



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



eio

independent
evaluation

West Africa Competitiveness Programme Ghana Component (WACOMP-Ghana)

Office of Evaluation and Internal Oversight

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT
INDEPENDENT EVALUATION UNIT**

**Independent Evaluation of
WEST AFRICA COMPETITIVENESS PROGRAMME (WACOMP)
GHANA COMPONENT**

WACOMP-Ghana

UNIDO ID: 170220



**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

Vienna, November 2023

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” or “developing” are intended for statistical convenience and do not necessarily express a judgement about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

This publication has not been formally edited. Photos © UNIDO

Distr. GENERAL | EIO/IEU/23/R.9 | November 2023 | Original: English

Contents

- Acknowledgements ii
- Abbreviations and Acronyms.....iii
- Glossary of evaluation related terms..... v
- Executive Summary vii
- 1. Introduction 13
 - 1.1. Evaluation Purpose 13
 - 1.2. Evaluation Objectives and Scope 13
 - 1.3. Theory of Change 14
 - 1.4. Methodology 14
 - 1.5. Limitations..... 16
- 2. Project Background, Context and Description17
 - 2.1. Genesis and context..... 17
 - 2.2. WACOMP-Ghana in brief..... 18
- 3. Findings..... 19
 - 3.1. Assessment of project design..... 19
 - 3.2. Relevance..... 23
 - 3.3. Coherence..... 25
 - 3.4. Effectiveness..... 27
 - 3.4.1. Brief description of results..... 27
 - 3.4.2. Observations on results and the use thereof..... 30
 - 3.5. Efficiency..... 33
 - 3.6. Sustainability..... 35
 - 3.7. Progress to Impact 36
 - 3.8. Cross-cutting issues..... 38
 - 3.8.1. Gender Mainstreaming 38
 - 3.8.2. Environmental safeguards..... 39
 - 3.8.3. Social issues 39
 - 3.8.4. Performance of Partners 40
 - 3.8.5. Project Steering, Management, Monitoring, Reporting and Visibility..... 40
- 4. Conclusions and Recommendations 42
 - 4.1. Conclusions 42
 - 4.2. Recommendations..... 43
 - 4.3. Management Response 45
- 5. Lessons Learned 47
- 6. Annexes 48
 - Annex 1: Evaluation Terms of Reference 48
 - Annex 2: Evaluation Matrix..... 89
 - Annex 3: List of Main Documents Reviewed 95
 - Annex 4: List of Stakeholders consulted 96
 - Annex 5: Theory of Change..... 98
 - Annex 5A: ToC as drafted by the MTE team (2021) 98
 - Annex 5B: ToC streamlined by the TE team (2023)..... 99
 - Annex 6: Budget overview and analysis 100
 - Annex 7: Overview of Sub-Contracting Matching Scheme (SCMS) 103
 - Annex 8: Primary Data Collection Instruments..... 107
 - Annex 9: Survey/Questionnaire..... 109

Acknowledgements

The team of evaluation consultants would like to acknowledge and thank all individuals who volunteered their time and knowledge to contribute to this evaluation. Their perspectives and inputs were essential for the successful implementation of this assessment, and it would not have been possible to undertake this evaluation without their contribution. The consultants would like to particularly thank the WACOMP-Ghana teams in Ghana and at UNIDO HQ.

Evaluation team:

Leny van Oijen, evaluation consultant (*Team Leader*)

Abraham Sarfo, evaluation consultant

Abbreviations and Acronyms

Abbreviation	Meaning
AfCFTA	African Continental Free Trade Area
AGI	Association of Ghanaian Industries
AU	African Union
BDS	Business Development Services
CAB	Conformity Assessment Body
CDA	Cluster Development Agent
CMO	Cluster Management Organization
ECOWAS	Economic Community of West African States
EPA	Economic Partnership Agreement
EU	European Union
FAGE	Federation of Associations of Ghanaian Exporters
FDA	Food and Drugs Administration
GAP	Good Agricultural Practices
GEA	Ghana Enterprise Agency
GEPA	Ghana Export Promotion Authority
GIPC	Ghana Investment Promotion Centre
GIZ	German Development Cooperation
GICSP	Ghana Industrial Cassava Stakeholders Platform
GMP	Good Manufacturing Practices
GSA	Ghana Standards Authority
GSA	Global Shea Alliance
GQSP	Global Quality and Standards Programme
FI	Financial Institution
HACCP	Hazard Analysis of Critical Control Points
HQ	Headquarters
HQCF	High Quality Cassava Flour
ISO	International Organization for Standardization
KNUST	Kwame Nkrumah University of Science and Technology (Kumasi)
MSME	Micro, Small and Medium scale Enterprises
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MoTI	Ministry of Trade and Industry
MTE	Mid-Term Evaluation
NBSSI	National Board for Small Scale Industries (currently GEA, see above)
NIU	National Implementation Unit
NPC	National Project Coordinator
PIF	Product Information Profile

PSC	Project Steering Committee
QI	Quality Infrastructure
REC	Regional Economic Commission
SCMS	Sub-Contracting Matching Scheme
SEMP	Sector Export Marketing Plan
SPEG	Sea-Freight Pineapple Exporters of Ghana
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UDS	University of Development Studies (Tamale)
UNIDO	United Nations Industrial Development Organization
VC	Value Chain
VCSC	Value Chain Strategic Committee
WACOMP	West Africa Competitiveness Programme
WACQIP	West Africa Competitiveness and Quality Infrastructure Project
1D1F	One District One Factor

Glossary of evaluation related terms

Term	Definition
Baseline	The situation, prior to 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 objectives of a development intervention were or are expected to be achieved.
Impact	Positive and negative, primary and secondary, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Means by which a change will be measured.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances.
Logframe (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results-based management) principles.
Outcome	The achieved or likely short-term and medium-term effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or objectives; and/or at the reallocation of resources.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

Results-Based Management (RBM)	A management strategy focusing on performance and achievement of outputs, outcomes and impacts.
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently “evaluation” is used for a more comprehensive and/or more in-depth assessment than “review”. Reviews tend to emphasize operational aspects. Sometimes the terms “review” and “evaluation” are used as synonyms.
Risks	Factors, normally 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. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target group	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of change	Theory of change or programme theory is similar to a logic model but includes key assumptions behind the causal relationships and sometimes the major factors (internal and external to the intervention) likely to influence the outcomes.

Executive Summary

Introduction

This Terminal Evaluation (TE) concerns the Ghana Component (WACOMP-Ghana) of the West Africa Competitiveness Programme (WACOMP). WACOMP-Ghana is funded by the EU (€6,2 million), with additional €150,000 cost-sharing by UNIDO (German Trust Fund). The project started in February 2019 and its initially planned duration of 4 years was extended to 5 years in January 2023 and project completion is expected to be in principle at the end of January 2024. The project targeted three value chains: cassava; fruits (mango and pineapple) and cosmetics. Its interventions are structured under 5 complementary pillars, summarized as the “5Cs”: Coordinate, Compete, Conform, Connect and Credit.

Evaluation Objectives and Questions

The TE assessed the project’s design and the implementation in accordance with the standard evaluation criteria, complemented by cross-cutting issues and covered the entire project duration, i.e., from its start up to and including August 2023. The evaluation was guided by the following 10 core evaluation questions, corresponding to relevant evaluation subjects and evaluation criteria:

Q1. To what extent was the design of the WACOMP-Ghana project logical, coherent, focused and building on lessons from prior interventions in Ghana/elsewhere in the thematic fields covered by the project?

Q2. To what extent was and does the project remain valid in terms of its alignment to the development needs and strategic priorities of the Government of Ghana and to the needs and capacities of the direct target beneficiaries, i.e., enterprises and support institutions? (**Relevance**)

Q3. To what extent were (i) internal linkages developed (between the different pillars of WACOMP-Ghana and with other national/regional WACOMP sub-projects) and (ii) external linkages developed (with related programmes and projects of the Government of Ghana, EU, UNIDO, other development partners and agencies)? (**Coherence**)

Q4. Has the project “done the right things” and to what extent have the project’s expected results been achieved or are likely to be achieved? (**Effectiveness**)

Q5. Has the project “done things right” in terms of utilizing the available project resources (**Efficiency**)?

Q6. What is the likelihood that results/benefits will continue after the project ends (**Sustainability**)?

Q7. To what extent did the project generate or is expected to generate higher level outcomes/effects and to what extent did it address barriers/key drivers to achieve the project development objective (**Progress to impact**)?

Q8. To what extent were (i) **gender equality/women empowerment**, (ii) **environmental safeguards** and (iii) **social issues** incorporated in project implementation?

Q9. How well did the project partners perform given their respective roles in the project? (**Performance of project partners**)

Q10. How well has the project performed in terms of its steering, day-to-day implementation, monitoring, risk management/mitigation, reporting and communication and to what extent were the recommendations of the MTE addressed/implemented? (**Project management**).

Methodology

The evaluation followed a mixed-method, including primary qualitative data collection as well as quantitative data gathering to the extent available. Data collection is based on document review and interviews of project stakeholders through semi-structured interviews, some virtual (UNIDO HQ staff/ECOWAS Commission/WACOMP regional) but most in situ, using interview guides adapted to the respective role of the stakeholders in the project. A short questionnaire was sent to a pool of 15 certified quality experts, with however low response rate.

Most important findings

Overall Design: Driven by the quality and cluster approach, the design of the project built on prior UNIDO projects in Ghana and elsewhere. Overall, the project strategy was holistic, based on the notion that work is needed in all ‘5C’ fields to enhance value addition and export competitiveness. The range of planned beneficiaries was *rather ambitious* for a four years’ project covering stakeholders in three VCs across the country and multiple institutions with country-wide mandates. While there are some overlaps between some activities, overall, the activities are coherent. The **impact indicators** are considered ambitious to the extent that it will be difficult to attribute increases in sales/exports per sub-sector to WACOMP-Ghana in the absence of specific baselines. There was a clear indication of search for sustainability built into design stage: working with country institutions and national expertise, existing VC dialogue platforms and seeking to put private sector in driver’s seat of collective actions

Relevance: There is no doubt about the overall relevance of the project in the regional and country policies context. The project was aligned to continental and regional initiatives including African Continental Free Trade Area (AfCFTA) and the West African Common Industrial Policy (WACIP, 2010-2030). At national level, the project was aligned to Ghana’s 10 Point Pillars of the Government’s Industrial Transformation Agenda with special reference to the *One District One Factory (1D1F) policy*, as well as to other relevant national policies and strategies. The selection of the three VCs was anchored in two strategies in particular: the National Export Development Strategy (fruits; cosmetics) and the 10 Point Strategy (cassava). Even though the PSC at inception decided that the project focuses on SMEs (as these enterprises were expected to be more export-ready), during implementation the project covered *de facto* a wide range of enterprises, including many micro & small enterprises and farmers’ groups. This was unavoidable considering the selected VCs. Accordingly, their upgrading as suppliers was and remains indispensable in the development of the targeted VCs, be it with focus on domestic or regional/global markets.

Coherence: With respect to *internal coherence*, the 5C approach implied built-in and flexible linkages across the project’s components and, depending on their needs and interest, enterprises could benefit from one or from multiple activities supported by the project as a multi-faceted initiative offering a wide range of complementary support opportunities. With respect to linkages between WACOMP-Ghana and the ECOWAS-wide WACOMP, notwithstanding varying VC priorities and different activities at regional and country levels, there *were* connections and complementarities (such as the interface between WACOMP-Ghana’s *Conform and Connect Pillars*).

Regarding *external coherence*, the following is highlighted: 1) WACOMP-Ghana built on the two consecutive phases of the Swiss funded Trade Capacity Building (TCB) project and cooperated with its successor project (GQSP, also SECO funded). 2) WACOMP-Ghana

established a partnership with 1D1F under the *Conform Pillar* which covered training and coaching of 1D1F enterprises on ISO9001:2015. As regards to other EU-funded projects, there is no clear indication of pursuit of possible synergies other than in the case of the Product Information Profile related pilot support to 5 enterprises (related to the EPA Accompanying Measures Strategy (EPA Unit/MoTI). The new phase of the Ghana Agriculture Programme (GAP) implemented by AFD includes work in the shea VC but has a different implementation approach from WACOMP-Ghana.

Effectiveness: After some 4.5 years of implementation, the project work resulted in a wide range of achievements under each of the 5 pillars of which the following are highlighted and structured around the 5 Cs:

- **Coordinate:** Based on preparatory work led by private sector stakeholders and the identification of potential clusters, different trainings were organized on the cluster methodology. The diagnostic work culminated in the establishment of VCSCs in each of the three VCs and support in the development of cluster-specific collective action plans. The private sector led VCSCs bring together public and private stakeholders and engaged in VC specific priority setting, steering and co-development of collective plans, in particular the Sector Export Marketing Plans (SEMPs). The public-private VC dialogue through the VCSCs benefited from prior support to bring together VC actors. As regards respectively cassava and fruits, the already established GICSP, SPEG and FAGE were and remain key drivers of the sectors' development.
- **Compete:** A multitude of technical and business management training and individual coaching activities was organized and adapted to the needs of farmers in the VCs and enterprises engaged in processing. These covered Good Agricultural Practices (GAP) and GlobalGAP, (pre-)processing covering product formulation, Good Manufacturing Practices (GMP), packaging, labelling, and branding. WACOMP brought enterprises from the same ecosystem together and *inter alia* supported their organization (formation of local associations), which facilitates GEA's provision of tailored support, including fostering of linkages between existing and new businesses. GEA reported to have mainstreamed the cluster approach in its delivery mechanisms, through its Business Advisory Centres at District level.
- **Conform:** This pillar covered a range of complementary quality related activities of which the following results are highlighted: (1) advocacy campaigning on quality and standards and multiple trainings adapted to the needs of the VC actors; (2) awareness raising on need for Product Information Profile (PIF) and support to selected SMEs; (3) support to the development of standards through GSA; (4) support (ongoing) to the digitalization of standards to facilitate dissemination (GSA); (5) support to process of accreditation on selected scopes of two Cosmetics Labs and the decentralization of testing by improvement of two additional labs outside Accra; and (6) training of quality experts. Multiple training and coaching activities were focused on awareness raising and supporting the step-by-step introduction of good practice principles as regards to quality in operations, but these enterprises were not taken to the next stage: the actual certification (leaving the opportunity for other donors to complete the certification process).
- **Connect:** the results highlighted under the Connect Pillar include the development of Sector Export Marketing Plans (SEMP) for each of the three VCs, the strengthening of Ghana Export Promotion Agency (GEPA) in terms of in-house management of the Market Hub, the revision of curricula of its Export School, multiple trainings including (on-line) marketing, social media marketing, branding, packaging as a marketing tool – benefitting both trainers and enterprises, participation in a range of national fairs/B2B events and in selected international fairs. Even though the project reported export figures of good achievement, it is difficult to assess to what

extent they can be attributed to the work of WACOMP-Ghana. While the project is focused on export competitiveness, the role played by the local market (particularly yet not only in the Covid period) is not to be neglected.

- **Credit:** The Sub-Contracting Matching Scheme (SCMS) was not necessarily a credit pillar, but its results have been reported under the Credit pillar. The tangible achievements reported under Compete and Comply that relate to yield improvements, productivity and quality enhancement etc. are direct results of these matching grants. The scheme proved to be an important service offering under the umbrella of WACOMP-Ghana to support the implementation of concrete collective actions as identified in the cluster action. Access to credit remains an obstacle to MSMEs development and whilst some 330 MSMEs including producer groups were reported to have secured external funding, the amount mobilized (around €277,000 in total) remains modest and mostly mobilised through micro-finance institutions.

Efficiency: the project was managed by a highly motivated and committed team that had good relations with the different project stakeholders and beneficiaries, and reporting was regular and adequate. Project management during COVID-19 was exemplary. Collecting precise performance data at beneficiary level was challenging given the project's outreach. Project steering was regular and showing commitment of the project partners. Regarding the budget, there was overall harmony between the initial allocations by pillar (output) and actual expenditures. Major delay in the approval of the No Cost Extension (proposed end 2021 by the Mid-term Evaluation and approved in January 2023) affected momentum in project planning and the PSC of June 2023 should have discussed the budget status (balance). Communication on and visibility of the project was good, as well as overall performance of the three key partners (MoTI, Donor and UNIDO).

Impact: WACOMP-Ghana has done well considering the wide scope of the project work (covering the whole of Ghana), spread over 3 value chains and a vast range of target beneficiaries (farmers; cooperatives; individual enterprises, from micro to medium) of which 67% are female. With the combination of quality and cluster approach as its driving force, the project has generated impressive outcomes. The market-driven strengthening of the service capacities of public and private sector intermediate organisations (in particular, GEA, FDA, GSA, UDS/KNUST Labs, FRI, GEPA, SPEG, FAGE, AGI) is expected to ensure continuous demand for these services to support the beneficiaries in their product and market development efforts. However, WACOMP-Ghana could more to further enhance its impact.

Sustainability: Sustainability concerns were addressed in project design by focusing on local anchorage: working with existing local institutions and experts, upgrading service capacities by following a trainer-of-trainers approach, and supporting private sector led VCSCs serving as platforms that engage and facilitate dialogue among VC stakeholders. There are thus encouraging signs that the project has built in processes to ensure sustainability by (a) putting the value chain actors and cluster members in the driving seat, (b) directly working with the relevant Ministry (MOTI) and its agencies (including GEPA, GEA, GSA, FDA) based on their respective institutional mandate and roles and supporting them to improve their capacity for service delivery to the value chain actors, and equally important, (c) supporting private sector apex organizations (AGI, SPEG etc.).

Gender Mainstreaming: Two of the three selected value chains (cosmetic and cassava) are predominantly dominated by women actors, and this gave more opportunity for many women and the conscious effort in selecting these value chains helped to support economic development of women along these value chains and thus advanced gender equality and women's empowerment. The project's gender-disaggregated data from the years of

implementation indicate that 67% beneficiaries are women. As of August 2023, the project reported that 31,689 new businesses were established involving women.

Environmental and Social Issues: The support given to the University of Development Study (UDS) to upgrade the kernel roasting and processing equipment in selected shea processing centers had positive effects on yield and quality, while reducing the use of firewood and greenhouse gas emissions. Upscaling the use of such equipment therefore has the potential to have a substantial impact on the environment (especially deforestation) in the Northern Ghana. The introduction of the improved stove for shea nut roasting/processing is also reducing the exposure to naked fire and smoke that has characterised the old processing method (presenting health hazards for the women and their children present at the processing sites). Other pilot interventions include, e.g., recycling of waste from cassava into other by-products, and the use of solar drying of fruits and further investment would be needed to expand the outreach and impact of these pilots.

Summarizing, the analysis of project design and implementation resulted in overall very positive findings and ratings.

Key Conclusions

1. WACOMP-Ghana is a well-run and hands-on project, with good cooperation with its partners and its beneficiaries and with a good reputation, not only in Ghana but also at the level of the WACOMP umbrella programme (ECOWAS).
2. By combining quality and cluster development as its driving forces, the project generated impressive outcomes, considering the spread of work over the 5 Cs, 3 value chains and across Ghana, keeping also in mind the COVID context (2020/21).
3. Late No Cost Extension approval affected the planning of the project's year 5 of implementation and as the project is referred to by the main parties (Ghana; Donor; itself) in its PSCs as 'flagship', it would be paradoxical to leave a sizeable portion of the budget unspent as there are opportunities to further maximize its impact.

Key Recommendations

For MoTI, EU and UNIDO:

1. Consider a consolidation phase beyond January 2024, using the then available budget balance, with a time limit.

For MoTI:

2. Contribute to priority setting for the action plan cum budget for the consolidation phase if accepted by EU/ECOWAS.
3. If there is MoTI interest in a successor project of WACOMP-Ghana, it should take the lead in seeking donor interest (EU Member State/other) for « WACOMP-Ghana 2 » equivalent (*under new project name*) including the design of a proposal for successor project (with UNIDO support if so desired).

For EU:

4. Support the maximization of WACOMP-Ghana's impact by allowing the use of the budget balance beyond Jan 24 during a period to be defined.

For UNIDO:

5. Accelerate work in the suggested areas listed under « scope for maximizing impact » during the remaining project period (Jan 24 or beyond).
6. Whenever the project effectively ends (Jan 24 or beyond), ensure that the project stakeholders (i) have access to WACOMPs « assets » (reports, training materials, tools, achievements of each of the matching grants and guidelines for their replication, contacts, expert lists etc. etc.) and (ii) can continue to use and build on it.
7. Present the findings of WACOMP-Ghana at regional level (ECOWAS/other Regional Economic Commission/REC), also with a view to examining if there is scope for similar initiatives in other countries under that REC.

1. Introduction

1.1. Evaluation Purpose

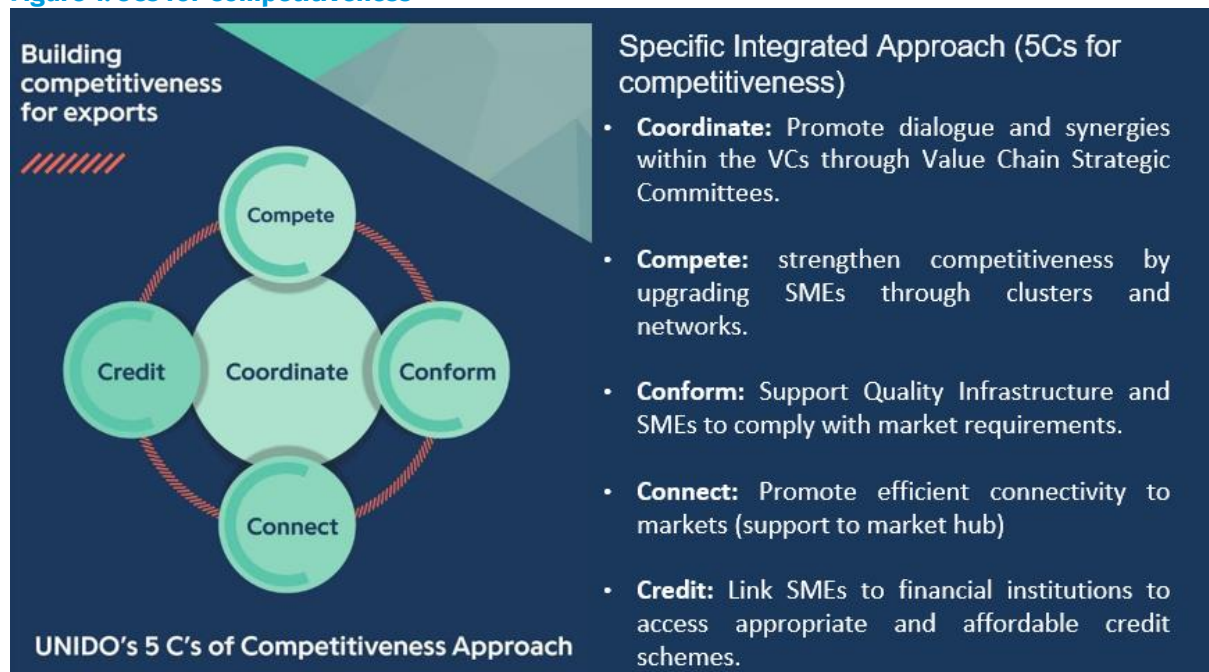
This Terminal Evaluation (TE) concerns the Ghana Component (WACOMP-Ghana) of the West Africa Competitiveness Programme (WACOMP). The project is one of the national components of the large-scale regional West Africa Competitiveness Programme which covers all 15 ECOWAS countries as well as Mauritania and has also one regional component. The project is funded by the EU (€6,2 million), with additional €150,000 cost-sharing by UNIDO (German Trust Fund). The project started in February 2019 and its initially planned duration of 4 years was extended to 5 years in January 2023. Project completion is expected to be in principle at the end of January 2024.

The evaluation is to assess in a systematic and objective manner (i) the design and (ii) the performance of WACOMP-Ghana. The assessment of project implementation is structured in accordance with the standard evaluation criteria, covering the *relevance* of the project; its *coherence*, both internally and externally; its *effectiveness*; its *efficiency*; the likely *sustainability* of its results; and its progress towards *impact*. The evaluation also looked at *cross-cutting issues*, in particular: *gender mainstreaming*; *environmental and social concerns*; the *performance of project partners*; and *project management* including *monitoring, reporting and visibility*.

1.2. Evaluation Objectives and Scope

The evaluation encompasses a review and assessment of the interventions under each of the project pillars structured around the 5Cs for Competitiveness (see below).

Figure 1: 5Cs for Competitiveness



Source: Project Document

The TE covers the entire project duration, i.e., from its start (February 2019) up to and including August 2023. As the project is scheduled to be operationally closed in January 2024, the TE does not cover the last five months of project implementation. It also includes an assessment to what extent the recommendations of the Mid-term Evaluation (MTE) carried out in 2021 could be and were addressed.

The primary key users of the evaluation findings and recommendations are: the Government of Ghana, in particular the main counterpart (Ministry of Trade and Industry, MoTI); the range of Ghanaian public and private actors engaged in the different project components; the Donor (EU); ECOWAS Secretariat as counterpart organization of the overall WACOMP; UNIDO Management and UNIDO project staff (both at HQ and in Ghana) involved in project implementation.

Overall, the evaluation resulted in implementable recommendations, good practices and lessons learned from WACOMP-Ghana for the different project stakeholders including both direct and indirect beneficiaries. More specifically, the TE is expected to (i) feed into decision making as regards the way forward, including any specific follow-up actions required of elements of the project beyond its closure; (ii) enhance the design and implementation of eventual follow-on project(s) of WACOMP-Ghana in Ghana itself and of similar initiatives elsewhere.

1.3. Theory of Change

The TE team reviewed the Theory of Change (ToC) as reconstructed by the MTE evaluation team (cf. Annex 5-A). Overall, that ToC is considered quite comprehensive, providing a pertinent overview of the logic underlying the project by presenting the results chain with the expected cause-effect relationships, and the external factors and assumptions affecting the project's ability to achieve its development objective. According to the TE there is scope for somewhat simplifying and streamlining this ToC to avoid some perceived duplication in the results chain and among the hypotheses. The proposed revision (cf. Annex 5-B) is therefore not major but an attempt to present the project logic in a streamlined manner.

1.4. Methodology

Evaluation questions

Guided by the preliminary questions listed in the ToR (Annex 1), the evaluation team extracted **10 core evaluation questions** corresponding to relevant evaluation subjects and evaluation criteria. These core questions are further specified in the **Evaluation Matrix** (cf. Annex 2).

Project design

Q1. *To what extent was the design of the WACOMP-Ghana project logical, coherent, focused and building on lessons from prior interventions in Ghana/elsewhere in the thematic fields covered by the project?*

Project implementation (evaluation criteria)

Q2. *To what extent was and does the project remain valid in terms of its alignment to the development needs and strategic priorities of the Government of Ghana and to the needs and capacities of the direct target beneficiaries, i.e., enterprises and support institutions? (Relevance)*

Q3. *To what extent were (i) internal linkages developed (between the different pillars of WACOMP-Ghana and with other national/regional WACOMP sub-projects) and (ii) external linkages developed (with related programmes and projects of the Government of Ghana, EU, UNIDO, other development partners and agencies)? (Coherence)*

Q4. *Has the project “done the right things” and to what extent have the project’s expected results been achieved or are likely to be achieved? (Effectiveness)*

Q5. *Has the project “done things right” in terms of utilizing the available project resources (Efficiency)?*

Q6. *What is the likelihood that results/benefits will continue after the project ends (Sustainability)?*

Q7. *To what extent did the project generate or is expected to generate higher level outcomes/effects and to what extent did it address barriers/key drivers to achieve the project development objective (Progress to impact)?*

Project implementation (cross-cutting issues)

Q8. *To what extent were (i) **gender equality/women empowerment**, (ii) **environmental safeguards** and (iii) **social issues** incorporated in project implementation?*

Q9. *How well did the project partners perform given their respective roles in the project? (Performance of project partners)*

Q10. *How well has the project performed in terms of its steering, day-to-day implementation, monitoring, risk management/mitigation, reporting and communication and to what extent were the recommendations of the MTE addressed/implemented? (Project management).*

Evaluation approach and data collection methods

This TE has been conducted in line with the principles of the UNIDO Evaluation Policy (2021) as well the Evaluation Manual (2018) and followed the new format (template) for evaluation reports (2023). It has been guided by the above 10 core evaluation questions that have been further specified in the Evaluation Matrix (Annex II) that is structured according to these core questions. The evaluation followed a mixed-method, including primary qualitative data collection as well as quantitative data gathering to the extent available. Data collection is based on document review and interviews of project stakeholders through semi-structured interviews, some virtual (UNIDO HQ staff/ECOWAS Commission/WACOMP regional) but most in situ, using interview guides adapted to the respective role of the stakeholders in the project (see Annex 9). Most of the interviews have been individual, whereas some were in the form of focus group discussions. The list of institutions/persons interviewed is attached as Annex 4.

The evaluation findings and the ensuing conclusions and recommendations are thus based on the triangulation of information and evidence obtained from document review, stakeholder interviews and direct field observations. The evaluation is utilization-focused, seeking to enhance the use of its findings, also at the level of its beneficiaries. Accordingly, the evaluation was participatory, providing an opportunity for different stakeholders to share their perception on specific features of project design and implementation (depending on their role in the project) and on the overall performance of the project. In line with the ToR and the practice of the UNIDO Independent Evaluation Unit, the evaluation team rated the key evaluation questions and cross-cutting issues on a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest score (highly unsatisfactory).¹ The same is included in Section 4.

Evaluation schedule

The subsequent stages followed in the evaluation process are listed below:

Duties and deliverables	Schedule
Document review (first round)	July 2022
Draft inception report	16 July 2023
Finalization of inception report based on comments/UNIDO	4 August 2023
Introduction of evaluation consultants to the WACOMP stakeholders to be interviewed	June 2023
Review of additional documents requested	July-mid August 2023
Planning of interviews UNIDO HQ (zoom)	early August 2023
Field mission (cf. Annex 4, list of persons/ institutions met)	15-26 August 2023 incl. travel
Attendance of International Cluster Conference	22 August 2023
Meetings with project beneficiaries (enterprises) in the margin of the above Conference	21 and 22 August 2023
Debriefing of preliminary findings to main partner institution, donor and project team	25 August 2023
Submission of draft evaluation report	18 September 2023
Written comments from main stakeholders (UNIDO) on draft evaluation report	PM, 22 Sept; IEU 2 Oct 2023
Final evaluation report (integrating observations received)	9 October 2022
Online presentation of evaluation report	11 Oct 2023

1.5.Limitations

Overall, there were no major limitations faced in conducting the TE. The team had timely access to the relevant project documentation and whenever additional information/reports were requested to the Project Management, these were swiftly received. As the evaluation was scheduled to coincide with the second Cluster Conference (22 August 2023), the team

¹ Highly satisfactory (6); satisfactory (5); moderately satisfactory (4); moderately unsatisfactory (3); unsatisfactory (2); highly unsatisfactory (1)

could meet with a cross-section of enterprises present at a buyers-sellers type of event (21 August) as well as during the Conference itself (that included also testimonials by “WACOMP enterprises”). As the project beneficiaries are spread over the country, the planned duration of the evaluation did not allow for site visits. However, participation in a one-day site visit to beneficiaries in the vicinity of Greater Accra (in the margin of the Cluster Conference) allowed to see some realizations in situ. The latter included two sub-projects funded under the subcontracting matching grant scheme. It was not possible to assess the 27 approved bids under that scheme (spread across the country). Its assessment is therefore primarily based on document review.

The response rate to the short questionnaire sent early August 2023 to the pool of 15 quality experts (including reminder end August) was low (5 out of 15; 33%). Still, the few replies received have been reflected in the analysis of the results under the Conform pillar.

There was no direct consultation with other donors (WB/GIZ/USAID/DFID) to get a better understanding of the donor support landscape in the field of PSD/agro-based VC development and to obtain their perception on WACOMP-Ghana’s work to the extent there were interactions.

2. Project Background, Context and Description

2.1. Genesis and context

WACOMP-Ghana has its roots in the European Commission’s strategic framework for strengthening the role of the private sector in achieving inclusive and sustainable growth in developing countries (EU Communication 2014 – 263).² This framework built on prior EU support for private sector development including lessons learned and guided the programming of EU development assistance from 2014 – 2020. This new round of EU support was driven by several core principles, of which the following are cited here: inclusiveness, adapting approaches to diverse private sector actors, catalysing market development, emphasis on results measurement, direct support having demonstration effects with replication and scaling up of results.³

Based on the above-mentioned Communication, the West Africa Competitiveness Programme (WACP) has been developed at the level of ECOWAS. This programme encompasses 1 regional and 16 national components, among them WACOMP-Ghana. More precisely, in depth analysis and consultations in 2017 at regional (ECOWAS) and country level resulted in the selection of priority value chains (VCs) and interventions aimed at fostering regional and global integration. This implied focus on agro-industry and light manufacturing, seeking value addition using local raw materials with a view to increasing the industrial sector’s contribution to GDP and the share of industrial products in regional and global trade. For the Ghana component three VCs were selected, namely *processed fruits*; cassava and cosmetics/personal care products (as per the EU Action Document 2017). In the WACOMP-Ghana document, the selected scope of the fruits VC is wider (covering both fresh and processed fruits) while focusing on mangoes and pineapples.

² Full title: Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries, COM (2014) 263.

³ Ibid. pages 4-5

2.2.WACOMP-Ghana in brief

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. Its **outcome** aims at small and medium scale enterprises (SMEs) and intermediate organizations in the selected value chains (see above) to have increased capacity to produce quality products acceptable to the regional and international markets and integrated into the global value chains (project document, p.16-17).*⁴

There are **5 expected outputs** to achieve the outcome and overall objective (see also Section 1.2):

- **Output 1:** Sector dialogue improved and strategic advice provided to increase value chain development (**COORDINATE**);
- **Output 2:** Intermediate organisations have greater capability for value chain cluster development and clustered SMEs are upgraded over the whole production process (**COMPETE**);
- **Output 3:** Quality and innovation of intermediate organisations have strengthened and SMEs compliance with standards, quality management and innovation are enhanced (**COMPLY**);
- **Output 4:** Intermediate organisations are strengthened and SMEs have greater marketing capacities to access regional and international value chains enhanced (**CONNECT**);
- **Output 5:** SMEs are linked to financial institutions (**CREDIT**).

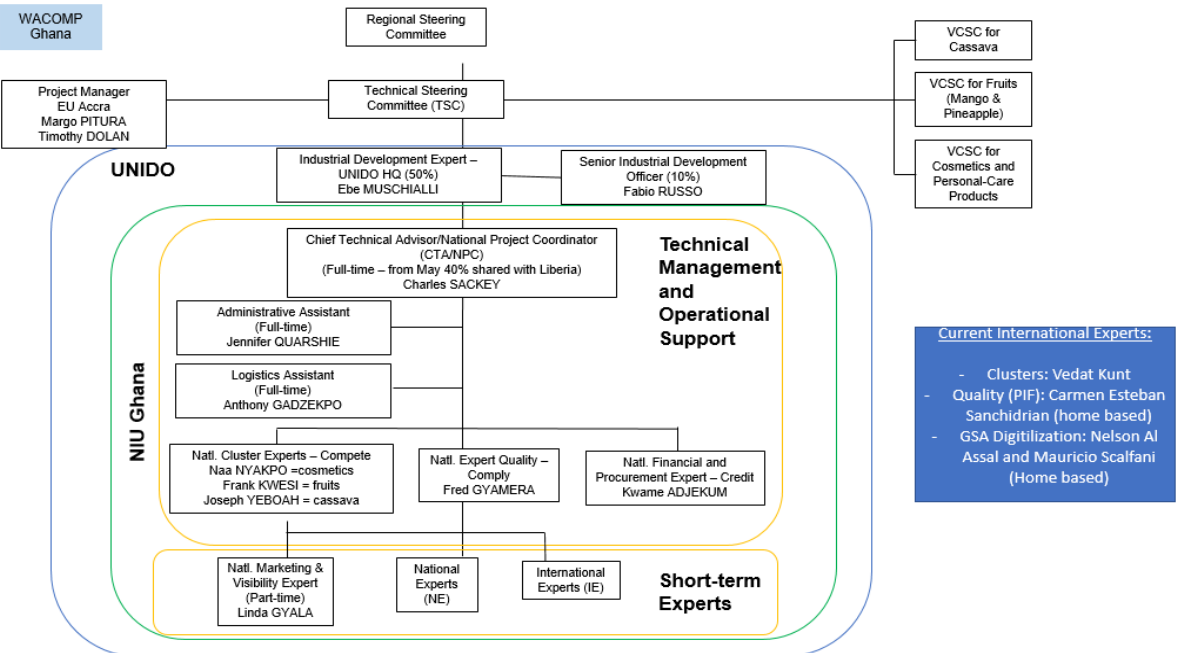
The **direct beneficiaries** of the project are the stakeholders of the above-mentioned selected value chains, covering cooperatives, enterprises, and business support institutions. The project aims to pay special attention to the role of female farmers, with a view to addressing gender disparities. Also, the Ghanaian government is a direct beneficiary through *inter alia* strengthened quality and marketing institutions (Ghana Standards Authority/GSA selected laboratories, and Ghana Export Promotion Authority/GEPA). The project lists as **indirect beneficiaries** the Ghanaian economy in general (through improved export earnings), and makes also special reference to Ghanaian consumers (through the strengthened national quality infrastructure). For further details as regards the activities and indicators, reference is made to Annex 1 (cf. Project Logical Framework included in ToR).

As regards **project governance**, a Project Steering Committee (PSC) was established at the start of the project, with both executive and oversight roles and composed by representatives from the key project stakeholders. The PSC met regularly during the project life, i.e.:

2019	2020	2021	2022	2023
PSC-1 25 Sept.2019	PSC-2 28 July 2020	PSC-3 10 March 2021 PSC-4 10 Dec. 2021	PSC-5 10 June 2022 PSC-6 6 Dec. 2022	PSC-7 21 June 2023

⁴ During the inception phase it has been decided to focus primarily on SMEs (given the export orientation of the project); this did not exclude that also some micro-enterprises have benefitted from project activities

Day-to-day project management has been carried out by a **National Implementation Unit (NIU)** working in tandem with UNIDO HQ staff and with support from short-term national and international experts. At UNIDO HQ the project is managed by the Competitiveness, Quality and Compliance Unit in cooperation with the SME Competitiveness and Job Creation Unit, both under the same Division of SMEs, Competitiveness and Job Creation (TCS/SME). (see organigramme below).



At the level of each of the targeted value chains (VCs), **Value Chain Strategic Committees (VCSCs)** were established at the start of the project (under its axe Coordinate) with the aim to discuss sector strategies, foster coherence and coordination among the different stakeholders in the respective value chains.

With respect to **the budget**, its total (€6,350,000) covering the EU funding (€6.2 million) and UNIDO’s cost-sharing (€ 150,000/German Trust Fund) was combined in one single budget. Excluding support costs, the total available budget was €5,934,579 and the project extension from 4 to 5 years (approved in Januari 2023) was on a no-cost extension basis. The budget implementation ratio as at 30 June 2023 was 75.5%. For details on the initial budget and its utilisation, reference is made to the synthesis in Annex 6.

3. Findings

3.1. Assessment of project design

The main observations on the design of the project are the following:

WACOMP-Ghana as part of ECOWAS-wide WACOMP

The WACOMP country chapters were designed and approved at country level by the respective EU Delegations. Accordingly, the national chapters were country-focused, with some synergies with regional level activities and with other WACOMP country chapters (particularly in case of overlaps as regards the selected VCs). Overall, WACOMP was not designed as an integrated regional programme, notwithstanding efforts to ensure interface between the regional and national level interventions. The ECOWAS Member States (incl. Ghana) were not co-signatories of the country projects (the Cooperation Agreements being signed between the Donor and the Implementing Agencies). In turn, the Implementing Agencies (several, among which UNIDO) were not part of the Strategic Steering Meetings of WACOMP.

In addition to the WACOMP-Ghana component implemented through a Delegation Agreement with UNIDO (*i.e., the subject of this evaluation*), the EU funded three other Ghana related components under WACOMP, *i.e.*, a direct grant to (i) the Ghana Export Promotion Authority (GEPA), (ii) the Ghana Investment Promotion Centre (GIPC), as well as (iii) support to policy and business environment reforms for VC development and to the implementation of EPA accompanying measures strategy (through a service contract with indirect management by MoTI). The interface between the different components was not defined in the design thereof.

WACOMP-Ghana project document in general

Driven by the quality and cluster approach, the design of the project built on prior UNIDO projects in Ghana and elsewhere. Overall, the project strategy was holistic, based on the notion that work is needed in all ‘5C’ fields to enhance value addition and export competitiveness. While there is no policy/regulatory dimension as such in the project, one of the functions of the public-private forum for VC based discussions (VCSCs) was to support the development/implementation of VC related policies and strategies (possibly in cooperation with work under the parallel WACOMP policy component/MoTI – see above).

The project document presents facts and figures of the three selected VCs (Sections C.1-C.3). In terms of problems to be addressed, the document lists the multiple challenges faced by MSMEs to be able to compete on regional/international markets⁵, including inter alia: poor quality; high interest rates; gaps in managerial and technical skills; competition with imported goods, gaps in labelling, packaging and copyright issues; limited engagement in advertising; centralization of regulatory agencies and complexity of registration and licensing; gaps in support to implement quality standards and lack of accredited laboratories for testing.

The above list of challenges does not include weak dialogue/low degree of organization at the level of VCs, that would constrain opportunities to find collective solutions to common problems based on a shared vision among VC actors. It is under lessons learned (Section B.1; project document) that reference is made to the need for stakeholder commitment and involvement in sectoral dialogue et search for synergies within VCs (corresponding to the project’s Coordination component and its underlying cluster vision).

Beneficiaries

The range of planned beneficiaries was *rather ambitious* for a four years’ project (its initial duration), covering stakeholders in three VCs across the country and multiple institutions

⁵ Based on (i) the 2016 Competitiveness Survey conducted by the International Trade Centre (ITC) and (ii) findings of the NBSSI (currently GEA).

with country-wide mandates. This also applies to the desire to transfer the experience to other sectors within the country (project document, page 27), which is not evident to realize during the planned life of the project.

Overall objective and expected impact

The project aims at “strengthening the export competitiveness of the Ghanaian economy through enhanced value-added, low-carbon sustainable production and processing and increased access to regional and international markets.” The distinction in the project document (page 16) between support to (i) micro-enterprises to contribute to industrial development and (ii) SMEs to increase export potential is considered somewhat *ambiguous*. After all, its title refers to competitiveness for exports and, similarly, the indicators of both the overall objective and the immediate objective all refer to external markets (exports).

Project logic

As such, the structure of the outputs is logic. The interventions under the different 5C pillars are, combined, expected to increase productivity, local value addition, enhanced market access and exports, as well as improved employment and income opportunities. Overall, the respective underlying activities are coherent, with nonetheless some overlaps between some activities under the same output and between different outputs, in particular between output 2 (Compete) and output 3 (Conform). Also, with 45 activities spread over 5 outputs, the list of activities is considered long, with scope for condensing the same (as also noted by the MTE). More precisely, review of the activities generated the following observations:

Output 1	<ul style="list-style-type: none"> The first activity could have been an analysis of <i>existing</i> VC studies (to the extent there were prior/ongoing projects in the selected sectors/VCS; e.g., the TCB (SECO) project 2013-18 included VCA of mango and pineapple)
Output 2	<ul style="list-style-type: none"> It is understood that there is no difference between the following organizations mentioned in the text: intermediary organizations, business support organisations and Cluster Management Organisations (terms used interchangeably). Some of the services strengthened concern “intra-cluster self-help organisations” (associations; cooperatives), whereas other services strengthened relate to those of external support institutions The same applies to cluster brokers, Cluster Development Agents (CDAs) and cluster coaches (terms used interchangeably) Some activities seem to (partially) overlap: activities 2.4, 2.7, 2.8, 3.9 and 3.15; activities 2.5, 2.6, and 2.8; activity 2.9 and activity 2.3
Output 3	<ul style="list-style-type: none"> The training of experts is spread over different activities (3.6, 3.7, 3.11, 3.12, 3.14), with at least partial overlap The training of producers and processors is spread over different activities (3.4, 3.5, 3.7, 3.11), with at least partial overlap The coaching of producers and processors to implement quality and market standards is spread over different activities (3.6, 3.10, 3.11, 3.12, 3.13), with at least partial overlap Activities 3.3 and 3.8 are related
Output 4	<ul style="list-style-type: none"> Activity 4.5 appears to be the first step of support to GEPA Activities 4.1 and 4.7 are partially related Activities 4.3 and 4.8 are related
Output 5	<ul style="list-style-type: none"> Activities 5.2, 5.3 and 5.5 overlap Benchmarking (5.4) is considered an ambitious activity in this project SCMS are grouped under output 5 (acceptable, even though matching grant support is different from credit and as matching grants relate to outputs 2 and 3 in particular)

As regards the indicators, the *impact indicators* are considered ambitious to the extent that it will be difficult to attribute increases in exports per sub-sector to WACOMP-Ghana. At best one could compare export performance and employment by supported enterprises

between their situation at base line and at the end of the project to get a proxy assessment of impact at enterprise level (if such data are collected). It is not understood why for the cosmetics VC there were no data on the exports baseline at the time of the design of the project, unless most were informal exports at that time.

Regarding the *outcome indicators*, the increased capacity of QI institutions/their services is not measured in terms of the *use* of the improved services by enterprises. As in the case of the impact indicators, it is difficult to attribute increase in sales by the selected VCs at large to WACOMP-Ghana in the absence of specific baselines.

Regarding the indicators at output and activity level, the observations are summarized below:

Output 1	<ul style="list-style-type: none"> • <i>There is no indicator to measure the result of strategic advice (e.g., a new policy instrument or policy amendment)</i> • <i>Co-financing of awareness sessions is mentioned but not specified (as per information received, the members of the VCSCs are (co-financing) these activities)</i> • <i>There is no indicator to measure the performance of VCSC, unless activity 1.6 is considered an indication of performance</i> • <i>Participation in regional meetings is not the same as integration in regional VCs</i>
Output 2	<ul style="list-style-type: none"> • <i>There is no indicator to measure the performance of collective action plans</i> • <i>It is not specified how improved service delivery will be measured</i> • <i>It is not specified how the performance of matching grants will be measured (see also under output 3, activity 3.9 and output 5, activity 5.6)</i>
Output 3	<ul style="list-style-type: none"> • <i>There is no indicator to measure the use of the improved services of QI institutions</i> • <i>There is no indicator to measure the degree of implementation of the standards developed/ revised by SMEs</i> • <i>Product registration and certification are put together as if the same; distinction between registration/licensing and (quality) certification would have been desirable</i> • <i>There is no target to measure the use of the pool of trained specialists by SMEs</i>
Output 4	<ul style="list-style-type: none"> • <i>There is not target to measure the use of the GEPA Market Hub by buyers</i> • <i>There is not target to measure the result of trade fair participation (recognizing that this is not always evident)</i>
Output 5	<ul style="list-style-type: none"> • <i>It was ambitious to target the development of 3 specific collective financial or support schemes; also, the distinction 'financial' or 'support' is not clear under the output labelled credit</i> • <i>The target "2 best practices adopted by institutions" was ambitious, as the project is not engaging in financial service delivery itself</i>

The *search for synergies* was explicitly mentioned in the project document, listing ongoing related interventions in the three Value Chains (VCs). The list does not include related UNIDO projects (the GQSP project as follow-up of the two consecutive TCB projects) nor prior regional QI support at the level of ECOWAS.

As a country component of the regional WACOMP, coordination with the overarching regional programme was envisaged in different ways:

- (i) Coordinate: participation in and contribution to regional VC Committees (no indication to what extent for the three selected VC there were already regional VC Committees in place);
- (ii) Compete: participation in regional clusters (no indication to what extent regional clusters had been identified at the time of the design of the project);
- (iii) Comply: coordination between regional QI enhancement and country level QI support as regards the development and implementation of standards, the promotion of regional (ECOWAS) certification Mark and regional networking among QI institutions (no

- indication if, at the time of design, there were already regional standards for products in the three selected VCs);
- (iv) Connect: participation in regional trade fairs (be it existing or newly planned fairs).

Sustainability concerns were addressed in project design by focusing on local anchorage (working with existing local institutions and experts), upgrading service capacities by following a trainer-of-trainers approach, and supporting private sector led Value Chain Strategic Committees (VCSCs) serving as platforms that engage and facilitate dialogue among VC stakeholders. Reference was made to the case of support to Ghana Export Promotion Authority/GEPA (seeking self-financing of the Market Hub). As regards the Quality Infrastructure (QI) institutions, the document does not mention the need for marketing the improved services and to what extent these would be free of charge to users or subject to payment. As regards the Sub-Contracting Matching Scheme (SCMS), the scheme was meant to support the implementation of pilot activities under WACOMP (not to establish a new financial scheme). Thus, the SCMS was not designed with a view to going beyond WACOP if justified by its performance.

With respect to *cross-cutting issues*, the project document refers to gender, youth and environment, but elaborates primarily on the gender perspective (Section D.8), referring to guidelines as per the UNIDO policy on gender equality and the empowerment of women and those pertaining to gender mainstreaming in trade capacity-building projects. As regards *risks*, the project document lists several (including mitigation measures), most of which are rated as low or medium, such as the interest and engagement of VC stakeholders, coordination among related activities and changes in Government priorities. Turnover of trained staff is rated as the highest risk. What is not mentioned is the risk of changes in the business environment affecting the cost of doing business and competitiveness at regional/international level.

3.2. Relevance

There is no doubt about the overall relevance of the project in the *regional and country policy context*. Namely, the work under WACOMP-Ghana was and remains in line with

- (i) The vision of the African Continental Free Trade Area (AfCFTA), signed by 54 AU Member States as of August 2023 and aimed at boosting inter-African trade in goods and services;
- (ii) The West African Common Industrial Policy (WACIP, 2010-2030), aimed at facilitating industrialization and the promotion of quality standards in the region, including the ECOWAS Quality Policy (ECOQUAL) derived from WACIP;
- (iii) Ghana's 10 Point Pillars of the Government's Industrial Transformation Agenda that includes *inter alia* agriculture and agricultural processing among its priority sectors and SME development and export development among its priority pillars; special reference is made to the One District One Factory (1D1F) policy as one of the components of this Agenda;
- (iv) The National Industrial Revitalization Programme (NIRP), a stimulus package that puts emphasis on, *inter alia*, the provision of business development services (BDS) and access to markets;

- (v) The National Export Development Programme and its implementation roadmap (the National Export Strategy) that covers a range of thematic fields among which supply development and institutional capacity building for exports;
- (vi) Ghana's aim to take advantage of the Economic Partnership Agreement (EPA) ratified by its Parliament in August 2016 – expected to lead to tariff-free exports of goods between Ghana and Europe; more precisely, WACOMP-Ghana supports Pillar II (Improving production, competitiveness, and exports) of the National EPA Accompanying Measures Strategy;
- (vii) Ghana's aim to take advantage of its preferential market access to the USA through the African Growth and Opportunity Act (AGOA);
- (viii) Additional national policies, such as the National Quality Policy and the National Entrepreneurship and Innovation Plan (NEIP).

The selection of the three VCs was aligned to two strategies in particular: the National Export Development Strategy (fruits; cosmetics) and the 10 Point Strategy (cassava). It is to be noted that new strategic priorities for Ghana's industrial and trade development are emerging. If WACOMP would be initiated *now*, it is uncertain if the same three VCs (all three agro-based) would be selected by the relevant national authorities. To illustrate, Ghana's new Automotive Development Policy aims at making Ghana a hub for that industry in West-Africa and would align with both EU and Ghana current strategic focus.

One issue to be mentioned relates to the vast *scope* of the project: MSMEs. While the project document refers to MSMEs, it was decided at PSC level at the start of implementation (inception phase) to rather focus on SMEs. Given the project's objective, these enterprises were expected to be more export-ready, while recognizing that they are also facing challenges to this end in terms of, in particular, quality and quantity. During implementation the project covered *de facto* a wide range of enterprises, including still many micro & small enterprises (among which start-ups) and farmers' groups. This was unavoidable considering the selected VCs, as these actors are key suppliers in these VCs. Accordingly, their upgrading as suppliers was and remains indispensable in the development of the targeted VCs, be it with focus on domestic or regional/global markets.

As regards the *Donor*, through WACOMP-Ghana (as part of the WACOMP umbrella programme), the EU aimed at fostering competitiveness of enterprises in the selected VCs with a view to enhancing the country's integration in regional and global markets (including the EU, within the context of the respective EPA commitments). On the side of the EU there is at present an indication of a certain shift in its trade and development agenda, as the successor round of EU support (*preparations of post-WACOMP*) is expected to primarily focus at African Union (AU) and Regional Economic Commission (REC) levels.

For *UNIDO*, WACOMP-Ghana was an opportunity to build on and expand its prior trade-capacity support at country and ECOWAS levels. To the extent the 5Cs go beyond the mandate of one single organizational unit, the project forged cooperation among different entities in UNIDO and enabled the mobilisation of complementary support to address the needs at the level of the target beneficiaries (enterprises and institutions). Given the organizational synergies created by this 5Cs approach, it contains relevant lessons for the design of future UNIDO programmes and projects.

Based on the minutes of the consecutive Steering Committee meetings as well as the interviews held and the testimonials during the Cluster Conference, there is a good sense of national co-ownership. This applies to the main counterpart (MoTI) and to the different stakeholders of WACOMP-Ghana (enterprises in the targeted VCs and support institutions linked to the productive sector).

3.3. Coherence

As regards *internal coherence*, the 5C approach implied built-in and flexible linkages across the project's components. Depending on their role and needs, stakeholders could be part of and/or benefit from a few or from all 5 project pillars. E.g., intermediary organizations could be the implementing partner of one set of activities (e.g., playing a convening role under Coordinate) and be also direct beneficiary of support under the Sub-Contracting Matching Scheme if their bid was selected (case of FAGE, SPEG, AGI, GICP). Depending on their needs and interest, enterprises could benefit from one or from multiple activities supported by the project (e.g., particular focus on receiving PIF related assistance and market exposure or taking part in a wide range of technical/business management training, coaching and other service offerings under the different pillars). As such, the stakeholders did not necessarily know under which pillar an activity was funded and looked at WACOMP-Ghana as a multi-faceted initiative that covered a wide range of complementary support opportunities.

With respect to linkages between WACOMP-Ghana and the ECOWAS-wide WACOMP, notwithstanding varying VC priorities and different activities at regional and country levels, there *were* connections and complementarities.⁶ Reference is made in this regard to the interface between WACOMP-Ghana's Conform pillar and the regional component.⁷ More precisely, Ghana was reported to actively participate in Technical Committees at ECOWAS level related to the harmonization and digitalization of standards and of technical regulations, as well as the harmonization of testing methods. Also, it is through the regional component that GSA is supported to become the national certification body for the regional product certification mark (ECOQ Mark). In fact, 3 out of 5 enterprises (pilot cases) selected for support for ECOQ certification are WACOMP-Ghana beneficiaries. There is no indication so far to what extent the newly developed national standards in the cassava and cosmetics VCs under WACOMP-Ghana are planned to being "upscaled" into regional standards.

Also the Connect pillar has linkages with the regional component. Under the latter two editions of West Africa Connect (202, Abuja; 2022, Accra) were organized. In addition to this regional B2B event, a West Africa – EU Business Forum was held in Ghana (2022).

Concerning the direct EU grants under the overall WACOMP umbrella to MoTI, the Ghana Export Promotion Authority and the Ghana Investment Promotion Centre (cf. Section 3.1), these were essentially implemented in parallel to WACOMP-Ghana, with some but limited interconnexions. In this respect it is to be noted that PIF related pilot support to 5 enterprises (Cosmetics VC) constitutes a contribution to the implementation of the EPA Accompanying Measures Strategy (EPA Unit/MoTI). The new round of studies covering the same VCs under the direct grant to GEPA (VCAs cum market research, 2022) could in fact use/build on prior work conducted earlier on under WACOMP-Ghana. In this regard reference is made to the three VCAs validated in Sept. 2019 as well as to the Sector Export Marketing Plans (SEMPs) - developed with involvement of GEPA and the VCSCs - that were validated in 2020/21.

There were contacts with other country chapters under WACOMP through Ghana's participation (Ministry of Finance/MoF and MoTI) in the Strategic Steering Committee

⁶ An issue recommended to be strengthened by the MTE.

⁷ With a title that slightly deviates from the WACOMP umbrella title while being integral part of WACOMP: West Africa Competitiveness and Quality Infrastructure Project (WACQIP).

meetings. Moreover, there were exchanges among the country teams, particularly between the countries with converging VCs (cassava; mango) and among those in charge of communication and visibility of the different country chapters. As WACOMP-Ghana was among the first cohort of country projects that started implementation, there were also incoming visits to Ghana by stakeholders of other WACOMP country projects.⁸ Partially due to the late start of several other WACOMP country projects, it seems fair to state that there were more opportunities for other countries to benefit from Ghana's WACOMP experience than the other way round.

With respect to *external coherence*, the following is highlighted:

- WACOMP-Ghana could leverage on the work of prior UNIDO projects in Ghana, in particular to two consecutive phases of the SECO funded Trade Capacity Building (TCB) projects, citing *inter alia* the work done with GEPA on which the Connect pillar could build. Moreover, WACOMP-Ghana cooperated with its successor project (GQSP, also SECO funded). While covering different VCs, the two projects jointly organized and cost-shared an 11-weeks training of some 100 lab technicians on ISO/IEC 17025 from different labs across the country.
- While linkages with the 1 District 1 Factory (1D1F) programme of the Government of Ghana were not sought from the start of WACOMP-Ghana onwards, it was during its implementation that a partnership was established with 1D1F under the Conform pillar. It covered training (2022) of two groups of 1D1F enterprises on ISO9001:2015, benefitting a total of 36 1D1F enterprises in the targeted VCs. Of these enterprises, a total of 7 are included in a follow-up of this training in the form of one-to-one on-site coaching support with a view to putting in place a quality management system at plant level. Feedback of the support in the context of this cooperation is positive, but hands-on coaching is for now limited to a small number (7 out of 35 trained out of some 70 1D1F enterprises engaged in agro-processing - of which about 70% are reported to be local enterprises).
- As regards linkages between WACOMP-Ghana and other EU funded (non-WACOMP) projects in Ghana, there is no clear indication (yet) of pursuit of possible synergies. The new phase of the Ghana Agriculture Programme (GAP) implemented by AFD includes work in the shea VC but has a different implementation approach. Accordingly, the support was not designed with the intention to upscale work done in this sector through WACOMP-Ghana. It is premature to assess to what extent if/how the already designed new project Support to Public Finance Management and PSD (that is expected to start in 2024) will seek to work with beneficiaries of WACOMP-Ghana, such as in terms of linking enterprises to banks.
- It is to be noted that WACOMP-Ghana could also build its activities using the achievements of prior projects of other donors and agencies, such as, *inter alia*: USAID and MCA (fruits VC); GIZ (mango VC dialogue); prior and ongoing work in the shea VC by multiple actors; B. & M. Gates Foundation (Cassava Adding Value for Africa project, CAVA).
- Beyond cooperation with the World Food Programme (cassava fortification), there is no indication of inter-UN agency cooperation around the work of WACOMP-Ghana. A new SECO-funded ILO project (*Agricultural Value Chains and Decent Work for Young Women in Northern Ghana*, including shea) started recently, but without an indication of inter-agency consultations.

Overall, donor coordination in Ghana appears somewhat challenging, with a range of donors, agencies and NGOs engaged in similar fields and possible risks of *overgrazing*. It is to be noted that as regards Private Sector Development support, there is a Working Group, co-chaired by the EU and MoTI, seeking to make coordination more effective.

⁸ The WACOMP country projects did not all start at the same time; some started more recently.

3.4. Effectiveness

3.4.1. Brief description of results

After some 4.5 years of implementation, the project work resulted in a wide range of achievements under each of the 5 pillars. The following are highlighted below, structured around the 5 Cs: ⁹

Coordinate

Based on preparatory work (VCAs led by private sector stakeholders and the identification of potential clusters defined as sectoral and geographical concentrations of producers and processors), different trainings were organized on the cluster methodology (including of cluster coaches). The diagnostic work culminated in the establishment (2019) of VCSCs in each of the three VCs and support in the development of cluster-specific collective action plans. The private sector led VCSCs bring together public and private stakeholders and engaged in VC specific priority setting, steering and co-development of collective plans, in particular the Sector Export Marketing Plans (SEMPs – related to CONNECT).

As of August 2023, the project supported in particular the following 11 clusters (cf. Annex 7, WACOMP-Ghana activities – geographical distribution): ¹⁰

Cassava: (i) Abura Fosu Bodwease Cluster (Central/Eastern and Greater Accra Regions); (ii) Atebubu-Amentin Cluster (part of Bono East and Ashanti regions); (iii) Kintampo Techiman (Bono, Bono East and Ahafo regions); (iv) Northern Volta Cluster (Oti region);

Mango: (v) Ghana Mango Cluster (mango growing regions);

Pineapple: (vi) Eastern Ghana Pineapple Cluster (Eastern region); (vii) Ghana Pineapple Exporters Cluster (united under SPEG);

Cosmetics: (viii) Northern Ghana Cluster (Northern, Northwest, Upper East and Upper West regions); (ix) Middle Belt Cosmetics Cluster (Bono East, Ahafo, Ashanti, Western and Eastern regions); (x) Southern Cosmetics Cluster (Central, Greater Accra and Volta regions); (xi) Ghana Cosmetics Cluster (with national focus, represented and managed by AGI).

Compete

Under this pillar a multitude of technical training and business management training and individual coaching activities was organized, adapted to the needs of farmers in the VCs and enterprises engaged in (pre-) processing. These covered Good Agricultural Practices (GAP) and (for fruits) Global GAP, including plant disease control and introduction of new planting materials, and post-harvest handling. Regarding (pre-) processing it covered product formulation (handmade soap, Good Manufacturing Practices (GMP), introduction of improved processing equipment, packaging, labelling and branding. Several of these trainings were co-funded through the SCMS and resulted in tangible results in terms of sizeable increase in yields and acreage per farmer, quality and productivity (reduced processing time, lower processing costs), development of new products (value addition), use of waste, as well as improved working conditions (reduced health hazards).

⁹ This description, based on progress reporting and complemented by the interviews with the stakeholders, does not claim to be exhaustive while covering a synthesis of the *main* accomplishments.

¹⁰ Source: Brochure “Ghana clusters”, WACOMP-Ghana, August 2023

Some illustrations of reported production/productivity improvements

Cassava

- *Farmers increased acreage from 1 – 2.4 acres and yield*
- *(Semi-)processors increased production capacity, production and turn-around time (peeling, grating etc.)*
- *Product diversification (new products, including from waste)*

Fruits

- *Improved pest control resulting in mango yield from 1,4 T to 5/6 T per acre*
- *Improved planting materials and increased plant density per acre*
- *Value addition and less post-harvest waste (juices; jams; dehydrated fruits)*

Cosmetics

- *Pool of trained master formulators trained in turn approx. 300 new soap makers*
- *Improved shea nut roasting resulting in higher yield, increase in overall production, better quality, improved work environment*
- *Product diversification (new products)*

As a non-intended very positive result, the project boosted the formalization of small businesses operations through its multiple sensitization efforts (particularly in the cosmetics VC) inciting informal businesses towards enterprise and product registration/licensing, in cooperation with in particular the Ghana Standards Authority, the Food and Drugs Administration also the Ghana Enterprise Agency. Some 183 MSMEs were thus integrated in the formal economy by registering their business, having their products tested (GSA) and subsequently obtaining product registration (license to be able to sell their products on the market).

Conform

This pillar covered a range of complementary quality related activities of which the following results are highlighted:

- Advocacy campaigning on quality and standards and multiple trainings adapted to the needs of the VC actors (GMP; QMS; ISO 9001; HACCP/ISO 22000, organic certification, ISO 22716 (Cosmetics));
- Awareness raising on need for Product Information Profile (PIF) and support to selected SMEs (pilot of 5 enterprises; 10 products); 10 PIFs completed and support as regards next required step (identification of legal representative) ongoing;
- Support to development of standards (GSA) selected based on prioritization (2/cassava derivatives; 14/cosmetics);
- Support (ongoing) to digitalization of standards to facilitate dissemination (GSA), noting that Ghana is considered a pioneer in this area (being duplicated in Mozambique and Tanzania);
- Registration of 183 new products with FDA by June 2023 of which 95 (Cosmetics), 49 (fruits) and 39 (cassava based);
- Support to process of accreditation on selected scopes of two Cosmetics Labs (FDA/accredited in 2022; GSA/accredited in 2023), including training and coaching towards ISO 17025, uncertainty calculation in lab analysis, proficiency testing, blank audit, culminating in accreditation);

- Support to the integration of ISO 17025 to improve the performance of the labs in terms of quality control, safety principles etc., implying testing and analysis services with valid results to be available at decentralized levels (UDS/Tamale; KNUST/Kumasi); support covering training and equipment (note: services available at discounted rate for “WACOMP enterprises” and upgraded labs also used by students);
- Training of 35 quality experts (ISO 9001; 22000; 22716); subset (10) received intensive training to become International Register of Certified Auditors (IRCA) certified lead auditors;
- Joint training with GQSP of lab technicians on ISO 17025 (which was reported to facilitate cooperation between labs in Ghana);
- One-to-one quality advice to 98 enterprises of which 91 “WACOMP enterprises” and 7 1D1F (see below);
- 36 1D1F enterprises trained on ISO 9001:2015; 7 received one-to-one coaching by quality experts.

Connect

Under this pillar the main results relate to

- the development of Sector Export Marketing Plans (SEMP) for each of the three VCs with direct involvement of the VCSCs and GEPA. These serve as reference document for VCs’ branding and promotion efforts within and outside Ghana in the period 2022-2024. The documents were validated in 2020 (fruits) and 2021 (cassava and cosmetics) and stakeholders appear to consider themselves co-owners thereof.
- a strengthened GEPA in terms of in-house management of the Market Hub (previously outsourced) and regular upload of new content thereof (market news; information on events/trade fairs), revised curricula of its Export School (that also organizes training outside Accra);
- multiple trainings - among which on on-line marketing, social media marketing, branding and marketing, packaging as a marketing tool - benefited both trainers (e.g., those linked to GEPA; AGI) and enterprises; participation was high (around 50 participants per training), with an e-marketing webinar reaching out to as many as 99 enterprises;
- More than 100 enterprises contacted and diagnosed from perspective of branding, and marketing, with hands-on follow-up coaching resulting in, e.g., new logos, improved packaging;
- Access to practical tools (VC specific export readiness checkers; trade fair checker) and to online training (also after the webinars);
- VC specific branding and promotion support (Sugar Loaf Pineapple/“Ghana Green Gold”; GEPA and SPEG); cosmetics related branding and promotion support via the web site “Ghanaian Cosmetic Clusters Platform managed by AGI on which 26 companies are featured;
- Participation in a range of national fairs/B2B events among which Ghana mango week; Ghana Shea Expo; Ghana Trade Fairs; AGI Industrial Summit; Made in Ghana Fair; West Africa Connect (in Ghana);
- Participation in international fairs, mainly focused on exposure (for cassava VC: Food Fair, Egypt; for fruits VC: Fruit Logistica (Berlin, 2022 and 2023) and Morocco (2023); for cosmetics VC: In-Cosmetics (Barcelona).

As regards exports generated as a result of WACOMP-Ghana, the project’s latest brochure refers to exports by WACOMP-Ghana producer groups and enterprises totalling almost US\$ 30 million, of which 65% from the cosmetics VC, some 35% from the fruits VC and the

remainder from the cassava VC. The project has a list of SMEs engaged in exports, the products and their destinations, covering respectively 22 enterprises (fruits), 40 (cosmetics) and 6 (cassava and its derivatives). The destination countries indicate that trade within the ECOWAS region is for now limited for all three VCs. The number of EU countries as export destination for enterprises in the cosmetics VC is surprising, implying that these exports most likely cover raw shea butter (no PIF requirement) or exports of final products in small quantities and via informal channels (*suit case exports*).

Credit

To facilitate access to credit, the project organized two webinars (2021) involving in each case three banks, with the aim to share information of financial services offerings of these banks (giving them at the same time visibility). This was followed in 2022 by “road shows” meetings at VC level, combined with short training events on financial management, taking the enterprises through the requirements of banks. Reference is also made to several remote training and coaching activities focusing on cost calculation and pricing, bookkeeping, budgeting, taxation). In the case of GEA, a special 6-weeks on-line training on financial issues organized for its staff (head office and regional offices).

While some 330 MSMEs including producer groups were reported to have secured external funding, the amount mobilized (around €277,000 in total) remains modest, concerned only two of the six banks engaged in the above information events yet mainly micro-finance institutions. In general, the above illustrates the obstacles faced by enterprises to access affordable credit. Yet some of the banks reported to be keen to reach out to SMEs in agro-based value chains and that their SME portfolio has grown in the past years. There are schemes with reduced interest rate (as a result of risk sharing by external support projects).

Even if the SCMS did not concern credit but matching grants, its results have been reported under the Credit pillar, while covering achievements under in particular the Compete and Comply pillars. For details on the scheme, reference is made to its overview presented in Annex 8. Summarizing, the scheme generated a lot of interest (132 bidders) of which around one fifth was awarded a grant (27 bids, spread over fruits VC (8), cassava VC (13 and cosmetics VC (5)). The bids had to comply with the established criteria (among which a common project benefitting the cluster as opposed to an individual project and 20% cost-sharing by the beneficiaries). The tangible achievements reported under Compete and Comply that relate to yield improvements, productivity and quality enhancement etc. are direct results of these matching grants. The scheme proved to be an important service offering under the umbrella of WACOMP-Ghana to actually support the implementation of concrete collective actions as identified in the cluster action. While small in size and time consuming in terms of screening of the proposals and monitoring of the bids that won, it generated tangible results.

3.4.2. Observations on results and the use thereof

The main observations on the above results (by pillar) are the following:

Coordinate

The public-private VC dialogue through the VCSCs benefited from prior support to bring together VC actors. As regards respectively cassava and fruits, the already established GICSP, SPEG and FAGE were and remain key drivers of sector development. Pending a nation-wide platform that brings together actors in the Northern, Central Belt and Southern regions, AGI is currently classified as the organization representing this value chain. Time

will tell if an overarching sector association will see the light and take over some of AGI's roles to support and promote the sector.

The role of the VCSCs includes support to the development and/or implementation of VC related policies and strategies. There was no emphasis on this dimension in the project, possibly as support to policy and business environment reforms for VC development was part of a separate grant to MoTI under WACOMP. However, in the case of the cassava VC, the project had started to support the development of a cassava strategy cum roadmap bringing together MoTI and the Ministry of Food & Agriculture (MoFA). This strategy is for now not finalized. As it concerns a sector recognized to have major potential for further growth (inter alia demand for products among which High Quality Cassava Flour/HQCF), the need for a strategy is high on the agenda of the stakeholders (GICSP) and the pursuit of support to result in a validated strategy and implementation plan would be justified.

Compete

When raising the question if there was no duplication with prior GAP/Global Gap/GMP trainings (as all agricultural VC projects seemingly cover these types of training), the VC stakeholders argued that such in-field and hands-on training needs to be in fact regular and recurrent, especially as there are is turn-over (new farmers, new farm workers). It is understood that, at decentralized level, the extension officers of MoFA were involved in the project activities. Such training is in principle part of their mandate, provided endowed with resources to carry out the same.

During Covid-19, one-to-one remote coaching was organized on a wide range of issues (cost/price calculation, promotion, brand development), of which 16 enterprises benefited (2020), the majority of which from the cosmetics VC. This was pursued in 2021 for some 14 enterprises being coached. No doubt with a view to upscale enterprise coaching, 60 experts were trained as coaches in two cohorts (end 2021). There is no indication of the *use* of the trained coaches, i.e., to what extent members of this pool of trained coaches continue to work with the multitude of enterprises (as part of WACOMP-Ghana or otherwise).

It is to be noted that, in the case of the cosmetics VC, the project supported the formalization of an existing informal alliance between cosmetics producers in the North (Association of Northern Cluster of Cosmetics Producers, Feb 2020). Moreover, GEA (former NBSSI) reported to have mainstreamed the cluster approach in its delivery mechanisms, through its Business Advisory Centres at District level. WACOMP brought enterprises from the same ecosystem together and *inter alia* supported their organization (formation of local associations), which facilitates GEA's provision of tailored support, including fostering of linkages between existing and new businesses.

Finally, as regards the multifaceted production and productivity improvements, these indeed constitute very important results at relatively minor cost, yet remain localized pockets of achievements in each of the VCs that require replication and upscaling to become truly significant (cf. impact).

Conform

Multiple training activities focused on awareness raising and supporting the step-by-step introduction of good practice principles as regards quality (production/processing) in operations, but these enterprises were not taken to the next stage: the actual certification. E.g., mango farmers were trained on Global Gap but not accompanied in the actual process of certification. Similarly, enterprises engaged in processing were prepared for ISO certification but, at least those qualified as "ready" or "almost ready", were not

accompanied up to actual certification. In fact, several enterprises met mentioned to be working with other donors/agencies to complete the certification process. According to the certification assessment done by the project (June 2023), 5 out of 28 enterprises supported by quality coaches were considered ready and 18 potentially ready for certification.

While enterprises received free-of-charge training and coaching, the project (rightly) had the principle that enterprises have to show commitment by covering the cost of actual certification (also in view of sustainability). This was and remains a good guiding principle but becomes questionable when other donors/agencies do cover part of these costs, benefit from the ground work of WACOMP-Ghana and include these “low-hanging fruits” in their portfolio. To the extent the regional WACOMP component engages in cost-sharing of ECOQ Mark product certification, it would be justified that WACOMP-Ghana keeps these enterprises in its own portfolio and also supports the actual certification process on a cost-sharing basis (the specific type of certification being dependent on the market requirements of the producer groups/enterprises).

The number of trained quality experts is quite substantial (reported to be more than 3015), but there is no information to what extent their services are directly used by enterprises or, indirectly, by other projects. WACOMP-Ghana itself engaged a total of 7 quality experts in 2023 for one-to-one coaching of 28 enterprises (coaches subject to clearance by the enterprises), with a varying number of enterprises per coach (from min. 1 to max. 7).

Based on the (*meager*) response to the questionnaire sent out to the list of 15 certified experts received at the start of the evaluation (feedback by 5 out of 15 contacted), it is noted that the different trainings were assessed as being comprehensive and practical in terms of the transfer of knowledge and tools (resulting in a certificate). There would be interest in coaching programmes that pair experiences among quality experts and newcomers in this field, as well as in promoting peer learning and exchange of good practices among quality experts across different countries/regions. Only one of the experts who responded is (to date) included in the quality expert data base at the level of ECOWAS (ECOQUIB). They are involved in support to enterprises to put in place QMS, GMP and (in some cases) preparation for HACCP certification, some being specialized in covering the cosmetics or the cassava VC, others covering several VCs. The number of enterprises supported in the period 2022/23 is considered low (from 2 to 6 per expert), calling for expansion of the number of enterprises benefitting from such coaching and possibly of the sectors covered. Enterprises appear to be waiting for external financing/cost-sharing to cover the cost of such hands-on coaching. It was also noted that the implementation of quality systems takes time, implying the need for coaching to extend over a sufficient time period (e.g., one year).

Reporting in 2023 refers to the organization of SME clinics (involving also different national support institutions) in which 565 enterprises participated. There is no indication (i) of the main subjects/questions that brought the enterprises to these clinics, but were informed that these were mainly focused on conformity issues. And (ii) if such events intend to be periodically repeated by the partner organizations.

Finally, the project supported the upgrading and accreditation of Cosmetics labs of both the FDA and the GSA. The former has a regulatory role, the latter is a service provider for enterprises. Like in the case of the trained quality experts, there is so far no information in reporting on the actual use of the upgraded labs, Quarterly figures provided by GSA to the evaluators indicate a slightly downward trend in demand for testing, although the sector is growing. This could indicate that enterprises go to other labs or that FDA also engages in testing (other than in the context of product licensing).

Connect

It is difficult to assess the export figures as per the latest cluster brochure (August 2023), i.e., to what extent they can be attributed to the work of WACOMP-Ghana. There is no indication of quantities exported, the evolution therein over the past years (increase in exports; market diversification) and to what extent these SMEs were already engaged in exports prior to the start of WACOMP-Ghana.

While the project is focused on export competitiveness, the role played by the local market (particularly yet not only in the Covid period) is not to be neglected. It was reported during the interviews that intra-cluster buying and selling is important (the case of cosmetics). Also, one (former) exporter mentioned to no longer export itself directly (having chosen to become indirect exporter of fresh fruits, while seeking to rather focus on local value addition).

It is observed that emphasis has been on branding and packaging. The latter is not only about enhancing the attractiveness of products and their differentiation from competing products. Its choice as regards materials also determines product conservation and ultimate waste (plastic). In the case of cosmetics, the notion of refills and use of biodegradable packaging materials could be points of attention in the future.

Finally, there is not indication to what extent the issue of industrial/intellectual property rights has been addressed in the training and coaching to protect the product owner's trade mark at country and regional level. This seems to be particularly relevant not only for those enterprises seeking to export at regional and international level, but also those producing for the local market. As mentioned in the project document (page 7), among the challenges faced by MSMEs there is the issue of copyright given the easy and freely non-protected duplication.

Credit

The efforts seeking to link banks and enterprises in search for credit (working capital; investment) took primarily place in the first years of implementation (on top partially during the COVID context). Still, project support in the preparation of documentation required by the banks is reported to be ongoing and more loans for "WACOMP-Ghana enterprises" are expected to be approved by the end of the project.

To the extent the SCMS was designed and implemented as an intra-project facility, it stops at the end of the project unless a mechanism is developed to institutionalize the experience.

3.5. Efficiency

This section focuses in particular on the use of financial resources and procedural issues causing delays and generating risks to lose project staff. For the assessment of the project's governance and day-to-day management, reference is made to Section 3.8.5.

The budget and its use

The overview of the initial budget and expenditures (by output and by budget line, as at end June 2023 – used as basis for the evaluation's inception report) is presented in Annex 6. Summarizing, there is overall harmony between the initial allocation and actual expenditures by output. As regards the allocations by budget line, there has been a relative decrease in the use of international experts versus a relative increase in the use of national

expertise and also in local trainings (most likely due to the Covid context in 2020/21). In addition, there was less spending on subcontracts than initially planned.

The overall implementation ratio as at 30 June 2023 was 75.5%, corresponding to a balance of € 1,456,009. While the balance is evidently less at the moment of the drafting of this report, attention is drawn to the likelihood of a sizeable balance at the end of the project. There is no indication of overestimation of the initial budget, considering the work spread over 3 VCs, the 5Cs and its geographic outreach in the initial period of 4 years. The reasons for the balance are considered to be in particular the following:

- (i) the No Cost Extension (NCE) proposed since end 2021 by the MTE was approved by the Donor *in extremis*, i.e., in January 2023 (just before the end of the project completion date at that moment). Without this formal approval, the project could not plan nor engage funds for activities to take place beyond January 2023. This situation not only unnecessarily affected the momentum of project planning but also created the risk of losing project staff (as pending the NCE, no contract extensions were possible beyond Jan 2023);
- (ii) during the height of COVID, the modus operandi was mainly virtual (no field missions nor international trainings) and there was thus a reduced rhythm of expenditures.

Budget related procedural issues

The signed Delegation Agreement FED/2018/402-427 included a clause (point 2.4) that would imply that all expenses were to be committed before the end of year 3 of the (then) 4 years project duration. This built-in constraint affecting implementation in the last project year was corrected by the Donor, as concerning a clause that did not apply to WACOMP-Ghana (EU funding combined with cost-sharing by a German Trust Fund with UNIDO).

The budget instalment process was smooth as regards the first two payments (received respectively end December 2018 and early August 2020). Regarding the payment of the third instalment, this was subject of multiple exchanges between the Finance, Contracts and Audit Section (EUD-Ghana) and UNIDO's Department of Finance regarding the third financial report submitted in February 2022, in particular the degree of detail as regards the breakdown of costs incurred under two of the outputs. Ultimately the suspension of the third payment was lifted (instalment received mid-June 2022). The fourth and last instalment can be requested by UNIDO to the Donor when the rate of expenditures reaches the required level.

Other procedural issues

It is noted that the contract duration of most project staff has fluctuated over time and seems to oscillate around 6 months (with some outliers below and above). As WACOMP-Ghana is a large multi-year project, short term contracts imply job insecurity, with the risk of generating instability in teams. The one-month contract extensions in January 2023 (pending approval of the NCE) resulted in some staff becoming part-time on the project (committed to pursue the work, yet obliged to also look at other job opportunities).

In the case of the quality experts engaged in coaching of enterprises the issue of the length of the intervention was raised (as it takes time to implement QMS in enterprises). Also, the modality of recruiting coaches working with enterprises appears to expect the experts to prefinance the coaching sessions (including of logistics to coach enterprises in remote

areas). Also, the introduction of a cost-sharing principle as regards such coaching would get enterprises used to pay at least part of such support.

As regards the procurement of equipment, overall, the process was reported to have been smooth and not really affected by COVID. In the case of some of the lab equipment provided to FDA, some malfunctioning occurred after installation and an extra mission of the supplier was organized by UNIDO to this end. In the case of the same FDA, an issue of incompatibility was noted between, on the one hand, the UNIDO procurement procedures and rules and, on the other hand, the requirement for the lab to have a maintenance plan as condition for transfer of the equipment. I.e., calls for tenders are open (cannot specify the equipment manufacturer), and the equipment purchased is of a different make than the other lab equipment for which the lab already has a maintenance contract. It thus requires the need for the lab to identify another maintenance service supplier for the equipment purchased by UNIDO.

3.6. Sustainability

Sustainability concerns were addressed in project design by focusing on local anchorage: working with existing local institutions and experts, upgrading service capacities by following a trainer-of-trainers approach, and supporting private sector led VCSCs serving as platforms that engage and facilitate dialogue among VC stakeholders. There are thus encouraging signs that the project has built in processes to ensure sustainability by (a) putting the value chain actors and cluster members in the driving seat, (b) directly working with the relevant Ministry (MOTI) and its agencies (including GEPA, GEA, GSA, FDA) based on their respective institutional mandate and roles and supporting them to improve their capacity for service delivery to the value chain actors, and equally important, (c) supporting private sector apex organizations (AGI, SPEG etc.) by focusing on the understanding that, in order for enterprises to grow and be able to seize export opportunities, they need to work together and take on the lessons of the cluster approach.

Key question is how government through MOTI sees the strategic importance of the cluster cum quality approach as implemented through WACOMP-Ghana to mainstream this in its vision and initiatives. Another question is how the agencies and other supporting bodies (especially the intermediate organizations that have been involved in WACOMP-Ghana) will be pro-active in continuing their role in pursuing the support to the MSMEs after the project ends.

The following features indicate that project benefits are likely to continue:

- The Value Chain Strategic Committees (VCSC) under the **Coordinate** axis have further strengthened sector dialogues among the actors of the 3 VCs. The fact that the three committees were built on existing value chain associations that were further strengthened makes the sustainability of such VC coordination beyond the project likely.
- The Cluster approach under the **Compete** component has been among the key anchors of the project implementation strategy, bringing businesses from the same ecosystem together to build their capacity. It helped to pitch new businesses with existing ones for mentorship and peer learning and also supported the formalisation of a Local Business Association in the Cosmetics VC. GEA, the mandated institution under MOTI, reported to have mainstreamed the cluster approach in its delivery mechanism. Its Business Advisory Centers are using the approach to reach out to more enterprises in their capacity building efforts.

- The support to the formalization of MSMEs (through the cooperation between the project, GEA, the Register of Businesses, GSA and FDA) was very critical to move from informal to formal small businesses and to facilitate market access. This partnership is expected to continue beyond the project, implying that more businesses will be supported to formalize their operations.
- Quality improvement was another anchor of the project. Therefore, investing in further strengthening the quality infrastructure to offer sustainable standard and quality assurance services was a key feature of the **Conform** component. The support to two laboratories outside Accra (UDS in the Northern Sector and KNUST in the middle sector) has helped to make decentralize testing available to MSMEs in the regions. The support provided to FDA (a regulating body) to upgrade and support the accreditation of its cosmetic laboratory implies that FDA's licensing scheme for the Ghanaian cosmetic industry is internationally recognized. The training of a pool of quality experts and the inclusion of 1D1F companies in the project delivery are good elements towards sustainability to the extent the trained quality experts are involved in also offering advisory/coaching services to MSMEs outside the WACOMP-Ghana project (a spill-over effect that is "win win" for the 1D1F enterprises and the quality experts).
- WACOMP-Ghana worked with GEPA to further strengthen its institutional capacity in terms of supporting MSMEs to **connect** to domestic, regional, and international markets. The Export Marketing Plan developed for each VC is expected to remain an important tool for GEPA and, through GEPA, exporters in these VCs. WACOMP-Ghana has supported the functionality of the Market Hub which is currently integrated into the newly launched GEPA Impact Hub. Also, the coaching and capacity building of GEPA staff continues to benefit MSMEs (such as through the courses offered by the export school) with the requisite knowledge and skills in preparedness to participate in international trade.
- Continuation of benefits of work under the **Credit** pillar is uncertain as access to credit remains an issue and the SCMS was not designed to last beyond the project (not a revolving fund and not implemented through a financial institution). However, the SCMS showed how co-financing can generate tangible benefits for clusters. The individual SCMS experiences need to be documented for upscaling purposes and, eventually, for future projects. There is a clear indication that VC actors that benefitted from the SCMC matching grants are driven to ensure the sustainable usage of assets acquired through the scheme. A clear example is how the prototype developed for shea roasting by UDS through the matching grant is now commercially demanded by other shea processors outside the project scope and inciting local artisans to produce the same.

3.7. Progress to Impact

Project outcomes to date are impressive.

WACOMP-Ghana has done well considering the wide scope of the project work (covering the whole of Ghana), spread over 3 value chains and a vast range of target beneficiaries (farmers; cooperatives; individual enterprises, from micro to medium) of which 67% are female. With the combination of quality and cluster approach as its driving force, the project has generated impressive outcomes. The number of enterprises impacted is huge, also considering the impact of Covid on implementation. According to the latest project

brochure, approximately 44,000 beneficiaries were reached. While this figure could be exaggerated (counting individual members of producer groups/cooperatives), the outreach of the project is still considered huge especially for women in both the cosmetic and cassava value chains.

It was a necessity that the project stayed on the course of targeting all categories of enterprises (including also at the micro-level), given the nature of the value chains. This has boosted many informal businesses towards the formalisation of their business operations (product registration/licensing) with some existing ones developing new products and also new enterprises being set up. The cluster approach has brought experience sharing, giving confidence to small enterprises to venture into formal markets and benefitting from capacity building support.

The market-driven strengthening of the service capacities of public and private sector intermediate organisations (in particular, GEA, FDA, GSA, UDS/KNUST Labs, FRI, GEPA, SPEG, FAGE, AGI) is expected to ensure continuous demand for these services to support the beneficiaries in their product and market development efforts. Overall, the project estimates to have generated almost \$30 million in export revenues for the 3 value chains. While there is some attribution questioning as regards this figure in the absence of precise data at baseline compared to the current situation, the project's multitude of support interventions under each of the 5Cs certainly made a difference. Moreover, what is not reported on relates to the domestic market revenue generation which could be equal if not more than the above-mentioned estimated export revenues. This has come with additional outcomes, such as the creation of new jobs, and increase in income (as measured in a project survey conducted by the project, the findings of which were used in the latest cluster brochure). These benefits were confirmed in the meetings of the evaluation team with beneficiary enterprises.

But WACOMP-Ghana could do more to maximize its impact.

In particular:

- The project has invested tremendously in quality management through a wide range of training and one-to-one coaching of enterprises in the area of quality (product/process). However, these are not yet followed through to result in the actual certification by the enterprises (WACOMP/1D1F), at least those that are reported to be ready or almost ready for certification in order for a complete impact to be realised. The types of certifications to be pursued would need to be adapted to what is key for their market access (varying by product/buyer).
- In the same vein, one of the supported labs that serves the middle geographical zone of the country (KNUST) has in principle the potential to achieve ISO 17025 accreditation in the nearby future (this is less evident for the case of UDS that reports to require investments in terms of building).
- There is scope for upscaling and replication of the demonstration/pilot activities that has resulted in major increases in yield and quality (production; processing), reduction in time and in production/post-harvest losses (costs). By supporting more farmers and processors to take that same route, going beyond the pilots, impact will be enhanced.
- Based on the first five 'PIF pilots', there is scope for expanding this hands-on support to more enterprises in the Cosmetics VC that are EU-export ready.

Also, there is scope for consolidating additional 'work in progress' already started by WACOMP-Ghana, in particular:

- Supporting Cassava VC stakeholders, MoTI and MoFA with the finalization of the Cassava Strategy (considering the sector's potential);
- Seeking to advance efforts to encourage the use of stainless steel in processing equipment (given the concern regarding heavy metal residues in cassava/cosmetics VC that could affect exports);
- Ensuring follow-up coaching of fair participation to move from market exposure and contacts to closing market deals and establishing viable export businesses.
- As more businesses are formalized, organizing more meetings to link banks (particularly those that have branches in other African countries) and enterprises to stimulate regional trade through AfCTA.

3.8. Cross-cutting issues

3.8.1. Gender Mainstreaming

WACOMP-Ghana worked on 2 value chains that are predominantly dominated by women actors: the cosmetic and cassava VCs. For example, in Northern Ghana where the gender roles in economic activities are pronounced, the shea value chain is seen as women's crops and about 95% of its actors are women (from nut picking to pre-processing and soap making). The cassava VC exhibits the same characteristics, especially the processing and value addition segment of the value chain for food and other household usage (except in recent cases of large-scale high value cassava processing). The conscious effort in selecting these value chains helped to support economic development of women along these value chains and thus advanced gender equality and women's empowerment. The project's gender-disaggregated data for the years of implementation indicate that 67% beneficiaries are women. The August 2023 brochure project reports that 31,689 new businesses have been established involving women (nonetheless considered a very high figure that would merit further explanation/breakdown by the project). Also noticeable is that women play significant roles in the cluster management, with many of the clusters being led by women as chairpersons.

Finally, even though efforts are made to capture data on gender at activity level (women beneficiaries) and while, overall, the number of female beneficiaries is significant (67%), the data are not disaggregated enough. As mentioned above, the reported number of women businesses created is huge, requiring breakdown to better understand this outcome, elaborating more on the quality of support to these women.

Indeed, WACOMP Ghana activities on gender mainstreaming was presented at the UNIDO organized *Awareness Session on Gender Mainstreaming* where the project approach and support to gender mainstreaming in cluster development were shared (covering quality, upgrading, product development and market access experiences), with concrete examples and testimonials of women. Examples include activities of the Pagsun Women Shea Butter Production Cooperative where women (majority widowed) have been skilled in high quality shea butter processing for export and additionally trained on social issues including empowerment to have a voice in the community. Okata Farms is currently working with 3,000 women in 30 communities in one of the cassava clusters and apart from their economic activities, they have been trained also in environmental awareness for their

livelihood and empowerment¹¹. Other interventions among cluster members have supported gender mainstreaming and to this end information on gender activities needs to be shared systematically, e.g., through a dedicated chapter on gender mainstreaming included in each issue of the Quarterly Newsletter of WACOMP-Ghana.

3.8.2. Environmental safeguards

In this regard, the following observations are made:

In particular the shea value chain (as part of the wider cosmetics one) is relevant from an environmental point of view. To start with, shea trees are significant in terms of preserving forestation and biodiversity. However, traditional shea nut roasting and processing into raw butter consumes a lot of firewood, thus contributing to deforestation and greenhouse gas emissions. WACOMP-Ghana (through the matching grant scheme implemented by UDS) supported women groups to upgrade the kernel roasting processing equipment in selected shea processing centers. The improved equipment is reported to have a positive effect on yield and quality, while reducing the use of firewood and greenhouse gas emissions. Upscaling the use of modern roasting and processing equipment for shea butter therefore has the potential to have a substantial impact on the environment (especially deforestation) in the Northern Ghana. There is also the potential to reduce health hazards (see 3.8.3).

Also cassava processing has environmental effects, as it generates considerable amounts of solid and liquid wastes that, when poorly managed, have detrimental effect on the environment. WACOMP has supported through its matching grant scheme investment in improved processing and, through Good Manufacturing Practices (GMP) training, has improved waste management. Some processors started developing new products with reduced waste or turning waste into new products (including animal feeds, processing of waste into tapioca and use of waste for mushroom production).

Moreover, other investments supported through the matching grants scheme took into consideration environmental concerns. To illustrate, solar drying equipment was introduced by one of the fruits clusters, providing the opportunity to reduce post-harvest losses (mango) with reduced cost of operation and providing clean energy (the sun) for fruit drying. There is scope for replication of such innovative and energy friendly processing methods beyond the pilot case.

3.8.3. Social issues

As regards social issues observed in the project, the following points are highlighted:

Overall, it is not possible to assess to what extent improvements in production, handling and pre-processing have resulted in a better farm-gate price (cassava; fruits), prices paid for the raw shea butter to the women engaged in nut picking and pre-processing and increase in wages for workers. In other words, there is no information if - with respect to the distribution of gains - efforts of producers to improve quality have affected the prices paid to them. No such analysis has been done by the project, while such data should be available at the level of producers and processors. However, there are gains as regards volume (and income) as a result of yield increase.

¹¹ Ghana Competitive News 2022 Edition: Issue No. 11 (September-December), Nov 28, WACOMP Ghana

It is noted that the introduction of the improved stove for shea nut roasting/processing through the matching grant scheme is preserving women's health by reducing the exposure to naked fire and smoke that has characterised the old processing method (presenting health hazards for the women and their children present at the processing sites).

Also the work load of the women benefitting from the improved stoves has been eased, with reduced processing time by 50% while generating higher yield. Moreover, the introduction of the mechanical press in soap making improved efficiency, reducing drudgery for the workers (most of them women). Similarly, in the cassava value chain, the introduction of peelers on a pilot basis significantly reduced the time needed for cassava peeling, typically done manually by women.

As in the case of environmental safeguards, there is scope for replication of methods that reduce the workload involved (often for women) and increase productivity (also increasing the volume and income of those involved (see also Section 3.4.1).

3.8.4. Performance of Partners

Overall, the performance of the key partners - national counterparts, the Donor and UNIDO - is assessed as outright good:

- as regards the national counterparts, they acted as co-owner, were actively engaged in project implementation and steering, and forged synergies with related initiatives (the 1D1F);
- the Donor was in general supportive in implementation, disbursement of its funding was smooth, with some questioning on financial reporting early 2022 eventually resolved mid-2022. The Donor however did not realize the effect of it delaying the approval of the NCE on project planning.
- UNIDO ably implemented this large-scale project, which contributed to the impressive range of results and outcomes; if allowed to 'go the extra mile' (see recommendation below), the outcomes of its efforts will be further enhanced.

3.8.5. Project Steering, Management, Monitoring, Reporting and Visibility

Steering

The project steering mechanism functioned adequately. The PSC met regularly (chaired by MoTI and attended by the main project stakeholders). It covered presentations of progress of work under the different pillars and discussion thereon as well as on the planning of the work ahead. It is however considered an omission that the PSC never reviewed the budget status. This would have been particularly expected in PSC 6 (December 2022) or at least in PSC 7 (June 2023).

At the level of activities in each of the VCs, the VCSCs had also steering role. The VC stakeholders convened on a more *ad hoc* manner, whenever there were events to be prepared or decisions to be taken on VC specific matters as regards the project.

Day-to-day management, monitoring and reporting

The project is managed by a highly motivated, committed and engaged team, both at field and HQ level. The discussions during the evaluation mission confirmed that the project team had very good relations with the different project partners, stakeholders, and beneficiaries. The team was reported to be “always available” and pragmatic.

As the first Project Manager changed functions within UNIDO HQ, a new PM was designated starting November 2022. However, to the extent the current PM was already involved in the day-to-day management of the project from the start, the change in PM was reported to not have affected overall project implementation.

Progress reporting was adequate, done on an annual basis and complemented by presentations at the occasion of each PSC. If reporting was initially mainly activity based, the recommendations of the MTE made the project focus more on outcome level achievements. It resulted in the measurement of outcomes as reflected in the latest brochure (August 2023). The numbers are and remain impressive even if some may be on the high end (when counting individual members of producer groups as if one enterprise and counting all trainees of soap making as newly established women businesses).

The management of the SCMS was intensive, with screening and selection involving MoTI, the Donor and project staff. While heavy on monitoring, considering the small size of the sub-projects, it was necessary to generate the expected results.

Management in the context of COVID

The pandemic affected the speed and ease of implementation, but the project team is commended for its flexibility and creativity to pursue the work in a virtual mode in the form of, e.g., multiple online training and coaching activities. It was used as a good practice example by the regional umbrella programme, inciting other national WACOMP chapters to follow the example of WACOMP-Ghana. The situation also implied an increase in the use of local expertise and in the organization of local training (as such also beneficial as regards sustainability).

Visibility

Finally, the project had from the design onwards a Communication and Visibility Plan, specifying the target groups of communication and visibility and the channels planned to be used. The plan included human and financial resources dedicated to this function.

As a result of its active communication on the project achievements, including also testimonials by beneficiaries, WACOMP-Ghana’s work had good visibility. Multiple channels were used, among which the 4-monthly newsletter “Ghana Competitive News” (of which its 13th issue is currently under preparation), disseminated via its website, with also a limited number of hard copy distributions. WACOMP-Ghana was and is also actively present on social media (particularly Facebook, LinkedIn and Instagram), with yearly increase in followers. Moreover, the two Cluster Conferences (2022 and 2023) were a good opportunity to get coverage by the local media. The second Conference allowed for the project to also have regional outreach through the participation of representatives of a range of RECs and also of the AU.

4. Conclusions and Recommendations

4.1. Conclusions

The main conclusions of this TE are the following:

- WACOMP-Ghana is a well-run and hands-on project, with good cooperation with its partners and its beneficiaries and with a good reputation, not only in Ghana but also at the level of the WACOMP umbrella programme (ECOWAS).
- Combining quality and cluster development as its driving forces, the project generated impressive outcomes, considering the spread of work over the 5 Cs, 3 VCs and across Ghana, keeping also in mind the COVID context (2020/21).
- Late NCE approval affected the planning of the project’s year 5 of implementation and as the project is referred to by the main parties (Ghana; Donor; itself) in its PSCs as ‘flagship’, it would be paradoxical to leave a sizeable portion of the budget unspent as there are opportunities to further maximize its impact.

The requested evaluation team’s rating of the key evaluation criteria including cross-cutting issues is provided below:

<i>Evaluation criteria/cross-cutting performance issues</i>	<i>Rating by the evaluation team</i>
Project design	
• Overall design	5
• Logframe	4
Project implementation	
• Relevance	6
• Coherence	5
• Effectiveness	5
• Impact	5
• Sustainability	5
Cross-cutting issues	
• Gender Mainstreaming	5
• Environmental Safeguards	5
• Social Issues	5
• Performance of Partners	5
• Project Steering, Management, Monitoring, Reporting and Visibility	5
Performance of partners	
• UNIDO	5
• National counterparts	5
• Donor	5
Overall assessment	5
<i>Rating scale: highly satisfactory (6); satisfactory (5); moderately satisfactory (4); moderately unsatisfactory (3); unsatisfactory (2); highly unsatisfactory (1)</i>	

4.2. Recommendations

Its ensuing key interrelated total of 7 recommendations are based on the main message as regards the way forward: *to finish in style*.

More precisely:

For MoTI, EU and UNIDO:

- 1. Consider a consolidation phase beyond January 2024, using the then available budget balance, with a time limit.**

Argumentation

- *there are evident opportunities to further enhance impact; the project labelled flagship (PSCs) could end on an even higher note;*
- *Other national WACOM projects started later/go beyond 2024; WACOMP is not yet ending;*
- *WACOMP-Ghana could consolidate its work based on a detailed action cum budget plan for that extra phase that is to focus on priorities based on the current state of achievements;*
- *the consolidation phase is not necessarily a mere continuation of all current pillars and their underlying activities and requires reflection on the core project team needed during that consolidation phase;*
- *in administrative terms it would imply another NCE and very swift approval thereof by EU.*

For MoTI:

- 2. Contribute to priority setting for the action plan cum budget for the consolidation phase if accepted by EU/ECOWAS.**
- 3. If there is MoTI interest in a successor project of WACOMP-Ghana, it should take the lead in seeking donor interest (EU Member State/other) for « WACOMP-Ghana 2 » equivalent (*under new project name*) including the design of a proposal for successor project (with UNIDO support if so desired).**

For EU:

- 4. Support the maximization of WACOMP-Ghana's impact by allowing the use of the budget balance beyond Jan 24 during a period to be defined.**

Argumentation

- *the new cycle of EU initiatives/projects (forthcoming EU PSD support; AFD executed EU project/North) is not designed as a follow-on phase of WACOMP-Ghana;*
- *EU's post-WACOMP support will be mainly at AU/REC level;*
- *supporting consolidation cum bridging would maximize WACOMP-Ghana's achievements.*

For UNIDO:

- 5. Accelerate work in the suggested areas listed under « scope for maximizing impact » during the remaining project period (Jan 24 or beyond).**
- 6. Whenever the project effectively ends (Jan 24 or beyond), ensure that the project stakeholders (i) have access to WACOMPs « assets » (reports, training materials, tools, achievements of each of the matching grants and guidelines for their replication, contacts, expert lists etc. etc.) and (ii) can continue to use and build on it.**
- 7. Present the findings of WACOMP-Ghana at regional level (ECOWAS/other Regional Economic Commission/REC), also with a view to examining if there is scope for similar initiatives in other countries under that REC.**

4.3. Management Response

#	Recommendation	Management Response/Action to address recommendations	Responsible person	Target date
	For the Ministry of Trade and Industry, EU and UNIDO			
1.	Consider a consolidation phase beyond January 2024, using the then available budget balance, with a time limit.	A request for NCE has been shared with the EUD on Thursday 12 th October, to use the available balance limit and consolidate results, upscale results and sustainability strategy. An answer from the EUD is expected if possible by end of November 2022, as the current closing date is 30/01/2024. This will allow the project to prepare for closing event or repurpose for project extension.	Ms. Ebe MUSCHIALLI TCS/SME/SDJ in consultation with the Responsible(s) in the MoTI and EU	30/11/2023
	For the Ministry of Trade and Industry			
2.	Contribute to priority setting for the action plan cum budget for the consolidation phase if accepted by EU/ECOWAS.	See above Request sent includes a support letter from Chief Director of MoTI	Ms. Ebe MUSCHIALLI TCS/SME/SDJ in consultation with the Responsible(s) in the MoTI	15/10/2023
3.	If there is MoTI interest in a successor project of WACOMP-Ghana, it should take the lead in seeking donor interest (EU Member State/other) for « WACOMP-Ghana 2 »	Recommendation accepted, exchange with MoTi on other funding possibilities	Ms. Ebe MUSCHIALLI TCS/SME/SDJ in consultation with the	31/01/2024

	equivalent (under new project name) including the design of a proposal for successor project (with UNIDO support if so desired).		Responsible(s) in the MoTI	
	For the European Union			
4.	Support the maximization of WACOMP-Ghana's impact by allowing the use of the budget balance beyond Jan 24 during a period to be defined.	See above	Ms. Ebe MUSCHIALLI TCS/SME/SDJ in consultation with the Responsible(s) in the EU	
	For UNIDO			
5.	Accelerate work in the suggested areas listed under « scope for maximizing impact » during the remaining project period (Jan 24 or beyond).	Focus revised in the proposal for NCE	Ms. Ebe MUSCHIALLI TCS/SME/SDJ	
6.	Whenever the project effectively ends (Jan 24 or beyond), ensure that the project stakeholders (i) have access to WACOMPs « assets » (reports, training materials, tools, achievements of each of the matching grants and guidelines for their replication, contacts, expert lists etc. etc.) and (ii) can continue to use and build on it.	To be organized	Ms. Ebe MUSCHIALLI TCS/SME/SDJ	31/01/2024

5. Lessons Learned

- A disconnect between regional and national priorities under an umbrella programme like WACOMP complicates the likelihood of generating effective linkages between regional and country level support interventions.
- Effective project governance includes the periodic review at the level of the Project Steering Committee of the budget status and its implications for project planning.
- The results of capacity building of laboratories need to be measured in terms of the actual use of the enhanced laboratory services.
- Similarly, the results of training and certification of quality experts needs to be measured in terms of their actual utilization for product/process quality upgrading at enterprise level.
- If not including support to certification to enterprises that are 'ready' in the assistance package, this becomes a 'low hanging fruit' for other development partners, thus taking the glory from the foundation work done by WACOMP.
- A logframe benefits from an annex that describes and specifies how the indicators will be measured and how the values of the indicators are expected to evolve during project implementation; moreover, like a budget, a logframe can be adjusted during implementation, as and when needed, to adapt the initial version to project conditions once better understood during implementation.
- Accurate performance assessment is costly (read: too costly) when the number of beneficiary enterprises is large.
- While it is relevant to present quantitative outcome data, it is good to present an explanation how the outcome data have been collected.
- The project did tremendously well for women businesses in Ghana, but information disaggregation and communication on the spectrum of support to women economic empowerment could be stepped up (e.g. by including a section on gender mainstreaming activities and results in each quarterly newsletter/WACOMP-Ghana, - *as done in its 2022 Edition (Issue No. 11)*).
- the 5Cs approach goes beyond the mandate of one single organizational unit in UNIDO and thus forges organizational synergies; such approach merits to be duplicated in the design of future UNIDO programmes and projects.

6. Annexes

Annex 1: Evaluation Terms of Reference

DRAFT TERMS OF REFERENCE

Independent terminal evaluation of project

West Africa Competitiveness Programme – WACOMP Ghana

UNIDO ID: [Status]

EU Project ID: CTR402-427

| 03/2023 |

Contents

- I. PROJECT BACKGROUND AND CONTEXT
 - 1. Project factsheet
 - 2. Project context
 - 3. Project objective and expected outcomes
 - 4. Project implementation arrangements
 - 5. Main findings of the Mid-term review (MTR)
 - 6. Budget information
 - II. Scope and purpose of the evaluation
 - III. Evaluation approach and methodology
 - 1. Data collection methods
 - 2. Evaluation key questions and criteria
 - 3. Rating system
 - IV. Evaluation process
 - V. Time schedule and deliverables
 - VI. Evaluation team composition
 - VII. Reporting
 - VIII. Quality assurance
- Annex 1: Project Logical Framework
- Annex 2: Job descriptions
- Annex 3. Outline of an in-depth project evaluation report
- Annex 4. Quality Checklist

PROJECT BACKGROUND AND CONTEXT

Project factsheet1213

Project title	
UNIDO ID	
EU project ID	CTR402-427
Region	Western Africa
Country(ies)	Ghana
Project donor(s)	EU
Planned project start date (as indicated in project document)	February 2019
Actual project start date (First PAD issuance date)	February 2019
Planned project completion date (as indicated in project document)	January 2023
Actual project completion date (as indicated in UNIDO ERP system)	January 2024
Project duration (year): Planned: Actual:	48 months 60 months
Implementing agency(ies)	UNIDO
Government coordinating agency	Ministry of Trade and Industry (MoTI)
Executing Partners	None
Donor funding	Euros 6,200,000
UNIDO input (German Trust Fund, Euros)	Euros 150,000
Total project cost (USD), excluding support costs	Euros 5,934,579
Mid-term review date	August - December 2021
Planned terminal evaluation date	May-October 2023

(Source: Project document, UNIDO ERP system)

1. 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.

¹² Data to be validated by the Consultant

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;
- 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 frontline 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.

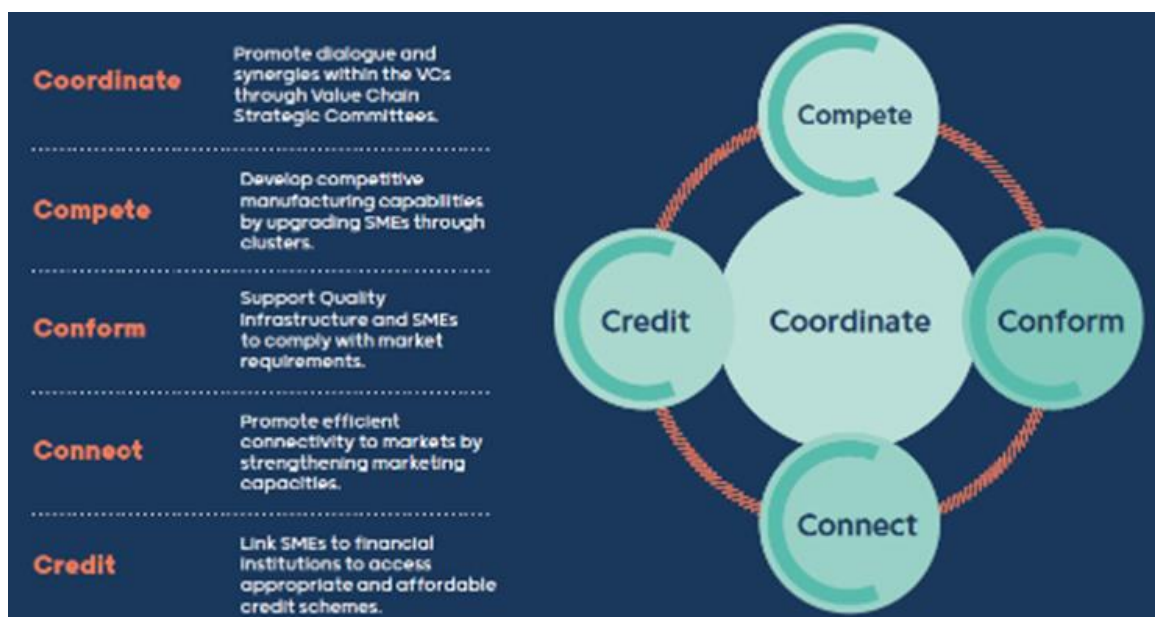
By supporting the selected agro-value chains in Ghana, UNIDO pursues three development goals that can benefit all actors in the chain by: (i) increasing productivity and value added; (ii) improving employment opportunities; and (iii) working to enhance market access and higher export levels.

2. 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.

3. 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.

4. Main findings of the Mid-term review (MTR)

Here below the abstract of the main findings of the MTE report. The Report has been validated in December 2021.

- **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 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

- **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.

- **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.

- **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.

- **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 anecdotal¹⁴, 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.

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 catalyzers 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

¹⁴ 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.

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.

- **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 Organizations and the private sector. Management needs to be strengthened to reinforce project contributions to regional integration.

- **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).

- **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.

- **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.

5. Budget information

Table 1. Budget per output – as per Annexe III

	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 (7%)	€ 405,607
TOTAL EU including SC	€ 6,200,000
Direct Cost UNIDO (UNIDO contribution)	€ 140,187
Indirect costs (7%)	€ 9,813
Co-funding UNIDO	€ 150,000
GRAND TOTAL	€ 6,350,000

Source: Project document

Table 2. UNIDO budget allocation by budget line

Total Project	Year 1	Year 2	Year 3	Year 4	TOTALS
BL11. International Expert	€ 770,000	€ 458,000	€ 373,284	€ 256,428	1,857,712
BL 15 Local Travel	€ 57,000	€ 52,000	€ 37,000	€ 24,000	170,000
BL16. Staff travel	€ 33,000	€ 21,000	€ 16,000	€ 20,000	90,000
BL17. Local experts	€ 376,000	€ 271,000	€ 254,532	€ 230,336	1,131,867
BL21. Subcontracts	€ 615,000	€ 440,000	€ 307,000	€ 55,000	1,417,000
BL30. Local trainings	€ 107,000	€ 87,000	€ 92,000	€ 46,000	332,000
BL35. International trainings	€ 34,000	€ 33,000	€ 33,000	€ 10,000	110,000
BL43 Facilities	€ 80,000	€ -	€ 80,000	€ -	160,000
BL45. Equipment	€ 300,000	€ 172,000	€ 18,000	€ -	490,000
BL51. Miscellaneous	€ 57,000	€ 54,000	€ 44,000	€ 21,000	176,000

SUBTOTAL	€ 2,429,000	€ 1,588,000	€ 1,254,816	€ 662,763	5,934,579
In-Direct Cost (7%) - EU	€ 166,014	€ 108,534	€ 85,762	€ 45,298	405,607
In-Direct Cost (7%) - UNIDO	€ 4,016	€ 2,626	€ 2,075	€ 1,096	9,813
GRAND TOTAL	€ 2,599,030	€ 1,699,160	€ 1,342,653	€ 709,157	6,350,000

Source: Project document budget

Table 3. UNIDO budget allocation and expenditure by budget line

Project components	Total allocation (at approval)		Total expenditure (on 28.02.23)	
	Euro	%	Euro	%
BL11. International Expert	€ 1,857,712		€ 824,638	44
BL 15 Local Travel	€ 170,000		€ 185,275	108
BL16. Staff travel	€ 90,000		€ 16,237	18
BL17. Local experts	€ 1,131,867		€ 1,069,601	94
BL21. Subcontracts	€ 1,417,000		€ 1,052,454	74
BL30. Local trainings	€ 332,000		€ 261,620	78
BL35. International trainings	€ 110,000		€ 8,957	8
BL43. Facilities	€ 160,000		€ 135,282	84
BL45. Equipment	€ 490,000		€ 348,048	71
BL51. Miscellaneous	€ 176,000		€ 154,829	87
TOTAL	€ 5,934,579		€ 4,056,941	68%
In-Direct Cost (7%) - EU	€ 405,607		€ 280,371	
In-Direct Cost (7%) - UNIDO	€ 9,813		€ 3,614	
GRAND TOTAL	€ 6,350,000		€ 4,340,927	

Source: Project document and UNIDO Project Management ERP database as of **28.02.2023**

Table 4. UNIDO budget allocation and expenditure by component

Project components	Total allocation (at approval)		Total expenditure (on 28.02.23)	
	Euro	%	Euro	%
Output 1: Coordinate	€ 566,142	10%	€ 254,744	45.00%
Output 2: Compete	€ 1,118,142	19%	€ 810,239	72.46%
Output 3: Conform	€ 1,359,668	23%	€ 715,230	52.60%
Output 4:Connect	€ 673,142	11%	€ 493,425	73.30%
Output 5: Credit	€ 1,089,810	18%	€ 872,184	80.03%
Project Management and Monitoring	€ 1,127,674	19%	€ 911,119	92.27%
Total Direct Costs EU	€ 5,934,579		€ 4,056,941	68%
In-Direct Cost (7%) - EU	€ 405,607		€ 280,371	
In-Direct Cost (7%) - UNIDO	€ 9,813		€ 3,614	
GRAND TOTAL	€ 6,350,000		€ 4,340,927	

Source: Project document and UNIDO Project Management ERP database as of **28.02.2023**

SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the independent evaluation is to assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in **February 2019** to the estimated completion date in January 2024.

The evaluation has two specific objectives:

- (ii) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (iii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight¹⁵, the UNIDO Evaluation Policy¹⁶, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle¹⁷, and the UNIDO [Evaluation Manual](#).

The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit (EIO/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach¹⁸ 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 evaluation team will review the ToC that was reconstructed by the ET of the Mid-term evaluation: assess its validity and, if necessary, reconstruct a revised theory of change, to identify the causal and transformational pathways from the outputs to outcomes and longer-term impacts. It also aims at identifying drivers as well as barriers to achieve intended results/outcomes.

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, mid-term review report, technical 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.

¹⁵ UNIDO (2020). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)

¹⁶ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

¹⁷ 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)

¹⁸ For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#)

- (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 August 2023.
 - On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - 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 the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection** methods: will be used to the extent possible.

2. Evaluation key questions and criteria

The key evaluation questions are the following:

1. How well has the project performed in terms of relevance, coherence, effectiveness, efficiency, sustainability gender and other cross-cutting issues (environmental and social safeguards, human rights)?
2. To what extent does the project generate or is expected to generate higher-level effects (impact)?
3. What are the project's key results (outputs, outcome and impact)? To what extent have the expected results been achieved or are likely to be achieved?
4. To what extent will the achieved results and benefits be sustained after completion of the project?
5. What are the key drivers and barriers to achieve the long term objectives of the project? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term, transformational objectives?
6. Has the project addressed cross-cutting issues (environmental and social safeguards, human rights and disability)?
7. What are the key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and how these risks may affect the continuation of results after the project ends?
8. What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?
9. Have the recommendations from the mid-term evaluation been addressed/implemented?

The ET will further revise the evaluation questions and develop an evaluation matrix in the inception report.

The table below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2 of UNIDO [Evaluation Manual](#).

Table 5. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Progress to Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	Gender mainstreaming	Yes
E	Project implementation management	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
F	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
G	Environmental and Social Safeguards (ESS), Disability and Human Rights	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
H	Overall Assessment	Yes

Performance of partners

The assessment of performance of partners will **include** the quality of implementation and execution of national project executing entities in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable from the given implementing agency's perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit 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 6. 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).	

EVALUATION PROCESS

The evaluation will be conducted from May 2023 to October 2023. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review (if needed);
- 4) Field mission and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website (by EIO/IEU).

TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from May 2023 to October 2023. The evaluation field mission is tentatively planned for Second half of August 2023. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will visit UNIDO Headquarters for debriefing and presentation of the preliminary findings of the terminal evaluation. Online presentation is to be arranged in case the visit cannot take place. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit and other stakeholders for comments.

The ET leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/EIU standards.

Table 7. Tentative timelines

Timelines	Tasks
May	Desk review
June - July	<ul style="list-style-type: none"> • Preparation of Inception report (incl. evaluation matrix) • Online briefing with UNIDO project manager and the project team based in Vienna.
Second half of August	<ul style="list-style-type: none"> • Data collection, incl. interviews, Field visit to Ghana • Presentation to national stakeholders
September	<ul style="list-style-type: none"> • Debriefing in Vienna or online • Preparation of first draft evaluation report
October	<ul style="list-style-type: none"> • Internal peer review of the report by UNIDO’s Independent Evaluation Unit and factual validation by other stakeholders • Incorporation of comments to draft evaluation report
October	Final evaluation report

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 a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. 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 management unit in Ghana will support the evaluation team.

An evaluation manager from UNIDO Independent Evaluation Unit 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.

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 team member, an inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type 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 evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable¹⁹.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key 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 will be sent to UNIDO’s Independent Evaluation Unit for collation and onward transmission to the 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 evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, 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 given by UNIDO Independent Evaluation Unit.

QUALITY ASSURANCE

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

¹⁹ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

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 Unit 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 Unit, which will circulate it within UNIDO together with a management response sheet.

Annex 1 Project Logical Framework

	Intervention logic	Objectively verifiable indicators	Baseline	Sources of verification	Assumptions
Development goal/impact	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 sub-sector	Current export per sector Gari 3 MT, Ethyl alcohol 7 MT 677,000 (MT) pineapple 98,477 (MT) mango * Cosmetics not available	<ul style="list-style-type: none"> - Reports and statistics - Project monitoring and evaluation reports - Project report - Sector's competitiveness analysis - VCA report - Global competitiveness report/ World Economic Indicators 	X
		No. of products accessing new (international) market	Data to be collected during project Implementation, with project beneficiaries		
		No. of SMEs accessing new (international) markets Increase in jobs created in the supported SMEs	Data to be collected during project Implementation, Data to be collected in the diagnostic studies		
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	No. of clusters, networks and consortia putting in place collective actions (TARGET: at the least one per value chain)	2 (1 Shea cluster and 1 cassava cluster)	<ul style="list-style-type: none"> - CAB records of clients; - Clusters export reports; - GEPA - VCA report - 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
		% Increase of quality infrastructure services 50% of increase in accredited labs scopes by the end of the project;	2 (food, fruits and Juice labs) 10 scope of accredited test		

	international markets and integrated into the global VCs.	% increase sales of products from the selected VCs (TARGET: 5%);	USD\$ 28 million (fruits) USD\$ 10M (Cassava)		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.
		No. of SMEs with greater access to finance (TARGET: 20, 20% of women owned enterprises)	0 (we consider the SMEs having access to the subcontracting matching scheme)		
Outputs (results)	Output 1: Sector dialogue improved and strategic advice provided to increase value chain development	1 VCSC established for each value chain to improve sector dialogue, provide strategic advice and increase VC development Strategic advice provided by the VCSC to the development of the SEMP	1 (only for Mango)	- Minutes of meetings - No. of agreements or policies created - VC reports - export markets and plans for each value chain	- 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 Create awareness and build capacity of public or private sector to own and host the VCSC	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				
	1.4 Establishment of VCSCs to support development and implementation of policies and strategies for VC development.	3 VCSC established (1 per VC)			

	1.5 Improve regional linkages and participation in the respective regional VCs	8 participants (20% women) per VC to regional committees (per meeting)			
	1.6 Regular meetings to address VCs challenges, monitor actions and identify possible solutions	2 meetings per year (per VC)			
Outputs (results)	Output 2: Intermediate organisations have greater capability for Value Chain cluster development and clustered SMEs upgraded over the whole production and value addition process	<p>At least 3 clusters / network established and have developed collective action plans (20 % of women involved in the networks)</p> <p>Number of institutions with the capacity to apply the UNIDO cluster methodology and supporting local networks (TARGET: at the least 3 institutions (20% women)</p> <p>Number of companies with the capacity to apply the upgrading, promotion, innovation training principles (TARGET: 20, 20% of women owned companies)</p>	<p>0</p> <p>0</p> <p>0 (we consider the SMEs supported in these fields by the project)</p>	<ul style="list-style-type: none"> - Project reports - Training material - List of participants and certificates awarded - Expert reports 	<ul style="list-style-type: none"> - 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 organisations 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	At least 1 gap assessment report(s) per value chain finalized			

	and determine their capability and mandate to support SMEs				
	2.2 Training on UNIDO cluster methodology, establishment of a database of potential Cluster Development Agents (CDAs) and training a pool of NE to become national CDAs	20 brokers (20% 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)	At the least 2 clusters or networks 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 have improved their service delivery			

	2.5 Training to improve Good Agricultural Practices (GAP) for primary producers	50 SMEs (20% women owned enterprises) trained			
	2.6 Provide training and capacity building on technical and managerial arrangements of targeted clusters	50 SMEs (20% women owned enterprises) 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 SME's in the implementation of activities for their upgrading by delivering trainings, upgrading existing technologies, promoting innovative business ideas, etc.	3 Trainings delivered targeting essential topics for SMEs upgrading, innovation and market access			
	2.9 Identify and support the participation of SMEs in clusters and networks	20 SMEs (20% women owned enterprises) participating in clusters			
Outputs (results)	Output 3: Quality and Innovation of Intermediate Organizations strengthened and SME's compliance with standards, quality management and innovation is enhanced	No. of institutions upgraded to implement international best practices (QI) (TARGET: 2 strengthened = FDA and GSA) Number of standards revised / developed & promoted (TARGET: 20)	2	- Project progress reports - Official publication of new standards - Progress reports from participating laboratories - Internal audit reports	- 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

		50 SMEs (20% women owned enterprises) implementing GMPs/FDA/GSA	30 standards 50 (FDA Registration) 50 (GSA Certification)	<ul style="list-style-type: none"> - 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 	<p>beneficiaries.</p> <ul style="list-style-type: none"> - Producers, exporters, other stakeholders from the selected VCs are committed to comply with standards. - Intermediate organisations 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
Activities: Output 3	3.1 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			
	3.2 Development and implementation of plans to improve the national quality system and infrastructure (including standardization, accreditation,	3 plans developed to improve NQ system (1 per value chain)			

	certification) required by the targeted VCs				
	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 through workshops, direct training and technology transfer (ensuring VC actors are implementing them correctly); Including training to extension officers to assist producers to implement the right standards	15 standards revised/developed 15 standards promoted and integrated into selected value chains 5 relevant standards developed for new products 2 extension officers per value chain trained and have delivered training to 500 no. of farmers			
	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 (20% women) 30 national experts trained (20% 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 People trained (including 20% women)			
	3.7 Training of producers and agric	30 extension officers trained (20% women)			

	extension officers to assist producers to implement the right standards;				
	3.8 Procurement and installation of laboratory equipment and metrology;	Relevant laboratory equipment procured for identified scopes			
	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 Ecocert 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 (20% 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 (20% women owned enterprises) 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 (20% women owned enterprises) 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 for 10 specialist (20% women) 2 Study Tours conducted (20% 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 (20% women owned enterprises) supported on Technology knowledge			
Outputs (results)	Output 4: Intermediate organisations are strengthened and SMEs have greater marketing capacities to access regional and international VCs	3 Sector Export Marketing Plans developed per value chain (1 per VC) Number of new commercial contacts established (TARGET: 50)	0 0	- No. of SMEs branded tools and publications produced - Agreements with SMEs and other VC members to receive technical support - Reports on activities organized - Presentation	- Intermediate organisations contribute to the planned activities - There is absorption capacity of the selected beneficiaries - Intermediate organisations already providing training and extension services have

				material - Attendance records and certificates awarded	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	3 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 (20% women) Curricula developed for export school			
	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	1 internal organization plan (to include gender strategy if applicable) streamlined to strategic plan available			

	the three VCs (and others), pending the outcome of the SEMP				
	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 (20% women owned enterprises) selected for participation 3 technical publications/brochures/leaflets developed (1 per VC) Export readiness checker developed			
	4.9 Assistance through workshops to introduce processors to international market requirements	3 workshops delivered (1 per VC) (20% women)			

Outputs (results)	Output 5: SME's are linked to financial institutions	<p>Number of supported associations, clusters and institutions (TARGET: 15, 20% of women owned enterprises)</p> <p>Number of upgrading, quality and market access activities funded through the sub-contracting matching scheme (TARGET: 15)</p>	<p>0</p> <p>0 (we consider the SMEs having access to the subcontracting matching scheme)</p>	<p>- Brochures or advertising material of financial schemes developed</p> <p>- List of participants</p>	<p>- Financial institutions offer appropriate and affordable financial services to SMEs and clusters of targeted VC</p> <p>- SMEs are interested in accessing credits</p>
Activities: Output 5	5.1 Assessment of offer and demand of financial instruments	1 mapping of Financial instruments prepared			
	5.2 Linking financial institutions to clusters and support efficient use of the government credits and guarantee schemes.	20 SMEs (20% women owned enterprises) linked to financial/ investment institutions			
	5.3 Accompany Financial Institutions when necessary to offer appropriate and affordable financial services to SME'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 by institutions			
	5.5 Awareness building of SMEs on financial instruments, promotion and support of financing expos for SMEs	4 awareness sessions/ training on financial instruments conducted (20% women)			
	5.6 Management and coordination of	2 bid requests (per year)*			

	Agreements/sub-contracts through coordination unit responsible for agreement evaluation, monitoring, awarded and follow-up.				
	All data will be sex-disaggregated where applicable. * Subject to funds available				



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Senior evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Missions:	Missions to Vienna (to be confirmed), Austria and to Ghana
Start of Contract (EOD):	01/06/2023
End of Contract (COB):	30/10/2023
Number of Working Days:	32 working days spread over the above mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU 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.

The international evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<ul style="list-style-type: none"> - Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data). - Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit. - Determine key data to collect in the field and adjust the key data collection instrument if needed. - In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed. 	<ul style="list-style-type: none"> • Adjusted table of evaluation questions;; • Draft list of stakeholders to interview during the field missions. • Identify issues and questions to be addressed by the local technical expert 	4 days	Home-based
<ul style="list-style-type: none"> - Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for field work. - Provide guidance to the national evaluator on activities to be undertaken - Prepare division of tasks 	<ul style="list-style-type: none"> • Draft inception report (incl. review or reconstruction of theory of change) and Evaluation framework to submit to the Evaluation Manager for clearance. • Agreement with national evaluator on division of tasks 	2 days	Home based
<ul style="list-style-type: none"> - Online Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ. 	<ul style="list-style-type: none"> • Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; • Division of evaluation tasks with the National Consultant. 	1 day	Through skype

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<ul style="list-style-type: none"> - Conduct field mission to Ghana²⁰. 	<ul style="list-style-type: none"> • Conduct meetings with relevant project stakeholders, beneficiaries, etc. for the collection of data and clarifications; • Evaluation presentation of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country at the end of the mission. 	12 days	(specific project site to be identified at inception phase)
<ul style="list-style-type: none"> - Prepare the draft evaluation report, with inputs from the National Consultant, according to the TOR; - Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments. 	<ul style="list-style-type: none"> • Draft evaluation report. 	10 day	Home-based
<ul style="list-style-type: none"> - Present overall findings and recommendations to the stakeholders at UNIDO HQ (online) 	<ul style="list-style-type: none"> • Presentation on preliminary findings, recommendations and conclusions. 	1 day	Vienna, Austria
<ul style="list-style-type: none"> - Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and other stakeholders and edit the language and form of the final version according to UNIDO standards. 	<ul style="list-style-type: none"> • Final evaluation report. 	2 day	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced degree in environment, energy, engineering, development studies or related areas.

Technical and functional experience:

- Minimum of 15-20 years' experience in evaluation of development projects and programmes
- Experience in the evaluation of projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies an asset
- Working experience in developing countries

²⁰ The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

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 Unit.

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 PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites within Ghana
Start of Contract:	06/2023
End of Contract:	31/10/2023
Number of Working Days:	30 days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

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

PROJECT CONTEXT

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

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:

<u>MAIN DUTIES</u>	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);	Evaluation questions, questionnaires/interview guide, A stakeholder mapping, in coordination with the project team.	4 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</p> <p>In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.</p> <p>Develop a brief analysis of key contextual conditions relevant to the project</p>	<p>Report addressing technical issues and question previously identified with the Team leader</p> <p>Tables that present extent of achievement of project outputs</p> <p>Brief analysis of conditions relevant to the project</p>	6 days	Home-based
<p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.</p>	<p>Detailed evaluation schedule.</p> <p>List of stakeholders to interview during the field missions.</p>	2 days	Home-based
<p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	<p>Contribute to presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</p> <p>Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	12 days (including travel days)	In
<p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report as agreed with the Team Leader.</p> <p>Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proof read the final version.</p>	<p>Part of draft evaluation report prepared.</p>	6 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in environmental science, engineering or other relevant discipline like developmental studies with a specialization in industrial energy efficiency and/or climate change.

Technical and functional experience:

- Excellent knowledge and competency in the field of agro-value chain development
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset
- Exposure to the development needs, conditions and challenges in their country and region.
- Familiarity with gender analysis tools and methodologies and asset
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and in at least one of the Ghanaian local languages 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 Unit.

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.

Project factsheet

Executive summary (maximum 3-5 pages)

- Evaluation purpose and methodology
- Key findings
- Conclusions and recommendations
- Project ratings
- Tabular overview of key findings – conclusions – recommendations

Introduction

- 1.1. Evaluation objectives and scope
- 1.2. Overview of the Project Context
- 1.3. Overview of the Project
- 1.4. Theory of Change: assessment of the intervention logic
- 1.5. Evaluation Methodology
- 1.6. Limitations of the Evaluation

2. Project assessment

2.1. Project's contribution to Development Results - Effectiveness and Impact

- 2.1.1. Project's achieved results and overall effectiveness (output and outcome levels)
- 2.1.2. Progress towards impact (economy, environment, social)
 - 2.1.2..1. Behavioral change
 - 2.1.2..2. Broader adoption
- 2.1.3. Unintended impacts and trade-offs (economic, environmental, social)

2.2. Project's quality and performance

- 2.2.1 Design
 - 2.2.1. Relevance
 - 2.2.2. Coherence
 - 2.2.3. Efficiency
 - 2.2.4. Sustainability
 - 2.2.5. Gender mainstreaming
 - 2.2.6. Environmental impacts
 - 2.2.7. Human rights and social impacts

3. Performance of Partners

- 3.1 UNIDO
 - 3.1. National counterparts
 - 3.2. Implementation partners/subcontractors
 - 3.3. Donor

4. Factors facilitating or limiting the achievement of results

- 4.1 Monitoring & evaluation
 - 4.1. Results-Based Management
 - 4.2. Other factors
 - 4.3. Overarching assessment and rating table

5. Conclusions, recommendations, and lessons learned

- 5.1 Conclusions
 - 5.1. Recommendations
 - 5.2. Lessons learned
 - 5.3. Good practices

Annexes

- Evaluation Terms of Reference
- Evaluation framework/matrix
- List of documentation reviewed
- List of stakeholders consulted and sites visited
- Project logframe/Theory of Change
- Primary data collection instruments: evaluation survey/questionnaire
- Statistical data from evaluation survey/questionnaire analysis

Annex 4: Quality Checklist

Project Title:

UNIDO Project No. /ID:

Evaluation team leader:

Quality review done by:

Date:

Quality criteria		UNIDO EIO/IED assessment notes	Rating
1.	The inception report is well structured, logical, clear and complete		
2.	Was the evaluation report well-structured and timely? (Clear language, correct grammar, clear and logical structure)		
3.	The report presents a substantive description of the 'object' of the evaluation.		
4.	The evaluation's purpose, objective and scope are clearly defined.		
5.	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed.		
6.	Findings respond directly to the evaluation criteria and evaluation questions. They are clearly formulated and based on evidence derived from data collection and analysis.		
7.	Conclusions presented are based on findings, are substantiated by evidence and present strengths and weaknesses.		
8.	Recommendations are relevant to the evaluation object and purpose and supported by evidence and conclusions.		
9.	Report includes a section on lessons learned.		
10.	The report adequately addresses a) gender mainstreaming, b) human rights & social impacts and c) environmental issues		
<p><u>Rating system for quality of evaluation reports</u></p> <p>A number rating 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.</p>			

Annex 2: Evaluation Matrix

Evaluation questions and sub-questions	Sources of information	Data collection/analysis methods	
Project identification and design			
<p>Q1. To what extent was the design of the WACOMP-Ghana project logical, coherent, focused and building on lessons from prior interventions in Ghana/elsewhere in the thematic fields covered by the project?</p> <p>Sub-questions:</p> <ul style="list-style-type: none"> • Did the project have a clear thematically focused development objective? • Was the project outcomes clear, realistic, relevant, addressing the problems/opportunities identified and providing a clear description of the benefits or improvements that are expected to be achieved after project completion? • Is the results hierarchy in the logical framework - from activities to outputs, outcome(s) to overall objective - logical and consistent? • Were the targets realistic, measurable, adapted to the country context and aligned to country priorities? • Were the assumptions/preconditions/impact drivers identified adequate and were important external factors and risks that could affect project performance identified (as well as mitigation measures)? Was the risks assessment adequate? • Can the attainment of the overall development objective, outcome and outputs be determined by a set of SMART verifiable indicators as defined in the logical framework? • Were baselines established to measure progress? • Were the project steering, management, monitoring and reporting mechanisms clearly described? • Were the role and responsibilities of the different project partners clearly described? • To what extent and how were the country level stakeholder involved in project design? • To what extent and how were cross-cutting issues reflected in the design of the project? <p>To what extent and how was the search for internal and external synergies built into the implementation strategy, with a view to maximizing results and impact?</p>	<p>Project « Description of the action » (identification report EU, 2017) Project document (EU/UNIDO) Project team (HQ/field) Project counterparts Donor</p>	<p>Interviews Content analysis (project design)</p>	
Project implementation			
Core evaluation questions and sub-questions	Sources of information	Data collection/analysis methods	
Relevance			
<p>Q2. To what extent was and does the project remain valid in terms of its alignment to the development needs and strategic priorities of the Government of Ghana and to the needs and capacities of the direct target beneficiaries, i.e., enterprises and support institutions?</p>			
Sub-questions	<ul style="list-style-type: none"> • <i>Is the project still reflecting and addressing the development needs and strategic priorities of</i> 	<p>Minutes of PSC meetings Progress reports</p>	<p>Interviews Content analysis</p>

	Ghana (GvT; target beneficiaries?)	EU and UNIDO strategic documents Project team (HQ/field) Project counterparts Project beneficiaries Donor	(documents; interview notes/responses)
	<ul style="list-style-type: none"> Were changes introduced in the project strategy since the start of the project and/or since the 2021 MTE? If so, which amendments and why? 		
	<ul style="list-style-type: none"> Were the roles and responsibilities of the national stakeholders and of UNIDO clear during implementation? 		
	<ul style="list-style-type: none"> To what extent was the project aligned to the Donor's regional and country priorities? Were there changes in this regard during implementation? 		
	<ul style="list-style-type: none"> To what extent was the project aligned to UNIDO's mandate and corporate goals and how did it reflect the organization's comparative advantage in the areas of work covered? 		

Coherence

Q3. To what extent were (i) internal linkages developed (between the different pillars of WACOMP-Ghana and with other national/regional WACOMP sub-projects) and (ii) external linkages developed (with related programmes and projects of the Government of Ghana, EU, UNIDO, other development partners and agencies)?

Sub-questions	<u>Internal</u> (intra-WACOMP-Ghana; between WACOMP-Ghana and regional component or other national programmes) <ul style="list-style-type: none"> Were internal linkages pursued in implementation; which ones? How did they affect the achievements? 	Minutes of PSC meetings Progress reports Technical reports Event reports Project team (HQ/field) Project counterparts Project beneficiaries Donor	Interviews Content analysis (documents; interview notes/responses)
	<u>External</u> (with other UNIDO/EU support interventions in Ghana, with projects and programmes of GvT, other development partners/agencies) <ul style="list-style-type: none"> Were external linkages pursued in implementation; which ones? How did it affect the achievements? 	Minutes of PSC meetings Progress reports Technical reports Event reports Project team (HQ/field) Project counterparts Project beneficiaries Donor Representatives of related initiatives	Interviews Content analysis (documents; interview notes/responses)
	Were there missed opportunities for internal and external synergies during implementation?	Minutes of PSC meetings Progress reports	Interviews Content analysis

		Technical reports Event reports Project team (HQ/field) Project counterparts Project beneficiaries Donor Representatives of related initiatives	(documents; interview notes/responses)
Effectiveness			
Q4. Has the project “done the right things” and to what extent have the project’s expected results been achieved or are likely to be achieved?			
Sub-questions	<ul style="list-style-type: none"> Which results have been/are likely to be achieved (evidence of results produced by the project - direct or indirect, intended or unintended, positive and negative?) Was progress in achievements since the findings of the 2021 MTE adequate? Are achievements/progress towards the intended results measured against baselines? How do the national stakeholders (counterparts; beneficiaries), UNIDO and the Donor (i) perceive the quality of the results and (ii) to what extent and how do they use these results? If not, what have been the constraining factors? Has the implementation strategy been appropriate in order to achieve the results? Are there external factors which have affected the effectiveness of the project? 	Minutes of PSC meetings Progress reports Technical reports Event reports Project team (HQ/field) Project counterparts Project beneficiaries Donor	Interviews Content analysis (documents; interview notes/responses)
Progress towards impact			
Q5. To what extent did the project generate or is expected to generate higher level outcomes/effects and to what extent did it address barriers/key drivers to achieve the project development objective			
Sub-questions	<ul style="list-style-type: none"> Have the planned outcomes been or are likely to be achieved through the utilization of outputs? Have other - direct/indirect, foreseen/unforeseen, positive/negative developmental changes (economic, environmental, social - occurred or are they likely to occur as a result of the interventions? 	Minutes of PSC meetings Progress reports Technical reports Event reports Project team (HQ/field) Project counterparts Project beneficiaries Donor	Interviews Content analysis (documents; interview notes/responses)

	<ul style="list-style-type: none"> Are there external factors which have affected the outcome/impact of the project? If so, which were the barriers? And which were the key drivers? 		
--	---	--	--

Efficiency

Q6. Has the project “done things right” in terms of utilizing the available project resources? (for project management – see cross-cutting issues)

Sub-questions	<p>Have the project resources (funds; human resources, time) been allocated strategically and appropriately to achieve the intended results?</p> <ul style="list-style-type: none"> Budget: Were the funds (instalments) made available as planned? To what extent are there differences between planned and actual allocations? HR: was the HR set-up adequate? Time: were there delays? Under which pillar(s), of which activity and why? Procedures: were implementation modalities/procedures adequate (subcontracting/equipment procurement/other)? Have counterpart inputs been provided as planned and were these adequate to meet requirements and provided in a timely manner? 	<p>Minutes of PSC meetings Progress reports Technical reports Event reports Budget analysis (planned/actual) Project team (HQ/field) Project counterparts Project beneficiaries Donor</p>	<p>Interviews Content analysis (documents; interview notes/responses)</p>
---------------	--	---	---

Likely sustainability

Q7. What is the likelihood that results/benefits will continue after the project ends?

Sub-questions	<ul style="list-style-type: none"> What are the prospect for technical, organizational & financial sustainability of the support provided? Was sustainability correctly factored in into the project strategy? Has an exit strategy/approach towards the search for sustainability been formulated in the start-up stage and was it appropriately monitored during implementation? 	<p>Minutes of PSC meetings Progress reports Technical reports Event reports Project team (HQ/field) Project counterparts Project beneficiaries Donor</p>	<p>Interviews Content analysis (documents; interview notes/responses)</p>
---------------	--	--	---

Cross-cutting issues

Project implementation management

Q8. How well has the project performed in terms of its steering, day-to-day implementation, monitoring, risk management/mitigation, reporting and communication and to what extent were the management related recommendations of the MTE implemented?

Sub-questions	<ul style="list-style-type: none"> Did the project steering mechanism function adequately? 	Minutes of PSC meetings Progress reports Technical reports Event reports Monitoring data by project pillar/VC/cluster Project team (HQ/field) Project counterparts Donor	Interviews Content analysis (documents; interview notes/responses)
	<ul style="list-style-type: none"> Was day-to-day project management adequate and was planning results based? 		
	<ul style="list-style-type: none"> Are the available monitoring data adequate in terms of capturing achievements, results and outcomes? Are these data disaggregated (gender/by cluster/other)? 		
	<ul style="list-style-type: none"> Were risks and assumptions identified at design stage monitored during implementation? 		
	<ul style="list-style-type: none"> Was project reporting adequate and was it results-based? 		
	<ul style="list-style-type: none"> Was project communication adequate in terms of types and content of communication products and their dissemination? 		
	<ul style="list-style-type: none"> To what extent were the management related recommendations of the MTE implemented? 		
<p>Performance of project partners</p> <p>Q9. How well did the project partners perform given their respective roles in the project?</p>			
Sub-questions	<ul style="list-style-type: none"> Assessment of UNIDO performance in design and implementation (overall coordination – see also Q8)) 	Minutes of PSC meetings Progress reports Project team (HQ/field) Project counterparts Donor	Interviews Content analysis (documents; interview notes/responses)
	<ul style="list-style-type: none"> Assessment of national counterparts in design and implementation (engagement; support in implementation; eventual cost-sharing; forging of synergies with related initiatives) 		
	<ul style="list-style-type: none"> Assessment of donor in design and implementation (disbursement of funding; support in implementation; forging of synergies with related initiatives; feedback on reports) 		
<p>Gender mainstreaming, environmental & social concerns</p> <p>Q10. To what extent were (i) gender equality/women empowerment, (ii) environmental concerns and (iii) social concerns incorporated in project implementation?</p>			
Gender mainstreaming	To what extent were gender equality issues addressed in the programme/projects (design and implementation)?	Minutes of PSC meetings Progress reports Technical report Event reports	Interviews Content analysis (documents; interview notes/responses)
	To what extent have gender related data collection and analyses been		

	included in baseline studies, monitoring and reporting?	Project team (HQ/field) Project counterparts	
	To what extent have women benefited from the project or to what extent can they be expected to benefit?		
Environmental safeguards	To what extent and how were environmental concerns addressed in the project?		
Social issues	To what extent and how were social concerns addressed in the project?		

Annex 3: List of Main Documents Reviewed

Project related	
Action Document for WACOMP (concept)	2017
WACOMP – Ghana Chapter (FED/2017/040-465)	2017
WACOMP Project document	Nov. 2018
EU Delegation Agreement	Nov. 2018
Initial budget and budget delivery information	Nov. 2018 and end June 2023
WACOMP Mid-Term Evaluation Report	June 2022
Inception Report	Sept. 2019
Annual Reports	2019, 2020, 2021, 2022
Minutes of Project Steering Committee Meeting Minutes	PSC Nos. 1 to 7
Communication strategy	2018
Communication tools developed incl. web site, newsletters, brochures (wacompghana.org)	web
Value Chain Analysis (for each of the three VCs)	Sept. 2019
Sector Export Marketing Plan, Cassava	2021
Sector Export Marketing Plan, Fruits	2020
Sector Export Marketing Plan, Cosmetics	2021
Other documents <ul style="list-style-type: none"> ○ Market potential/cosmetics ○ Training manuals: GAP; set of manuals/cosmetics ○ Cluster Action Plans ○ Impact on SMEs survey - Covid/WACOMP response 	project web site
Cluster Conference 2022 Report	2022
Consolidated report, F. Gyamera (quality expert)	June 2023
Marketing report, P. Ansong (marketing expert)	May 2023
Impact analysis report, Sub-Contracting Matching Scheme, K. Adjekum, procurement and finance expert	May 2023
Cluster Brochure	August 2023
Other	
Government policies among which National Industrial Revitalization Programme; National Entrepreneurship and Innovation Plan, One District One Factory Initiative, 10 Point Industrial Transformation Agenda	
Minutes, Strategic Committee, WACOMP	Oct. 2022
Minutes Technical Steering Committee, WACOMP	August 2022
West Africa Competitiveness and Quality Infrastructure Project (Regional component under WACOMP), Annual Report	2022
West Africa Competitiveness and Quality Infrastructure Project, Factsheet Ghana	2023
MTE, GSQP project (SECO)	April 2021
GSQP project (SECO), Annual Report	Nov. 2022
Trade-Capacity-Building Programme for Ghana (SECO), Final Reports of Phase I and Phase 2	Phase 1 - 2007 Phase 2 - 2018
Web-based information on related projects (EU; DFID; USAID; AfDB; IFAD, UNICEF)	web

Annex 4: List of Stakeholders consulted

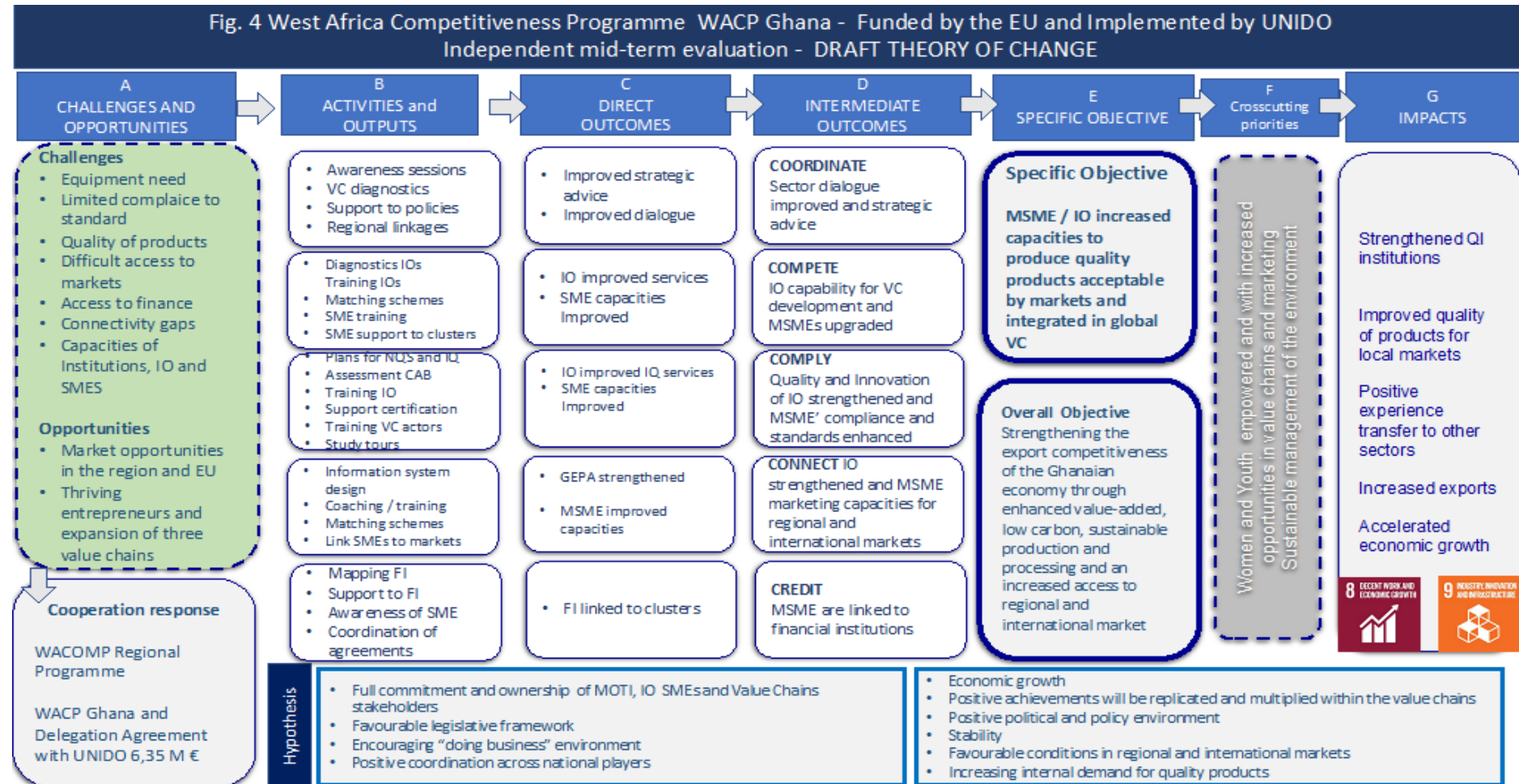
Organisation	Name/position
UNIDO	
UNIDO HQ	Ebe Muschialli, Project Manager, WACOMP-Ghana
	Roberta Pelikan Nasser, Project Assistant
	Bernard Bau, Project Manager, regional WACOMP component
	Fakhruddin Azizi, Africa Bureau, former UNIDO Representative/Ghana & Liberia
Project Management team WACOMP-Ghana	Charles Sackey, National Project Coordinator/Chief Technical Advisor)
	Jennifer Quarshie, Administrative Assistant
	Linda Gyala, Communication Expert
	Joseph Yeboah, Cassava & Network/Cluster Expert
	Frank Kwesi, Fruits & Network/Cluster Expert
	Naa Atsweiakpo, Cosmetics & Network/Cluster Expert
	Frederick Gyamera, Quality Infrastructure Expert
	Bright Ayisah, Quality Expert (PIF related support)
	Kwame Adjekum, Procurement Officer (SCMS/credit)
	Patricia Ansong, Branding and Marketing Expert
Anthony Gadzekpo, Logistics Assistant	
UNIDO Ghana	Stavros Papastavrou, UNIDO Representative/Ghana & Liberia (as of August 23 in Ghana)
Intl project consultants	Vedat Kunt, Cluster Development Expert/Coach
GQSP (SECO)	Abena Safoa Osei, National Coordinator
DONOR	
EU-Delegation Ghana	Timothy Dolan, Head of Economic Unit
	Margo Pitura, Project Manager
ECOWAS	
ECOWAS-WACOMP	Christian Kafando Namalguebzanga, WACOMP Programme Officer
MoTI - MAIN COUNTERPART	
MoTi	Patrick Yaw Nimo, Chief Director
	Michael Akurang Opoku, Focal Point WACOMP-Ghana, Team Leader PPME
	Frank Kofogah, Deputy Focal Point
	Kofi Addo, Head, 1D1F Secretariat
	Mary Opoku-Mintah, 1D1F Secretariat
OTHER KEY PROJECT STAKEHOLDERS	
Cassava VCSC (FRI + GICSP)	Charles Tortoe, Chairperson, Director, Food Research Institute (FRI)
	Shadrack Sarpei, General Secretary, Ghana Industrial Cassava Stakeholders Platform (GICSP)
Fruits VCSC (SPEG + FAGE)	Stephen Mintah, Chairperson, General Manager, Sea-Freight Pineapple Exporters of Ghana (SPEG)
Cosmetics VCSC	Francisca Brenda Opoku, Chairperson, CEO of Solution Oasis
	Sylvester Minyila, President, Association of Northern Cluster of Cosmetics Producers
FDA	Joseph Ofosu Siaw, WACOMP Focal Point, Head, Quality Management System Department
GSA	Francisca Frimpong, Standards Directorate
	Martin Yiadom-Adarkwa, Head, Drugs, Forensic & Cosmetics Dept
	Akwasi Afranie, Technical Manager, Cosmetics & Forensic Dept
	Lesley Yamoah, IT Unit
Quality experts' resources pool	All 15 experts on resource pool list contacted via email (questionnaire)
UDS (Tamale)	Felix K. Abagale, Pro-Vice-Chancellor and Director, West African Centre for Water, Irrigation and Sustainable Agriculture

	Francis Kweku Amagloh, Head of Food Science & Technology Dept.
	Joseph Korese, Head, Department of Agricultural Mechanization, and Irrigation Technology
	Richard Atinpoore Atuna, Lab technician
	Emmamanuel Bakoo, Lab technician
AGI	Johnson Opoku-Boateng, Director, Business Development Services
GEPA	Banda Abdallah, WACOMP Focal Point, Deputy Dir services & manufacturing
	Alexander Dadzawa, Director of projects
	Fred Omane-Asante, Agribusiness section
GEA (former NBSSI)	Philomena Norman -Ag Director, Women Entrepreneurship Development
	Isaac Koomson – Ag Director MSMEs
Global Shea Alliance (GSA)	Marie Veyrier
	Prince Nunoo
	Kwabena Kena
ACCESS Bank	Jones Darmoe, Supervisor of Branches
	Eugenia Oduraa Addo, Head, SME & Support
	David Nii Lante Lamptey, TM, SME & Support (Partnerships)
MAROON Capital	Richard Opoku-Ansong, CEO
ENTERPRISES ²¹	
Cassava	Christaa Agricultural Ventures, Christa Akua Adjei
	Edmass Foods, David Anyomi Morphine
	Okata Farms, Mabel Kudjo
	Asuogya Agroprocessing, Faustina Sakyi
	JOSMA Agro Industries, Janet Giymah-Kessie
	Tropical Starch Company
	Vinolia Foods, Vinolia Vugah
Mango/Pineapple	Cotton Weblink, Victor Avah
	Kobs Farms, Ishmael Boafo
	Hendy Farms, Sandra Snowden
	ACOPPS and AMOPPA Organic Producers and Exporters Cooperative Society
	Grace Organic
	Qualipine- Edward Ntow Adjei
Cosmetics	Solution Oasis, Francisca Brenda Opoku
	Maltiti, Rabiatu A. Gurunpaga
	30 Naturals, Dina Mame
	Dampco Naturals, Rita Dampson
	Pasung, Hajia Safia Alhassan
	Churchwin Trading, Churchill Kumadey
	LaamShea, Michelle Apanga
	Toutaar Ventures
	Faivich Cosmetics-Sylvia Fafali Orou
	Agape She, Esther Naanbir
	Bubune Skin Care
	Dxordzoe Skin Care
	Beauty 101 Ghana
OTHER	
Odum Nyumuah	Agricultural Finance Consortium/AFC (GIZ implementation partner) – national expert, MTE/WACOMP-Ghana

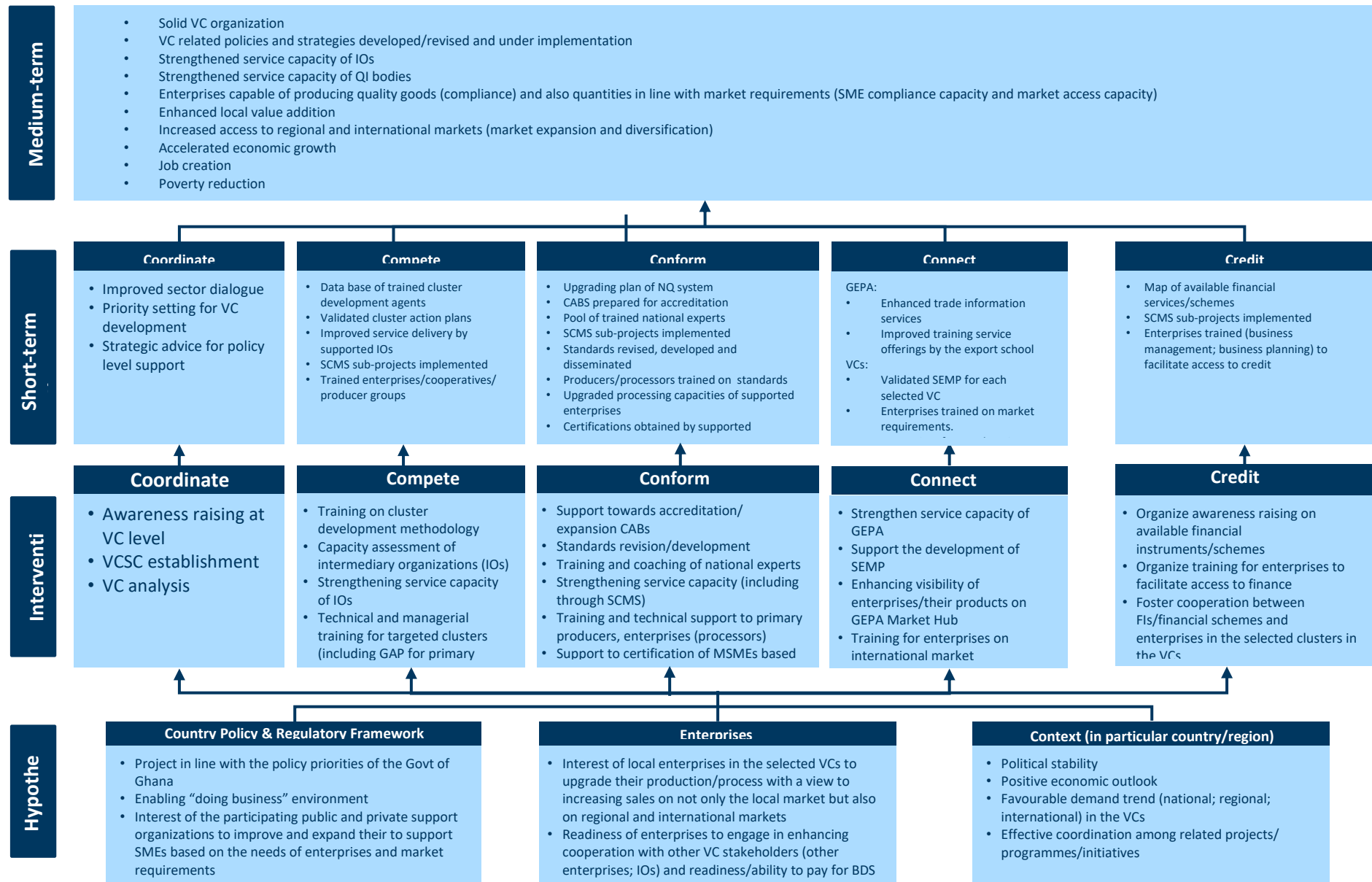
²¹ In the margin of the Cluster Conference

Annex 5: Theory of Change

Annex 5A: ToC as drafted by the MTE team (2021)



Annex 5B: ToC streamlined by the TE team (2023)



WACOMP-Ghana - Allocation and expenditures by output

	Total Project Budget (€)	% of total	Expenditures incl.	% against expenditure
Output 1: Coordinate	566,142	10	304,196	7
Output 2: Compete	1,118,142	19	958,568	21
Output 3: Conform	1,359,668	23	875,868	20
Output 4: Connect	673,142	11	511,001	11
Output 5: Credit	1,089,810	18	844,374	19
Project Management and	1,127,674	19	984,564	22
Total Direct Costs EU	5,794,392			
Total Direct Cost UNIDO	€ 140,187			
Sub-total (excl. support)	5,934,579	100	4,478,570	100
Total Indirect costs EU	405,607	Main points: <ul style="list-style-type: none"> • Implementation ratio as at 30 June 2023: 75.5% • Available balance as at 30 June 2023: € 1,456,009 • Overall harmony (%) in initial allocation versus expenditures by output 		
Total EU including SC	6,200,000			
Total indirect costs UNIDO	9,813			
Total Co-funding UNIDO	150,000			
GRAND TOTAL	6,350,000			

²² Compiled (inception phase) based on project delivery data, end June 2023

WACOMP-Ghana – Allocation and expenditures by budget line

Budget line	Total Project Budget (€)	%	Expenditures incl. commitments	%
BL 11. International Expertise	1,857,712	31	952,252	21
BL 15 Local travel	170,000	3	230,657	5
BL 16. Staff travel	90,000	2	18,273	<1
BL 17. Local experts	1,131,867	19	1,129,599	25
BL 21. Subcontracts	1,417,000	24	635,335	14
BL 30. Local trainings	332,000	5	829,514	18
BL 35. International trainings	110,000	2	18,184	<1
BL 43 Facilities	160,000	3	138,571	3
BL 45. Equipment	490,000	8	360,827	8
BL 51. Miscellaneous	176,000	3	165,357	4
SUBTOTAL	5,934,579	100	4,478,570	100

Main points:

- *Relative decrease in use of international expertise and relative increase in use of national expertise*
- *More local training*
- *Less subcontracts*

WACOMP Ghana Activities Geographical Distribution

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



CASSAVA

Mampong Cluster



Volta Region



Kintampo-Techiman

Abura Cluster



Savannah Region

FRUIT - MANGO

Middle Cluster



Northern Cluster

Eastern Cluster



Volta Region

Greater Accra

FRUIT - PINEAPPLE

Eastern Region



Central Region



Greater Accra

COSMETICS

Northern Cluster



Middle Cluster



Southern Cluster (Greater Accra Region)



Western Region



Annex 7: Overview of Sub-Contracting Matching Scheme (SCMS) ²³

Call/year	Bids received		Bids retained
I, 2020	16		3 (all completed)
II, 2020	23		8 (all completed)
III, 2021	23		4 (all completed)
IV, 2021	22		4 (90% completed)
V, 2022	19		5 (ongoing; at approx. 60% of implementation as at Aug 23)
VI, 2022	29		3 (ongoing; at approx. 45% of implementation as at Aug 23)
<i>Total of VI Calls</i>	<i>Total received: 132 bids</i> <i>Of approved 27 bids:</i> <ul style="list-style-type: none"> • 9 - Fruits VC • 13 - Cassava VC • 5 - Cosmetics VC 		<ul style="list-style-type: none"> • Total approved bids: 27 (of which 15 completed) • Approval rate: 20.5% of total received bids • 56% private companies; 22% cluster/network; 15% business support org.; 7% public institutions
<i>Total envelop/SCMS: €800,000</i>	<i>Total funded (Calls I-VI): €756,519</i> <i>Implemented: 94.6%</i> <i>Balance: 5.4%</i>		<ul style="list-style-type: none"> • Median amount: between approx. € 22,000 (lowest) and 35,000 (highest)
<i>Total contributions/ bidders: in principle 20%</i>	<i>Total contribution mobilized by bidders:</i> <ul style="list-style-type: none"> • Precise amount not available until all bids are implemented • higher than planned according to Calls I to III 		
Implementing partners (winning bidders)	Number of Call	Value Chain/Theme and related project output	Amount of agreement, € equivalent (80% WACOMP support)
SCMS bids selected and implemented			
Fruits			
FAGE	Call II	Capacity blg in GAPs, GMPs and export procedures for two clusters/Eastern and Central Region (2.3, 2.5, 3.6, 3.12)	12, 564
Cotton Weblink	Call II	Professional private extension and agronomic support services for improved productivity, efficiency and quality in Dodowa and Somanya mango cluster (2.3, 2.5, 3.6, 3.7)	34,022
Hendy Farms	Call II	Support to upgrade capacity of mango clusters in Dodowa and Somanya;	32,006

²³ Based on Impact Analysis report, SCMS, Kwame Adjekum, Procurement and Finance Expert, May 2023

		linkage with processing by drying fruits to address high postharvest losses (2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.13, 3.15)	
Qualipine	Call II	Capacity building in GAPs through demonstration farms to enhance production capacity of 280 pineapple farmers in line with off-taker demand (2.3, 2.5, 2.6, 3.6, 3.12, 3.13)	28,522
Plant Pests & Diseases Control Company	Call III	Provide technical farm assistance on agronomic practices and plant protection for efficient control of BBS and fruit flies (2.3, 2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.15)	28,301
AGS More	Call V	Purchase dryer to process more mangoes, reduce waste and capacity bldg to manage pests and diseases (2.3, 2.4, 2.5, 2.6, 2.8, 3.6, 3.10, 3.12, 3.15)	21,480
Sea-Freight Pineapple Exporters of Ghana (SPEG)	Call V	Train and coach farmers on Best Management Practices (BMP) production protocols to improve yield of MD2 and sugarloaf using demonstration farms (2.3, 2.5, 2.8, 3.6, 3.7, 3.10, 3.12, 3.13, 3.15)	16,131
Grace Organic Farms (Rainbow Consolidated Ltd)	Call V	Establish demo farm to train out-growers in production of organic pineapples and also establish nursery to provide planting material to the out-growers (2.3, 2.5, 2.8, 3.6, 3.10, 3.12, 3.13)	22,076
CERATH Development Organization	Call VI	Enhance competitiveness of AGROPAL and supplier farmer cooperatives compliance and adoption of quality assurance; connectivity to international markets; establish integrated data base and traceability system (2.3, 2.5, 2.8, 3.6, 3.12, 3.15)	34,878
Cassava			
AGI	Call I 2020	Capacity bldg. in Integrated Pest Management (IMP) and ecologically friendly cassava production among 80 farmers in Tokokoe, Volta region (2.3, 2.5, 3.12)	14,982
Ghana Industrial Cassava Platform	Call II	Support GAP implementation, adaptation of improved planting materials by 900 smallholder farmers; GMP and HACCP by 80 processors and 4 SMEs (2.3, 2.4, 2.5; 2.8, 3.6, 3.12)	38,218
Tropical Starch Company	Call II	Support in best agronomic practices and climate agriculture for 230 farmers; purchase of 20-ton starch processing machine and support in GMP (2.3, 2.4, 2.5, 2.8, 3.6, 3.10)	29,919

Premier Agribusiness Association	Call II	Support in GAP, planting techniques, IPM, development of HACCP protocols for cassava processing all within cluster of 200 members (2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.13, 3.15)	15,707
Ashanti Mampong Cassava Value Chain (AMCVA)	Call III	Support 76 farmers in GAPs, climate smart production and 145 processors in GMPs, quality management standards and processing equipment (2.3, 2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.15)	23,915
Okata Farms	Call III	Support to 800 farmers and 100 processors with GAPs and processing equipment to reduce postharvest losses, product upscaling	26,531
Asuogya Cooperative and Agro-processing	Call III	Support 127 farmers on new farming techniques, warehouse management, safety, health and sanitation, by-product utilizations; acquisition of gari processing machine (2.3, 2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.15)	25,520
Homefoods Processing and Cannery ltd (HFPCL)	Call IV	Capacity bldg of 280 producers and processors with GAPs, supply of processing equipment to increase capacity, retool HFPCL factory and meet export orders (2.3, 2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.15)	38,313
Vankharis ltd	Call IV	Support to 800 farmers and 100 processors in GAPs and processing to equipment to reduce postharvest losses, product upscaling (2.3, 2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.15)	31,758
Joak Innovations	Call V	Improve sustainable production and processing of HQCF and normal flour, establish sustainable and integrated cassava seed system (2.3, 2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.15)	30,975
Valley View University (VVU)	Call V	Capacity bldg in GAPs to improve output to make flour for VVU bakery, upscale bakery in GMP and convert cassava waste for mushroom cultivation (2.3, 2.5, 2.8, 3.6, 3.7, 3.10, 3.12, 3.13, 3.15)	26,725
JOSMA Agro industries	Call VI	Circular economy in cassava processing – develop innovative products, i.e., organic fertilizers, mushroom bags, starch, ethanol, animal feed; train processors to develop these products (2.3, 2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.15)	31,877
KNUST – Faculty of Agriculture	Call VI	Support 122 farmers and semi-processors with training in compost production cultivation; provide equipment to enhance processing capacity; capacity bldg in SOPs, GMPs, GHPs and HACCP (2.3, 2.4, 2.6, 2.8, 3.6, 3.12, 3.13, 3.15)	26,575

Cosmetics				
Global Alliance	Shea	Call I	Support to increase product quality, improve business capacity and facilitation o market access for min. of 100 SMEs (2.8, 3.6, 3.12, 3.15)	47,807
UDS Tamale		Call I	Analysis of linkages between processing procedures and products quality; development of prototype roasters for improved quality butter (2.4, 3.2, 3.4, 3.6, 3.12, 3.13)	28,849
R&R Luxury		Call II	Cultivation of exotic aromatic plants by 3000 women she harvesters and set up of demonstration center for the processing as cosmetic ingredients (2.3, 2.4, 2.5, 2.8, 3/6, 3.12, 3.15)	36,022
Pure Investor Foundation	Trust	Call IV	Increase the export competitiveness of Pagsung Shea Butter and Shea Pickers Association – tooling to upgrade production capacity and coaching on standards (2.3, 2.4, 2.5, 2.8, 3.6, 3.10, 3.12, 3.15)	16,582
Solution Oasis		Call IV	Capacity blg of 170 semi-processors in product formulation, packaging, branding, market development, product certification, compliance, quality, SOPs, GMPS (2.3, 2.4, 2.8, 3.6, 3.12, 3.15)	30,908

Annex 8: Primary Data Collection Instruments

1. Interview guide – note: has been adapted to the different stakeholders	
Name and role in project	
Date of interview	
Introduction	<ul style="list-style-type: none"> • Confidentiality principle • Role in project and since when
Project background and design	<ul style="list-style-type: none"> • To what extent involved in project design • Specific observations on the project document (its intervention logic and logical framework, including indicators, budget, implementation strategy, other); if redesigned, would you structure the project differently?
Relevance	<ul style="list-style-type: none"> • Degree of alignment to needs and priorities of Ghana (Govt; target beneficiaries); any changes in this regard during the project life? • Degree of involvement in project steering and implementation (ownership); any changes in this regard during the project life? • Any changes in the project strategy since the Mid-Term Evaluation (MTE)?
Coherence	<ul style="list-style-type: none"> ○ <u>Internal:</u> <ul style="list-style-type: none"> • degree of complementarity between the different components (grouped as results under the 5Cs: Coordinate; Compete; Conform; Connect; Credit) • degree of alignment/ complementarity between WACOMP-Ghana and WACOMP regional at large ○ <u>External:</u> <ul style="list-style-type: none"> • Linkages with related interventions (of Govt; of EU; of UNIDO itself (GQSP/other), of other donors/agencies) • Examples of actual synergies ○ Any missed opportunities for internal/external synergies?
Effectiveness	<ul style="list-style-type: none"> ○ The most significant overall results of the project in your view regarding <ul style="list-style-type: none"> • Coordinate • Compete • Conform • Connect • Credit (linkages with FIs/Sub-contracting Matching Scheme) ○ Results of eventual changes in the implementation strategy since the MTE ○ Areas in which achievements are less than expected ○ Eventual unforeseen positive or negative / intended or unintended results ○ Factors that contributed to these achievements/to gaps therein
Efficiency	<ul style="list-style-type: none"> • Were funds (instalments) made available by the donor as foreseen? In case of delays, why? • Was the process of no-cost extension and of approval to engage expenditures in last yr of project smooth? • Perception on the utilization of resources (human and financial resources; timeliness and quality of inputs) by the project? Flexibility to reallocate? Any obstacles?

Likely impact	<ul style="list-style-type: none"> • Has the planned outcome/effect been achieved (or is it likely to be achieved) through the utilization of the results? I.e., do SMEs and intermediate organizations in the selected VCs (fruits/cassava/cosmetics) have increased capacity to produce quality products for regional/international markets? • Have other changes occurred (direct/indirect; foreseen/unforeseen; positive/negative) as a result of the interventions?
Sustainability	<ul style="list-style-type: none"> • What is the likelihood of the project results/benefits/effects to continue beyond the project? Elaborate by VC • Were sustainability concerns adequately reflected in the implementation strategy?
Cross-cutting issues	
<ul style="list-style-type: none"> ○ Project steering, management, monitoring and reporting 	<ul style="list-style-type: none"> • Perception on the Project Steering Committee: did it function adequately so far? • Perception on the project management: adequate RH? Gaps/challenges? • Perception on the M&E system put in place: are available monitoring data adequate and disaggregated (gender/other)? Obstacles? • Perception on progress reporting: was it adequate so far? Was it results-based? • Were risks and assumptions identified in the project document adequately monitored during implementation?
<ul style="list-style-type: none"> ○ Communication and visibility 	<ul style="list-style-type: none"> • Perception on communication on the project (types of communication tools; diffusion): adequate resources? Which types of communication worked best to have visibility?
<ul style="list-style-type: none"> ○ Performance of partners 	Perception on performance of <ul style="list-style-type: none"> • UNIDO • Donor
<ul style="list-style-type: none"> ○ Gender mainstreaming 	<ul style="list-style-type: none"> • To what extent were gender equality issues address in the project? • Have gender related data been collected and analysed and to what extent included in baselines, monitoring and reporting? Obstacles/challenges?
<ul style="list-style-type: none"> ○ Environmental and social safeguards 	<ul style="list-style-type: none"> • To what extent and how were other cross-cutting issues, such as environmental concerns and human rights addressed in the project? Obstacles/challenges?
<ul style="list-style-type: none"> ○ Response to COVID-19 	<ul style="list-style-type: none"> • Did COVID-19 affect project implementation and how? • Which adjustments were made in response to the pandemic adequate? • What was the effect of these adjustments?
Summary of observations and lessons	<ul style="list-style-type: none"> • Overall rating on scale of 1-6 (>=highly satisfactory): • Strong points: • Points for improvement / what to be done differently in case of upscaling/replication:
Next steps	<ul style="list-style-type: none"> • What are the plans of Gvt/MoTI to build on the achievements of WACOMP-Ghana (consolidation? upscaling as recommended by MTE; replication)? What if no EU funding for next steps?

Annex 9: Survey/Questionnaire

WEST AFRICA COMPETITIVENESS PROGRAMME – WACOMP-Ghana Independent Terminal Evaluation List of questions to Pool of Quality Experts	
Name of Expert	
Name of Organisation/Enterprise	
Function in Organisation/Enterprise	
Core questions	
1. What is the type of training you received through WACOMP-Ghana (<i>kindly specify by scope of training</i>)	
2. What is your perception on the coverage and quality of the training received?	
3. Did you receive previous training in the same field(s)? If so, by which organization and to what extent was the WACOMP-Ghana training complementary? <i>Please elaborate</i>	
4. Did the completion of the WACOMP-Ghana training result in a certificate?	
5. Are you registered as quality expert in an expert data base at country level (GSA)/at ECOWAS level (ECOQUIB) /other?	
(ii) To what extent and how are you using the training you received through WACOMP-Ghana to support enterprises (e.g., putting in place QMS; preparation towards certification - by type of certification; training; other), regarding (i) enterprises that are beneficiaries of WACOMP-Ghana and (ii) enterprises outside WACOMP-Ghana. <i>Please specify.</i>	(i) Support to enterprises (beneficiaries of WACOMP-Ghana): (ii) Support to enterprises outside WACOMP-Ghana:
6. (i) How many enterprises did you coach/are you coaching; (ii) in which sectors/value chains? (iii) paid by whom (WACOMP? The enterprises? Other source of funding?)	(i) Number of enterprises assisted/coached *in 2022: *in 2023: (ii) Covering the following sectors/value chains: (iii) Source of funding:
Overall observations on WACOMP-Ghana based on the training received and as member of the pool of quality experts/coaches	
Strong points <i>Please elaborate</i>	
Points for improvement / what to be done differently in case of upscaling/replication. <i>Please elaborate</i>	
Overall rating on scale of 1-6 Highly satisfactory (6); satisfactory (5); moderately satisfactory (4); moderately unsatisfactory (3); unsatisfactory (2); highly unsatisfactory (1)	