 best practices adopted		
	5.5 Awareness building of SMEs on financial instruments, promotion and support of financing expos for SMEs	4 awareness sessions on financial instruments conducted (including women)		
	5.6 Management and coordination of Agreements/sub-contracts	2 bid requests (per year)*		

	through coordination unit responsible for agreement evaluation, monitoring, awarded and follow-up.			
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All data will be sex-disaggregated where applicable.

* Subject to funds available

ANNEX 3: Evaluation framework

The evaluation framework: evaluation questions, indicators and data collection tools

The following section presents the Evaluation Framework, the body of questions, sub-questions and indicators that will guide the evaluation data collection, analysis and reporting.

The evaluation framework is structured along 7 main questions, aligned to OECD evaluation criteria and informed by the evaluation priorities, as evidenced by the terms of reference (see Annex 4).

For each question the evaluation framework specifies:

- Sub-questions
- Indicators
- Sources
- Data Collection tools

EQ 1 Project Strategy; To what extent project design and strategy support relevance to stakeholders' priorities? Are the quality of design and strategy conducive to support the achievement of project goals and results? To what extent the project design maintains its relevance in light of changed circumstances? How strong is stakeholders' commitment and ownership? How design and strategy should be adjusted accordingly to be on track to achieve expected results?

The first EQ embraces the design and key strategic choices guiding the project; the evaluation framework identifies judgment criteria:

- 1.1 Relevance;
- 1.2 Quality of design and strategy;
- 1.3 Result framework and Theory of Change;
- 1.4 Ownership and commitment of stakeholders;

The Question explores the relationship between **needs** (first column of the Theory of Change) and the **results** expected, addressing the relevance DAC criterion. It also addresses principles of result-orientation and ownership (Paris Declaration 2005).

1.1 Relevance

The relevance sub question embraces a number of dimensions, captured by specific indicators, summarized in the table below:

	Indicators	Key sources and data collection tools
1.1.1	Relevance to Ghana National Priorities	<ul style="list-style-type: none"> • Relevance check with sector policies and strategies • Interviews with MoTI • Analysis of Action Document
1.1.2	Relevance to EU bilateral Cooperation with Ghana and its Regional Cooperation Programme	<ul style="list-style-type: none"> • Relevance check with Joint Programming • Interview with EU Delegation (HoC) • Interview with ECOWAS • Analysis of Action Document
1.1.3	Relevance to UNIDO priorities and approach to Value Chain competitiveness	<ul style="list-style-type: none"> • Relevance check with strategy documents • Interviews with UNIDO staff • Analysis of Project document
1.1.4	Relevance to beneficiaries needs and priorities	<ul style="list-style-type: none"> • <u>Interviews with beneficiaries and stakeholders</u> (MSME, associations and intermediary organisations)

For each criterion the evaluation will assess whether changes that happened over the implementation period may have affected the relevance of the intervention.

1.2 Quality of design and strategy

This sub-question involves a detailed assessment of the design process, including the formulation of the action document, the stipulations made by the Delegation Agreement and additional studies, made before or during implementation, contributing to the formulation process (as for instance Value Chain baseline studies).

	Indicators	Key sources and data collection tools
1.2.1	Project formulation aligned to international, EU and UNIDO best practices	<ul style="list-style-type: none"> • Detailed review of preparatory studies and project document • <u>Interviews about the design process with MoTI</u> • Interviews with UNIDO, EU
1.2.2	Level of participation of national stakeholders to the preparatory phase	<ul style="list-style-type: none"> • <u>Interviews with MoTI and VCSC</u> • Interviews with UNIDO, EU

The assessment will be benchmarked against international project design best practices and due diligence, including for aspects of problem analysis, stakeholder's identification, risk analysis, sustainability, formulation of the institutional set up, project governance, management mechanisms, design of M&E arrangements and budget allocation.

The analysis of design is also an analysis of strategies, as the evaluation will assess key strategic choices (including partnerships, management mechanisms, approaches et cetera) evaluating to which extent these choices are conducive to achieve results and the expected objectives of the Project.

1.3 Result framework and Theory of Change;

This sub question is closely related with the previous one as the analysis of the result framework is part of the analysis of the design. In consideration of the specific importance of the subject, the evaluation dedicates a specific sub question to the review of the quality of the result framework development and the Theory of Change underlying the intervention. Amongst other aspects the analysis will review the quality of result specification, the measurability of the result framework, the quality of analysis of external factors affecting the result chain, and the plausibility of the transformation process foreseen for WACOMP-Ghana.

	Indicators	Key sources and data collection tools
1.3.1	Quality of the result matrix and the Theory of Change (including for definition of all necessary conditions to achieve the goal, specification and measurability of results)	<ul style="list-style-type: none"> • Review of result matrix, logical framework and theory of change (expert assessment) • Interviews with UNIDO Project management and M&E staff
1.3.2	Project measurability at outcome level	<ul style="list-style-type: none"> • Interview with EU Delegation staff and ECOWAS project manager • Review of project monitoring system
1.3.3	Instruments to apply result-oriented management are adequately set up	

1.4 Ownership and commitment of stakeholders;

This criterion seizes the level of ownership and commitment of stakeholders. The evaluation team will seek evidence of ownership and commitment at level of MoTI, GEPA, GSA and other beneficiary institutions, Intermediary Organizations, VCSC and value chains associations.

	Indicator	Key sources and data collection tools
1.4.1	Evidence of ownership and commitment of stakeholders	<ul style="list-style-type: none"> • Interviews with key players, including: <ul style="list-style-type: none"> - VCSC members - MoTI - GEPA, GSA other institutions - Intermediary Organisations - VC associations • The evaluation will seek evidence of commitments and ownership (for instance in terms of financing recurrent costs, follow up of activities)

EQ 2 Progress toward results (effectiveness); To what extent have the expected outcomes and objectives of the project been achieved thus far? Is it on track to achieving its objectives? What are the potential barriers to achieving the objectives in the remainder of the project and how to overcome them?

This question is central to WACOMP-Ghana evaluation, as it covers the assessment of progress towards the achievement of Project' results. The question also investigates the factors that may have contributed to or constrained the achievement of results. The analysis is structured with 5 sub-questions, each devoted to one axis of the intervention: i) Coordinate, ii) Compete, iii) Conform, iv) Connect and v) Credit.

An additional sub-question studies opportunities for long-term changes (impacts), summarizing overall effectiveness and impact opportunities. In consideration of the halfway implementation, a project slow start and the challenges related to the pandemic, the attention of the evaluation will be focused more on direct outcomes than intermediate outcomes.¹¹⁸

2.1 Coordinate: To which extent has sector dialogue improved and strategic advice provided to increase value chain development

	Indicators	Key sources and data collection tools
2.1.1	VCSC are sustainably organized for the 3 Value Chains and have achieved capacities to support VC	<ul style="list-style-type: none"> • <u>Interviews with VCSC members</u> • Interviews with UNIDO staff • <u>Interviews with key and value chains stakeholders</u>
2.2.2	VCSC contributing to the development and implementation of policies and strategies for the three Value Chains	<ul style="list-style-type: none"> • <u>Interviews with VCSC members and value chains stakeholders</u> • Review of minutes of VCSC meetings and services related to sector strategies and policies
2.2.3	VCSC have established regional linkages	<ul style="list-style-type: none"> • <u>Interviews with VCSC members</u> • Evidence of regional linkages • Interviews with ECOWAS and UNIDO regional coordinators
2.2.4	Improve dialogue across Value Chain actors supporting competitiveness	<ul style="list-style-type: none"> • Evidence of improved dialogue supporting competitiveness • <u>Interviews with VCSC members</u> • Interviews with UNIDO staff

¹¹⁸ Here we define Intermediate outcomes as longer term effects of project services.

2.2 Compete: To which extent Intermediate organisations have greater capability for Value Chain cluster development and clustered MSMEs are upgraded over the whole production process

This sub question addresses an important result of WACOMP. The evaluation selected 6 indicators at outcome level to assess how project activities and services (including training and matching schemes) are conducive to strengthen competitiveness.

	Indicators	Key sources and data collection tools
2.2.1	Cluster Development Agents capacities established and performances in supporting VC networks	<ul style="list-style-type: none"> • Review of the “diagnostic of Intermediary Organisations” • <u>Interviews with CDAs</u> • <u>Possible focus group with CDAs</u> • <u>Interview with Value Chains’ networks</u> • Interview with UNIDO staff • <u>Interviews with beneficiaries of Matching schemes</u> • <u>Interviews with SMEs</u> • <u>Possible focus group with women beneficiaries</u> • Analysis of Call for matching schemes and approved proposals
2.2.2	Capacities of intermediary organisations strengthened, with improved performances	
2.2.3	Improved Agricultural practices and GMP are applied by producers and SME as the effect of GAP trainings and SME network trainings	
2.2.4	Improved managerial skills for SMEs	
2.2.5	Business support organisations improve their services as the effects of Matching Schemes	
2.2.6	Evidence of improvement of production processes and better competitiveness	

2.3 Comply: Quality and Innovation of Intermediate Organisations have strengthened MSME’s compliance with standards, quality management and innovation is enhanced

The Compliance output embraces the largest cluster of activities under WACOMP-Ghana, with a total of 15 services, 9 of which are addressed to Intermediate Organizations and 6 to SMEs. The evaluation framework comprises 9 criteria assessing the strengthening of Intermediate Organizations and 3 related to SMEs.

	Indicators	Key sources and data collection tools
Intermediate Organisations		
2.3.1	Plans NDS and QI developed and implemented	<ul style="list-style-type: none"> • Review of plans, quality need assessments, standards and other outputs related to C3 ¹¹⁹ • <u>Interviews with key Intermediary Organisations supported (FRI, IAST, NBSSI, FDA, CAB’s, GSA)</u> • <u>Interviews with processors</u> • <u>Visit to laboratory(s)</u> • <u>Interviews with beneficiaries of matching agreements</u> • Interview with UNIDO staff and MoTI
2.3.2	Increased capacities and performances of Conformity Assessment Bodies (CAB)	
2.3.3	Development and use of new standards	
2.3.4	Laboratory equipment purchased and used	
2.3.5	Improved capacities of extension service providers and producers to meet standards	
2.3.6	Improved service delivery through matching schemes	
SMEs		
2.3.10	Increased numbers of certified SMEs	

¹¹⁹ Including the following documents: Lab preliminary assessments shared with the labs, List of standards to be developed/revised, Hand sanitizer standard flyer (source: UNIDO, Project management)

	Indicators	Key sources and data collection tools
2.3.11	Improved compliance to regional and international export standards (GAP, GMP, ISO)	<ul style="list-style-type: none"> • <u>Interviews with GSA accredited certification unit and other certification Bodies</u> • <u>Interviews with beneficiaries SMEs</u> (representative sample); both producers and manufacturer • <u>Interviews with training beneficiaries</u> • Interviews with UNIDO staff • Review of relevant services reports
2.3.12	Improved SME access to technological innovation	

2.4 Connect: Intermediate organisations are strengthened and MSMEs have greater marketing capacities to access regional and international

The sub-question addresses changes related to conformity, with 4 judgment criteria addressing the institutional strengthening (GEPA, BSO) and 2 exploring enhancement of conformity of SMEs.

	Indicators	Key sources and data collection tools
GEPA		
2.4.1	Information systems and Sector Export Marketing Plans set up with GEPA	<ul style="list-style-type: none"> • Review of information systems and market hubs, SEMP and GEPA organizational plan • Review of training reports ¹²⁰ • <u>Interviews with GEPA</u> • <u>Interviews with BSO and SME</u>
2.4.2	Improved GEPA capacities and organization	
2.4.3	Evidence of improved GEPA performances	
2.4.4	Improved capacities and performances of business support organization	
SMEs		
2.4.6	SMEs linked to markets thanks to market hub	<ul style="list-style-type: none"> • <u>Interviews with VCSC</u> • <u>Interviews with beneficiary SMEs</u> • Interviews with UNIDO staff
2.4.7	Improved SME understanding of international market requirements	

2.5 Credit MSME's are linked to financial institutions

The assessment of the 5th output is addressed by 3 judgment criteria related to improved awareness and access to financial services and credit.

	Indicators	Key sources and data collection tools
2.5.1	Increased awareness of SME on instruments	<ul style="list-style-type: none"> • Review assessment of financial institutions and instruments • <u>Interviews with Financial Institutions</u> • <u>Interviews with SME</u> • <u>Interviews with VCSC</u> • Interviews with UNIDO staff
2.5.2	Improved Financial Institutions services to SMEs	
2.5.3	Improved access to credit	

2.6 Gender, environment and good governance

An additional criterion covers contributions to policy priorities of gender, environment and good governance

¹²⁰ Including the following documents: SEMP for fruits (final version), SEMP for cosmetics (final draft shared with partners for final comments), GEPA training reports UNIDO, project team

	Indicators	Key sources and data collection tools
2.5.1	Contributions to gender equality and women empowerment	<ul style="list-style-type: none"> • Review of Action Document, Progress reports and monitoring system • Specific analysis on gender and environment • Gender briefing to member states PPT • Project addressed to gender • Testimonial from Hendy Farms (Sandra Snowden) • Ivy APIah Apiah's participation to the UN MSME day in 2020 • Interview with UNIDO staff and • <u>Interviews with MoTI, IO, SMEs, women groups</u>
2.5.2	Contributions to good governance	
2.5.3	Contribution to sustainable management of natural resources	

2.7 Opportunities for long term changes

It is anticipated that impact level changes may not yet be achieved. The evaluation will look for opportunities for impacts and “indices” or precursors of transformational changes that can be attributed to WACOMP-Ghana.

	Indicators	Key sources and data collection tools
2.6.1	The 5C approach is conducive to achieve the goal of increased Intermediary Organizations and MSME capacity to produce “quality products acceptable to the market”	<ul style="list-style-type: none"> • <u>Interviews with MoTI, IO, BSO, VCSC and SMEs</u> • Interview with UNIDO
2.6.2	Choice of activities, the distribution and size of the proposed targets are conducive to contribute to impacts on trade, employment and socio-economic development	

EQ 3 Project Implementation and Adaptive Management (Efficiency)

Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? How has the COVID19 pandemic effected the project implementation so far and what should be done to overcome these effects? To what extent are project-level monitoring and evaluation systems, reporting, and communications supporting the project implementation?

Under EQ 3 the evaluation will evaluate to the following aspects:

1. Financial performances
2. Delivery and cost effectiveness
3. Flexibility and adjustment to COVID19
4. Governance and management
5. Reporting, monitoring and lesson learning
6. Communication and visibility

3.1 Financial Performances:

Under financial performances the evaluation will assess the absorption of financial resources, and financial performances.

	Indicators	Key sources and data collection tools
3.1.1	financial commitments and expenditures (% of total budget)	<ul style="list-style-type: none"> • UNIDO project manager and finance officer • Financial reports
3.1.2	Timeliness of delivery	

	Indicators	Key sources and data collection tools
3.1.3	Strengths and weaknesses of project administrative set up	<ul style="list-style-type: none"> • <u>Stakeholders' interviews</u>

3.2 Delivery and cost effectiveness

The sub question delves into product delivery and cost effectiveness (a qualitative comparison of costs and outcomes). The analysis will consider whether similar outcomes could have been achieved with lesser costs.

	Indicators	Key sources and data collection tools
3.2.1	% of product delivery and timeliness, according to plans	<ul style="list-style-type: none"> • <u>Interviews MoTI, Intermediary Organizations, VCSC and SME</u> • Interviews, EU and UNIDO, • Analysis of Monitoring data (about product delivery and timeline) • Review of Progress reports
3.2.2	Qualitative costs / benefits ratio	
3.2.3	Stakeholders' perception of "value for money"	

3.3 Governance and management

The judgment criterion assesses the capacity of governance and management to support the project toward an effective and efficient achievement of its goals and expected results. The analysis will consider both strengths and weaknesses of the governance and management systems.

	Indicators	Key sources and data collection tools
3.3.1	Evidence of governance steering effectively the project towards its goals	<ul style="list-style-type: none"> • Interview with UNIDO project management, EU • <u>Interview with and MoTI</u> • Steering Committee minutes review • <u>Interviews with Members of Steering Committee</u> • <u>Interviews with stakeholders and project' beneficiaries</u> • If possible, a SWOT session will be organised with project stakeholders to evidence governance and management strengths and weaknesses
3.3.2	Strengths and bottlenecks of project governance	
3.3.3	Evidence of management performances and result orientation	
3.3.4	Strengths and bottlenecks of project management	

3.4 Reporting, monitoring and lesson learning

With this Judgment criterion the evaluation will review key WACOMP-Ghana management instruments, including monitoring, planning, reporting and lesson learning and to what extent they are supporting effective and efficient implementation

	Indicators	Key sources and data collection tools
3.4.1	Monitoring system is result oriented and aligned to best practices	<ul style="list-style-type: none"> • Review of monitoring system • Review of project planning • Review of project reports • Review of lesson learning examples supporting management • Interview with UNIDO management and EU • <u>Interview with MoTI</u>
3.4.2	Reporting is result oriented and aligned to best practices	
3.4.3	Evidence of lesson learning supporting governance and management	

3.4 Flexibility and adjustments to COVID 19

This criterion studies the capacity of the intervention to adjust to contextual changes and particularly to challenges related to COVID 19 (from February 2020 up to date).

	Indicators	Key sources and data collection tools
3.4.1	Review of performances under COVID	<ul style="list-style-type: none"> • <u>Interviews with MoTI, Intermediary Organizations, VCSC and SME</u> • Interviews with EU and UNIDO • Monitoring table Progress reports
3.4.2	Evidence of Project' adjustment to face COVID challenges	
3.4.3	Stakeholders perception of project flexibility	

3.6 Communication and visibility

A sub-question is dedicated to performances in communication and visibility, aimed at understanding to what extent the project is supporting and effective communication with its stakeholders and whether communication is generating an adequate visibility.

	Indicators	Key sources and data collection tools
3.6.1	Evidence of project supported by effective communication component (special attention for communication in Output 4, Connect)	<ul style="list-style-type: none"> • Review of communication and visibility plans • Review of communication and visibility outputs and progress reports • Interviews with EU and UNIDO • <u>Interviews with key stakeholders (MOTI, IO, SMEs, GEPA)</u> • Review of GEPA Market Hub
3.6.2	Evidence of project leveraging good visibility	

EQ 4 Sustainability

What are the risks that are likely to affect the continuation of project results? Has the project put in place a mechanism to ensure sustainability after the project's completion (in terms of financial, legal, institutional, socio-economic instruments, frameworks or processes)?

Question 4 studies key dimensions of sustainability, including:

- Institutional and organizational sustainability (for MoTI, other institutions, intermediary organisations, business support organizations and associations)
- Financial sustainability (including assessing to which extent stakeholders will manage to face accrued recurrent / operation costs after the end of the intervention)
- Market sustainability
- Political and policy environment sustainability

The study of these dimensions will evidence major risks that are likely to affect project results and goals.

	Indicators	Key sources and data collection tools
4.1.1	Evidence of financial and institutional sustainable set up for VCSC	<ul style="list-style-type: none"> • <u>Interviews with main stakeholders (MoTI, GEPA, IO, SMEs)</u> • <u>Interviews with VCSC members</u> • Interviews with EU and UNIDO • Review of calls mechanisms • Analysis of VCSC budgets • Review of exit strategy
4.1.2	Evidence of market demand for business support services, certifications	
4.1.3	Evidence of sustainability for key project services, including capacity building, Calls for matching funds, equipment supply	

	Indicators	Key sources and data collection tools
4.1.4	Exit strategy in place	

EQ 5 Upscaling; Are the project’s successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future? To what extent the project current approach could be up-scaled to other value chains?

EQ 5 embraces the opportunity to transfer, replicate and expand Project achievements, including to:

- Other value chains
- New geographical areas in Ghana
- Regional upscaling within ECOWAS

Field work and all data collection activities will thrive to evidence WACOMP-Ghana best practices and successful lessons and opportunities for upscaling.

	Indicators	Key sources and data collection tools
5.1.1	Evidence of successful outcomes being up-scaled	<ul style="list-style-type: none"> • <u>Interviews with main stakeholders (MoTI, GEPA, IO, SMEs)</u> • Interviews with EU and UNIDO • Review of progress reports

EQ 6 Linkage to WACOMP

How well does the project connect to WACOMP? How beneficial is the interplay between country and regional level as of now? How useful is the regional component of the WACOMP to the project so far?

EQ 6 looks into the capacity of the national programme to contribute to the regional WACOMP agenda, both in terms of results achieved and of arrangements supporting the regional connection.

	Indicators	Key sources and data collection tools
6.1.1	Evidence of project supporting the harmonisation of Ghana VC policies and strategies with the regional agenda (domestication of regional policies)	<ul style="list-style-type: none"> • interviews with ECOWAS, UE and UNIDO responsible for regional programme (ECOWAS) and national WACOMP (Ghana)
6.1.2	Effectiveness of connections and arrangements linking WACOMP-Ghana with the regional programme	<ul style="list-style-type: none"> • Review of activities and results for harmonisation • Review of arrangements • Review of regional meetings’ minutes

EQ 7 Lessons learnt

What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project so far?

The last EQ focuses on main lessons emerging from the Mid Term Review. This section represents a synthesis of the evaluation work.

	Indicators	Key sources and data collection tools
7.1.1	Evidence of lessons emerging from the design and implementation	<ul style="list-style-type: none"> • All data collection tools applied to the evaluation • <u>Specific brainstorming session with key stakeholders by the end of the field phase</u>

ANNEX 4: List of documentation reviewed

A - Financing Agreement and Project document

1. European Union Delegation Agreement with UNIDO, 170220 FED 2018 402 427
2. Annex to financing agreement, Description of the action, West Africa Competitiveness Programme – Ghana Chapter, FED/2017/040-465
3. Action Document, Annex 1, Description of the Action EU, UNIDO, Government of Ghana

B - Project reports

1. Inception Report, West Africa Competitiveness Programme – Ghana, September 2019
2. Year 1, Annual Report 1, 2019 West Africa Competitiveness Programme – Ghana, December 2019
3. Progress Report, West Africa Competitiveness Programme – Ghana, May- December 2020
4. Year 2, First Quarter Report, 2020, West Africa Competitiveness Programme – Ghana

C - Steering Committee

1. 1st Steering Committee Minutes, 26 September 2019
2. 2nd Steering Committee Minutes, 28 July 2020
3. 3rd Steering Committee Minutes, 10 March 2021

D - Regional WACOMP

1. Technical Steering committee VTC, Status of Implementation October 2019 – March 2020, 16 March 2020 (slideshow)
2. WACOMP Meeting with National Components West Africa Competitiveness Programme videoconference, 23 July 2020
3. Extraordinary WACOMP Meeting with National Components West Africa Competitiveness Programme 23 July 2020, remote meeting (slideshow)
4. Extraordinary WACOMP Meeting with National Components, Status of Implementation, November 2019 – June 2020 West Africa Competitiveness Programme 23-24/07/2020, (slideshow)
5. Update on UNIDO implemented Country Components, 30 June 2020, (slideshow)
6. Virtual extraordinary meeting, Strategic Steering Committee of the West Africa Competitiveness Programme, Videoconference, 28 July 2020
7. Strategic Steering Committee - West Africa Competitiveness Programme videoconference, 10 November 2020
8. WACOMP Regional Meeting with National Components West Africa Competitiveness Programme, , November 2020 (slideshow)
9. Update on UNIDO implemented Country Components, November 2020, (slideshow)
10. Update on UNIDO implemented Country Components, March 2021, (slideshow)

E - UNIDO publications

1. UNIDO-GENDER, Guide on gender mainstreaming, trade capacity-building projects, Vienna 2015
2. The UNIDO approach to cluster development, key principles and project experiences, Vienna 2020
3. UNIDO, Office of evaluations and internal oversight, independent evaluation division, evaluation manual, Vienna 2018

F - Value Chains competitiveness studies, Ghana

1. Cassava Market and Value Chain Analysis Ghana Case Study, Final Report, February 2013 Ulrich Kleih, David Phillips, Marian Tandoh Wordey, Gregory Komlaga, FRI (ACCRA) and Natural Resources Institute, University of Greenwich, UK
2. National Mango studies, Abdallah Khalifa Zakari, with the support of the PACT II program & the International Trade Centre (Geneva), April 2021
3. Republic of Ghana , Root and Tuber Improvement Programme Interim Evaluation, October 2004 Report No 1533-GH, IFAD
4. Small Business Financing Initiatives in Ghana, Joshua Yindenaba Abor, University of Ghana, CIDEF, 2015
5. SME Competitiveness in Ghana, Alliances for Action, ITC, AGI, FAO, 2016

G - WACP Diagnostic studies

1. Cassava cluster diagnostic study, WACOMP Ghana, June 2020
2. Cosmetic cluster diagnostic study, WACOMP Ghana, June 2020
3. Cluster diagnostic study on mango and pineapple, WACOMP Ghana, June 2020

ANNEX 5: List of stakeholders consulted

Partners	Name	Function	Contact Tel/ email
EU	Sonia Cascante-Sanz	Account Office	Sonia.CASCANTE-SANZ@eeas.europa.eu
	Zoltan Agai	Head of Cooperation	Zoltan.AGAI@eeas.europa.eu
	Timothy Dolan	Head of economic unit	Timothy.DOLAN@eeas.europa.eu
MoTI	Patrick Nimo	Chief Director	paddynimo@gmail.com
	Michael Opoku	WACOMP Focal person	mikaelopoku@gmail.com
Stakeholders /Counterparts			
GEPA	Samuel Dentu	Deputy CEO – Operations and Finance	samdentu@gepaghana.org Tel: 050146396
	Alex Dadzawa	Director of Projects	alexakunu@gmail.com Tel: 0244573076
	Khalifa Banda	WACOMP Focal person Deputy Director services & manufacturing	kbanda@gepaghana.org Tel: 0244614226
GSA	Joyce Okoree	WACOMP Focal person Director Standards	Joyce.okoree@gsa.gov.gh Tel: 0244381351
	Dr. Martin Yiadom-Adarkwa	Head of Forensic & Cosmetics Dept.	Martin.adarkwah-yiadom@gsa.gov.gh Tel: 0268171200
FDA	Joseph Siaw	Head, FDA Quality Assurance Dept	Joseph.siaw@fdaghana.gov.gh joseph_siaw@yahoo.com Tel: 0208151224
	Ishmael Larkai	Head, Cosmetics and Household Chemicals Lab Services Dept	Ishmael.larkai@fdaghana.gov.gh
KNUST	Dr. Herman Lutterodt	Lecturer /WACOMP Contact Person Dept. of Food Science & Technology	hlutterodt.cos@knust.edu.gh

Partners	Name	Function	Contact Tel/ email
	Head of Department	Dr. Isaac Williams Ofosu	Iwofosu.cos@knust.edu.gh
	Lab technicians	William Appaw	oforiappaw@live.com
		Redeemer Agbolegbe	redeemeredeems@gmail.com
UDS	Prof. Felix K. Abagale (PhD)	Pro-Vice-Chancellor	fkamagloh@uds.edu.gh
	Prof. Amagloh	Associate Professor & Head of Department, Food Science & Technology Department	fkamagloh@uds.edu.gh
	Lab technicians	Richard Atinpoore Atuna	ratuna@uds.edu.gh
		Matthew A Achaglinkame	matthewatongbiik@gmail.com
AGI	Seth Twum Akwaboah	CEO	Email: setha@agighana.org Tel: 0208157090
	Johnson Opoku-Boateng	Director of Business	joboateng@agighana.org Tel: 0209996002
NBSSI/ GEA	Kosi Ayeh	CEO	kosi.yankey@gmail.com
	Habiba Sumani	WACOMP Focal person Director EDD	biiba2001@yahoo.com
Project Beneficiaries			
Hendy Farms	Sandra Snowden	CEO	hendyfarmsg@gmail.com Tel: 0500554130
Cotton Weblink	Davies Korboe	CEO	davies@fmslgh.com, davieskorboe@yahoo.com Tel: 0244942494
Qualipine Union	Edward Ntow Adjei	Chairman	edwardntowadjei@gmail.com Tel: 0243555215
FAGE	Nancy Esi Doffoe		naanadoffoe@gmail.com Tel: 0243457783

Partners	Name	Function	Contact Tel/ email
PIF	Francesca Opoku-Boateng	CEO - Solutions Oasis	fbopoku@hotmail.com
Some SMEs/Associations for SCMS			
Hendy Farms	Sandra Snowden	CEO	hendyfarmsgh@gmail.com Tel: 0500554130
Cotton Weblink	Davies Korboe	CEO	davies@fmslgh.com, davieskorboe@yahoo.com Tel: 0244942494
Qualipine Union	Edward Ntow Adjei	Chairman	edwardntowadjei@gmail.com Tel: 0243555215
FAGE	Nancy Esi Doffoe		naanadoffoe@gmail.com Tel: 0243457783
Tropical Starch	Fiifi Amoah	Project Coordinator	fiifi77000@gmail.com Tel: 0244122534
	Alhaji Musa Ali	CEO	tropicalstarcham@gmail.com Tel: 0242616317
Ghana Industrial Cassava Stakeholders Platform	Catherine Biney	Administrator	cassava.stakeholders@gmail.com Tel: 0541383432
	Marian Wordey		mtandohwordey@gmail.com Tel: 0202407244
UDS	Prof. Felix K. Abagale (PhD)	Pro-Vice-Chancellor	fkamagloh@uds.edu.gh
Global Shea Alliance	Aaron Adu	Managing Director	saadu@globalshea.com
	Cecilia Shardey	M&E	cshardey@globalshea.com
	Prince Nunoo	Project manager	p.nunoo@globalshea.com
Sample of participants to the E-Marketing and financial training			
Fruits	Josphine Boateng	CEO – Judacy Plus	odurowa2000@yahoo.com

Partners	Name	Function	Contact Tel/ email
	Prince Manu Yeboah	Executive Director - Ropryn	ropryn@gmail.com
Cosmetics	Sylvester Minyila	CEO - Minssap Ventures	syldapcommodities4@gmail.com
	Churchill Kumadey	CEO - Churchwin Cosmetics and Trading	churchill.kumadey@churchwintrading.com
	Dina Akwaboah Naana Animah Ampofo	CEO - 360 Naturals Haprian Cosmetics	dinabosompem@gmail.com; Haprian140@gmail.com
Cassava	Catherine Biney	Administrator - Ghana Industrial Cassava Stakeholders Platform	cassava.stakeholders@gmail.com Tel: 0541383432
	David Morphine	Managing Director, EDMASS Foods	dmanyomi@gmail.com Tel: 0208154522
Sample of technicians for the uncertainty training			
Northern cluster	Hajia Safia	CEO - Pagsung Shea	asafia2002@yahoo.com
	Jonas Baaba	CEO- Jotim Cosmetics	jonasbaba@yahoo.com
	Konadu Cann	CEO - Sekaf Ltd	kcann@sekafghana.com
	Rita Dampson	CEO - Ritadamps Cosmetics	ritadampson@yahoo.com
VCSC Members			
Members of the Fruit VCSC	Stephen Mintah	Chairman	stephen.mintah@spegpine.com; spegpine@yahoo.co.uk
	Kofi Abu	Member	kofabu@gmail.com
	Davies Korboe	Member	davies@fmslgh.com, davieskorboe@yahoo.com
	Georgina Koomson	Member	ipfghana14@gmail.com
Members of the Cosmetic VCSC	Francesca Opoku-Boateng	CEO - Solutions Oasis	fbopoku@hotmail.com

Partners	Name	Function	Contact Tel/ email
	Valerie Obaze	CEO - R&R Luxuries	valerie@randrluxuries.com
	Charlotte Obeng	CEO - Butter Basics	sheabutterbasics@gmail.com
	Ivy Appiah	CEO - Tiwajo Industries	tiwajold@gmail.com
Members of the Cassava VCSC	Prof Charles Tortoe	Chairman	ctortoe@yahoo.co.uk Tel: 0243241801
	Mr Khalifa Banda	Member	Tel: 0244614226

ANNEX 6: Interview guidelines for main stakeholders groups

Stakeholders groups	Questions for each group	Remarks
EU	<ul style="list-style-type: none"> • Relevance to EU Cooperation with Ghana (bilateral and regional) • Quality of design and participation of VC stakeholders / SME • Result orientation and measurability at outcome level • Financial performances: financial commitments and expenditures (% of total budget) • Timeliness of delivery • Strengths and weakness of project administrative set up • Performances: delivery according to plans • Evidence of governance steering effectively the project towards its goals • Strengths and bottlenecks of project governance • Review of performances under COVID • Evidence of projects adjustments to face COVID • Is the project flexible? • Evidence of effective communication • Is the EU leveraging good visibility? • Sustainability: Evidence of financial and institutional sustainable set up for VCSC • Evidence of market demand for business support services, certifications • Evidence of sustainability for key project services, including capacity building, Calls for matching funds, equipment supply • Exit strategy in place • Opportunities for upscaling project results • Evidence of project supporting the harmonisation of Ghana VC policies and strategies with the regional agenda (domestication of regional policies) • Effectiveness of connections and arrangements linking WACOMP-Ghana with the regional programme • Evidence of lessons emerging from the design and implementation 	<ul style="list-style-type: none"> • Paolo • Video Conference • Head of Cooperation • Head of Finance • Responsible for Regional Integration • EU Delegation in Nigeria
UNIDO	<ul style="list-style-type: none"> • Relevance to UNIDO priorities and approach • Quality of design and participation of VC stakeholders / SME • Result orientation and measurability at outcome level • Coordinate: • Coordinate: Improved dialogue across Value Chain actors supporting 	<ul style="list-style-type: none"> • Paolo • Videoconference • Charles

Stakeholders groups	Questions for each group	Remarks
	<p>Competitiveness</p> <p>Coordinate: regional linkages of VCSC</p> <ul style="list-style-type: none"> • Compete: Cluster Development Agents capacities established and performances in supporting VC networks • Compete: Capacities of intermediary organisations strengthened, with improved performances • Compete: Improved Agricultural practices are applied by SME • Compete: Business support organisations improve their services as the effects of Matching Schemes • Compete: Evidence of improvement of production processes and better competitiveness • Comply: Plans NDS and QI developed and implemented • Comply: development and use of new standards • Comply: Increased number of certified SME • Comply: Improved compliance to regional and international export standards (GAP, GMP, ISO) • Conform: Information systems and Sector Export Marketing Plans set up with GEPA • Conform Improved GEPA capacities and organisation • Conform: Evidence of GEPA improved performances • Conform: SMEs linked to markets thanks to market hub • Credit: Increased awareness of SME on instruments • Credit: Improved Financial Institutions services to SMEs • Credit: evidence of improved access to credit • Contributions to gender, • Contributions to good governance • Contributions to environment and sustainable management of natural resources • Impacts: evidence that 5C approach contributes to increased IO and MSME capacities to “produce quality products acceptable to the market” • Evidence of impacts on trade, employment and socio-economic development • Financial performances: financial commitments and expenditures (% of total budget) • Timeliness of delivery • Strengths and weakness of project administrative set up 	<ul style="list-style-type: none"> • Jean Pablo • Ebe

Stakeholders groups	Questions for each group	Remarks
	<ul style="list-style-type: none"> • Performances: delivery according to plans • Evidence of governance steering effectively the project towards its goals • Evidence of management performances and result orientation • Strengths and bottlenecks of project governance and management • Monitoring system is result oriented and aligned to best practices • Reporting is result oriented and aligned to best practices • Evidence of lesson learning supporting governance and management • Project performances under COVID • Evidence of projects adjustments to face COVID • Evidence of effective communication • Is the EU leveraging good visibility? • Sustainability: Evidence of financial and institutional sustainable set up for VCSC • Evidence of market demand for business support services, certifications • Evidence of sustainability for key project services, including capacity building, Calls for matching funds, equipment supply • Exit strategy in place • Opportunities for upscaling project results • Evidence of project supporting the harmonisation of Ghana VC policies and strategies with the regional agenda (domestication of regional policies) • Evidence of lessons emerging from the design and implementation • Effectiveness of connections and arrangements linking WACOMP-Ghana with the regional programme • Key results achieved • Recommendations for follow up 	
ECOWAS	<ul style="list-style-type: none"> • Relevance of Ghana Component to regional priorities • Quality of design and result orientation • Coordinate: regional linkages of VCSC • Comply: Improved compliance to regional and international export standards (GAP, GMP, ISO) • Evidence of project supporting the harmonisation of Ghana VC policies and strategies with the regional agenda (domestication of regional policies) 	<ul style="list-style-type: none"> • Paolo • Call ECOWAS WACOMP manager

Stakeholders groups	Questions for each group	Remarks
	<ul style="list-style-type: none"> Effectiveness of connections and arrangements linking WACOMP-Ghana with the regional programme 	
MoTI	<ul style="list-style-type: none"> Relevance to National Priorities Relevance to SME, IO and MOTI Participation of MoTI to formulation process Level of ownership and evidence of commitment (financing activities?) Compete: Cluster Development Agents capacities established and performances in supporting VC networks Compete: Capacities of intermediary organisations strengthened, with improved performances Compete: Improved Agricultural practices are applied by SME Compete: Business support organisations improve their services as the effects of Matching Schemes Compete: Evidence of improvement of production processes and better competitiveness Comply: Plans NDS and QI developed and implemented Comply: development and use of new standards Comply: Increased number of certified SME Comply: Improved compliance to regional and international export standards (GAP, GMP, ISO) Comply: Improved SME access to technological innovation Conform: SMEs linked to markets thanks to market hub Contributions to gender, Contributions to good governance Contributions to environment and sustainable management of natural resources Impacts: evidence that 5C approach contributes to increased IO and MSME capacities to “produce quality products acceptable to the market” Evidence of impacts on trade, employment and socio-economic development Timeliness of delivery Strengths and weakness of project administrative set up Performances: delivery according to plans Strengths and bottlenecks of project governance 	<p>Richard Odum Nyumuah</p> <ul style="list-style-type: none"> At least 2 Meetings with MoTI (eventually before and during field activities)

Stakeholders groups	Questions for each group	Remarks
	<ul style="list-style-type: none"> • Review of performances under COVID • Evidence of projects adjustments to face COVID • Is the project flexible? • Quality of project visibility • Opportunities for upscaling project results • Evidence of lessons emerging from the design and implementation 	
GEPA	<ul style="list-style-type: none"> • Relevance to GEPA • Level of ownership and evidence of commitment • Conform: Information systems and Sector Export Marketing Plans set up with GEPA • Conform Improved GEPA capacities and organisation • Conform: Evidence of GEPA improved performances • Conform: SMEs linked to markets thanks to market hub • Conform: Improved SME understanding of international market requirements • Contributions to gender, • Contributions to good governance • Contributions to environment and sustainable management of natural resources • Evidence of impacts on trade, employment and socio-economic development • Timeliness of delivery • Strengths and weakness of project administrative set up • Performances: delivery according to plans • Strengths and bottlenecks of project governance <ul style="list-style-type: none"> • Review of performances under COVID • Evidence of projects adjustments to face COVID • Is the project flexible? • Quality of project visibility • Recommendations for project follow up 	Richard Odum Nyumuah <ul style="list-style-type: none"> • Meeting with GEPA
GSA	<ul style="list-style-type: none"> • Relevance to GSA • Ownership and commitment • Main results for GSAs • Challenges and Opportunities • Recommendations for project follow up 	Richard Odum Nyumuah <ul style="list-style-type: none"> • Meeting with GSA

Stakeholders groups	Questions for each group	Remarks
Intermediary Organisations (FRI, IAST, NBSSI, FDA, CAB's, GSA)	<ul style="list-style-type: none"> • Relevance to IO needs and priorities • Level of ownership and evidence of commitment • Compete: Capacities of IO are strengthened, with improved performances • Comply: Plans NDS and QI developed and implemented • Comply: Development and use of new standards • Comply: improved service delivery through matching schemes • Comply: Improved SME access to technological innovation • Contributions to gender, • Contributions to good governance • Contributions to the environment • Strengths and weakness of project administrative set up • Performances: delivery according to plans • Main results for IO • Challenges and Opportunities • Recommendations for project follow up 	Richard Odum Nyumuah <ul style="list-style-type: none"> • Interview with 6 to 10 Intermediary Organisations
Business Support Organisations	<ul style="list-style-type: none"> • Compete: Business support organisations improve their services as the effects of Matching Schemes • Conform: Improved capacities and performances of business support organisation • Recommendations for project follow up 	Richard Odum Nyumuah <ul style="list-style-type: none"> • Interview 5
Financial Institutions	<ul style="list-style-type: none"> • Credit: Increased awareness of SME on instruments • Credit: Improved Financial Institutions services to SMEs • Credit: evidence of improved access to credit 	Richard Odum Nyumuah <ul style="list-style-type: none"> • Interview 2
CDAs	<ul style="list-style-type: none"> • Capacities to support VC networks and to strengthen network performances and competitiveness • Compete: • Recommendations for project follow up 	Richard Odum Nyumuah <ul style="list-style-type: none"> • Meeting with 3 CDAs
Capacity Assessment Bodies CABs	<ul style="list-style-type: none"> • Comply: Increased capacities and performances of Capacity Assessment Bodies (CAB) 	Richard Odum Nyumuah <ul style="list-style-type: none"> • Meeting with CAB
Laboratories	<ul style="list-style-type: none"> • Comply: Laboratory equipment purchased and used • Comply: improved compliance • Increased numbers in analysis (and or evidence of additional results) 	Richard Odum Nyumuah

Stakeholders groups	Questions for each group	Remarks
	<ul style="list-style-type: none"> • Capacities in place • Maintenance and operation plan in place • Budget available for purchase of materials and lab expendables • Key benefits from project support • Recommendations for project follow up 	Visit 2 labs who have received equipment from WACOMP
SME	<ul style="list-style-type: none"> • Relevance to SME needs and priorities • Compete: Improved Agricultural practices are applied by SME as the effect of GAP trainings and SME network trainings • Compete: Improved Agricultural practices are applied by SME as the effect of GAP trainings and SME network trainings • Compete: Improvement of managerial skills • Compete: Evidence of improvement of production processes and better competitiveness • Comply: visit to 1 or 2 certified SME. Asking for accrued benefits for business • Comply: Improved SME access to technological innovation • SMEs linked to markets thanks to market hub • Conform: Improved SME understanding of international market requirements • Credit: Increased awareness of SME on instruments • Credit: Improved Financial Institutions services to SMEs • Credit: evidence of improved access to credit • Contributions to gender equality • Contributions to the environment • Recommendations for project follow up 	Richard Odum Nyumuah <ul style="list-style-type: none"> • To meet 5 enterprises for each VC • (15 in all?) beneficiaries of WACOMP support
Farmers	<ul style="list-style-type: none"> • Relevance to farmers needs and priorities • Compete: Improved Agricultural practices are applied by SME as the effect of GAP trainings and SME network trainings • Key benefits from project support • Recommendations for follow up 	Richard Odum Nyumuah <ul style="list-style-type: none"> • Focus group meetings (2) • 3 – 5 individual meetings • Women farmers
Women groups	<ul style="list-style-type: none"> • Contributions to gender equality and women empowerment • Key benefits from project support • Recommendations for follow up 	Richard Odum Nyumuah <ul style="list-style-type: none"> • 2 Focus groups with women • Meet with women led businesses
VC Cassava	<ul style="list-style-type: none"> • Relevance to the 3 Value Chains priorities 	Richard Odum Nyumuah

Stakeholders groups	Questions for each group	Remarks
VC Fruits VC cosmetics	<ul style="list-style-type: none"> • Participation of 3 VC stakeholders to the formulation process • Level of ownership and evidence of commitment • Coordinate: VC are sustainably organized for the 3 Value Chains and have achieved capacities to support VC • Coordinate: VCSC contributing to the development and implementation of policies and strategies for the three Value Chains • Coordinate: VCSC have established regional linkages • Coordinate: Improve dialogue across Value Chain actors supporting competitiveness • Compete: Improved Agricultural practices are applied by SME as the effect of GAP trainings and SME network trainings • Compete: Improved Agricultural practices are applied by SME as the effect of GAP trainings and SME network trainings • Compete: Improvement of managerial skills • Compete: Evidence of improvement of production processes and better competitiveness • Comply: visit to 1 or 2 certified SME. Asking for accrued benefits for business • Comply: Improved SME access to technological innovation • SMEs linked to markets thanks to market hub • Conform: Improved SME understanding of international market requirements • Credit: Increased awareness of SME on instruments • Credit: Improved Financial Institutions services to SMEs • Credit: evidence of improved access to credit • Project contributions to gender, • Project contributions to good governance • Contributions to environment and sustainable management of natural resources • Impacts: evidence that 5C approach contributes to increased IO and MSME capacities to “produce quality products acceptable to the market” • Evidence of impacts on trade, employment and socio-economic development • Review of performances under COVID • Evidence of projects adjustments to face COVID • Main results for Value Chain • Challenges and Opportunities 	(if in conference Paolo could join) <ul style="list-style-type: none"> • Meeting the 3 VCSC (group meetings)

Stakeholders groups	Questions for each group	Remarks
	<ul style="list-style-type: none">• Recommendations for project follow up	

ANNEX 7: Itinerary for field data collection

DATE	LOCATION	Key activities
05.08	Accra	Visit GSA to interview head and technicians of the cosmetics lab and take inventory of lab equipment supplied by WACOMP Interview FAGE management and staff
06.08	Accra	Interview management of Global Shea Alliance Interview with head of cosmetics lab at FDA
09.08	Nsawam	Interview management of Qualipine Union and beneficiary farmers Interview management of Jodacy Enterprise (Fruit processing)
10.08	Dodowa	Interview management of Hendy Farms Visit to processing facility of Hendy Farms Interview (FGD) beneficiary of Hendy Farms support
11.09	Somanya	Interview management of Cotton weblink and beneficiaries of their support Visit to net house Mango seedling production facility
12.08	Ho	Interview outgrowers of Kaltec
13.08	Asesewa	interview Premier Agribusiness management and beneficiaries of their support
16.08	Abura	Interview management of Tropical starch and visit to some farms
17.08	Kumasi	KNUST: Interview HOD and staff of Dept. of Food Science and Technology Visit lab to take inventory of equipment and interview lab technicians
18.08	Accra	Interview management of 360 Natural Cosmetics, Sava Shear, LAAM Shea, MINSSAP, AGI and 4 members of the northern cosmetics cluster
19.08	Kumasi and Ashanti Mampong	Interview Director for AYOFA essentials Interview management and staff of Christaa Ventures

DATE		LOCATION	Key activities
20.08		Techiman	Interview Asuogya Cooperative members and beneficiaries Interview beneficiary projects of Ghana Industrial Cassava Stakeholders Platform and visited demo farms
21.08		Kintampo	Interview beneficiary women groups of the Ghana Industrial Cassava Stakeholders Platform
22.08		Tamale	Travel day to Tamale
23.08		Tamale	Interview members of cosmetics industry Field visit to at least 2 sites
24.08		Tamale	UDS: Interview with project team at UDS and visit to the lab. Interview beneficiaries of their support including field visits
25/26.08			Interview management of EDMASS Travel to Accra
27.08.		Accra (Calls)	Interview with EDMASS (Cassava Cluster) Interview with ABSA Bank

ANNEX 8: List of matching schemes

Matching schemes subcontracts awarded by WACOMP-Ghana. *Values in EUR)

Implementing Partners	Call	Value chain	Key activities	Funded	Matching Fund	Total Project
Association of Ghana Industries (AGI)	1	Cassava	Demo farms and IMP capacity building for 80 farmers	14.981	47.806	62.787
Global Shea Alliance	1	Cosmetics	Trainings on quality, packaging , labelling for 50 SMEs	47.806	28.849	76.655
University of Development Studies	1	Cosmetics	support to 127 farmers on new farming techniques, warehouse management, safety, health and sanitation;	28.849	9.619	38.468
Federation of association of Ghana Exporters (FAGE)	2	Fruits	support / training 20 farmers, 10 in mango and 10 in pineapple to prepare them toward GlobalGAP certification;	12.563	3.789	16.352
Cotton weblink porfolio C LTD	2	Fruits	private extension and agronomic support services , 20 mango outgrowers, 1 nursery, ToT	34.022	14.398	48.420
Qualipine Union	2	Fruits	12 demonstration farms established and planted with smooth cayenne variety of pineapple,	28.521	3.789	32.310
Hendy Farms Ghana	2	Fruits	Training conducted for 12 Mango farmers in GlobalGAP with total farm size of 335 acres.	32.006	9.363	41.369
GISP	2	Cassava	GAP implementation, adaptation of improved planting materials by 900 smallholder farmers; GMP and HACCP by 80 processors and 4 SMEs	38.217	12.900	51.117
Tropical Starch	2	Cassava	support in best agronomic practices and climate smart agriculture for 230 farmers; supply of farms inputs (improved cassava varieties, cutlasses, wellington boots and fertilizers to the farmers) purchase of 20-ton starch processing machine and support in GMP	29.919	9.952	39.871
Premier agribusiness association	2	Cassava	support in GAP, planting techniques, IPM; development of HACCP protocols for cassava processing all within cluster of 200 members	15.707	4.125	19.832

Implementing Partners	Call	Value chain	Key activities	Funded	Matching Fund	Total Project
R&R Luxury	2	Cosmetics	cultivation of exotic aromatic plants by 3,000 women shea harvesters and set up of demonstration center for the processing as cosmetic ingredients	36.021	21.550	57.571
Ashanti Mampong Cassava Association	3	cassava	Support to 240 cassava farmers with purchase of certified high yielding industrial planting material, capacity building in GAPs and land conservation practice	23.914	10.015	33.929
Asuogya Cooperative	3	Cassava	support to 127 farmers on new farming techniques, warehouse management, safety, health and sanitation;	25.519	10.574	36.093
Okata Farms and food processing LTD	3	Cassava	Support to 300 out-growers and processors out of 800 members of the cassava	26.531	14.573	41.104
Plant Pests and Diseases Company	3	Fruits	Service provision to farms, agronomic and plant protection practices	28.300	6.902	35.202
TOTAL				331.240	121.930	453.170

Source: Project update on matching schemes (June 2021)

ANNEX 9: Value chains cluster map

WACOMP Ghana Activities Geographical Distribution



CASSAVA
Mampong Cluster; Volta Region
Kintampo-Techiman; Abura Cluster
Savannah Region.

FRUIT - MANGO
Middle Cluster; Northern Cluster
Eastern Cluster; IVolta Region
Greater Accra

FRUIT - PINEAPPLE
Eastern Region; Central Region
Greater Accra

COSMETICS
Northern Cluster; Western Region;
Middle Cluster; Southern Cluster;
(Greater Accra Region)

VALUE CHAIN	CLUSTERS	TYPE OF PRODUCTS
Cassava	A. Atebubu – Amantin – Mampong Cluster	Gari, Chips, HQCF, Starch and Ethanol HQCF, Gari, Ethanol Gari Starch and HQCF Cassava Chips
	B. Volta Region	
	C. Kintampo – Techiman	
	D. Abura Cluster	
	E. Savannah Region	
Cosmetics	F. Northern Cluster	Shea Butter, Cosmetics Product and Essential Oils Black Soap and Essential Oils Cosmetic Products Black Soap and Coconut Oil
	G. Middle Cluster	
	H. Southern Cluster (Greater Accra Region)	
	I. Western Region	
Fruits Mango	J. Middle Cluster	Fresh and Dry Mangoes Fresh and Dry Mangoes Fresh Mangoes Fresh Mangoes Fresh Mangoes, Juice and Dry Mangoes
	K. Northern Cluster	
	L. Eastern Cluster	
	M. Volta Region	
	N. Greater Accra Region	
Pineapple	O. Eastern Region	Fresh Pineapples, Juice and Dry Pineapples Fresh Pineapples and Juice Fresh Pineapples, Juice and Dry Pineapples
	P. Central Region	
	Q. Greater Accra Region	

ANNEX 10: UNIDO evaluation rating scale

Score		Definition	Category
6	Highly Satisfactory	Level of achievement presents no shortcomings (90% - 100%) achievement rate of planned expectations	SATISFACTORY
5	Satisfactory	Minor shortcomings (70% - 89%) achievement rate of planned expectations and targets	
4	Moderately Satisfactory	Moderate shortcomings (50% - 69%) achievement rate of planned expectations and targets	
3	Moderately Unsatisfactory	Some significant shortcomings (30% - 49%) achievement rate of planned expectations and targets	UNSATISFACTORY
2	Unsatisfactory	Major shortcomings (10% - 29%) achievement rate of planned expectations and targets	
1	Highly Unsatisfactory	Severe shortcomings (% - 9%) achievement rate of planned expectations and targets	

Source: UNIDO evaluation Manual, 2018