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Mid-term Evaluation of the:
*** Market Oriented Agriculture Programme (MOAP)**
*** Resilience Against Climate Change (REACH)**
in the context of the EU-Ghana Agriculture Programme (EU-GAP)

Final Report

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Acronyms

ACI	African Cashew Initiative
AEA	Agriculture Extension Agent
AFD	Agence Française de Développement
AfDB	African Development Bank
AFOLU	Agriculture, Forestry and Land Use
AgNRM	Agriculture and Natural Resource Management (USAID)
AgriFI	Agriculture Financing Initiative
AIP	Africa Investment Platform
AMSECs	Agriculture Mechanisation Services Enterprise Centres
APR	Annual Performance Report
ARI	Animal Research Institute of the Council for Scientific and Industrial Research
ATVET	Agricultural Technical and Vocational Education and Training
AWM	Agricultural Water Management
AWMP	Agricultural Water Management Programme
AWPB	Annual Work Plan and Budget
BARS	Babile Agricultural Research Station
BDS	Business Development Services
BFP	Block Farm Programme
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
CA	Conservation Agriculture
CAADP	Comprehensive Africa Agriculture Development Programme
CADA	Conservation Agriculture Demonstration Area
CADC	Conservation Agriculture Dissemination Center
CAP	Community Action Plan
CARI	Competitive African Rice Initiative (GIZ)
CGIAR	Consultative Group on International Agricultural Research
CIDA	Canadian International Development Agency
COMCashew	Competitive Cashew Initiative-GIZ
CNTA	Centre No-Till Agriculture
COVID-19	Coronavirus Disease
CPP	Crop Protection Products
CREMAs	Community Resource Management Areas
CSIR-STEPRI	Council for Scientific and Industrial Research - Science and Technology Policy Research Institute
CSO-RISE	Civil Society Organisations in Research and Innovation
C&V	Communication and Visibility
CVS	Communication and Visibility Strategy
DA	District Assembly
DAC	Damongo Agriculture College
DADU	District Agriculture Development Unit
DAES	Directorate of Agricultural Extension Services
DCC	District Coordinating Council
DCCAT	District Chamber of Commerce, Agriculture and Technology
DDA	District Department of Agriculture
DDI	District Database Infrastructure (geo-reference)
DFR	Department of Feeder Roads
DP	Development Partners
DPCU	District Planning Coordination Unit

DPP	Development Partnership with the Private Sector
EC	European Commission
EDF	European Development Fund
EDU	Enterprise Development Unit (MOAP)
EQ	Evaluation Question
EQM	Evaluation Question Matrix
EPA	Environmental Protection Agency
ET	Evaluation Team
EU	European Union
EUD	European Union Delegation
EU-GAP	EU-Ghana Agriculture Programme
FA	Financing Agreement
FaaB	Farming as a Business
FAGE	Federation of Associations of Ghanaian Exporters
FAO	Food and Agriculture Organisation of the United Nations
FASDEP	Food and Agricultural Sector Development Policy
FBOs	Farmer Based Organisations
F/CBO	Farmer/Community Based Organisation
FMO	Dutch Entrepreneurial and Development Bank
FOAT	Functional and Organisational Assessment Tool
FONG	Farmers Organisations Network in Ghana
FSP	Fertilizer Subsidy Programme
GADS	Gender and Agricultural Development Strategy
GAISDA	Ghana Agricultural Inputs Suppliers & Dealers Association
GAP	Ghana Agriculture Programme
GASIP	Ghana Agriculture Sector Investment Programme
GAVEX	Ghana Association of Vegetable Exporters
GHG	Green House Gases
GIDA	Ghana Irrigation Development Authority
GITC	Ghana Investment and Trade Centre
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GLSS6	Ghana Living Standard Survey 6
GoG	Government of Ghana
GSA	Ghana Standards Authority
GSIF	Ghana Strategic Investment Framework
GSS	Ghana Statistical Service
IFAD	International Fund for Agricultural Development
IITA	International Institute for Tropical Agriculture-CGIAR
IPs	Implementing Partners
IPM	Integrated Pest Management
IWMI	International Water Management Institute
IWRM	Integrated Water Resource Management
JSC	Joint Steering Committee
JPA	Joint Programme Area
LEISA	Low External Input Sustainable Agriculture
LGS	Local Government Service
LSC	Land, Services and Citizenship for the Urban Poor Programme
LSC	Local Subsidy Contract
KE	Key Expert
MAG	Modernizing Agriculture in Ghana. (Canada)
MDAs	Ministries, Departments and Agencies

MDTPs	Medium-Term Development Plans
M&E	Monitoring and Evaluation
MESTI	Ministry of Environment, Science, Technology and Innovation
METASIP	Medium-Term Agriculture Sector Investment Plan
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MoGCSP	Ministry of Gender, Children and Social Protection
MG	Matching Grant
MIU	Mobile Information Unit
MIS	Management and Information Specialist
MLGDRD	Ministry of Local Government, Decentralisation and Rural Development
MoLNR	Ministry of Lands and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MOAP	Market Oriented Agriculture Programme
MOVE-GIZ	Market-Oriented Value chains for Jobs&Growth in the ECOWAS Region-GIZ
MRH	Ministry of Roads and Highways
MS	Member States
MoTI	Ministry of Trade and Industry
MTNDPF	Medium-Term National Development Policy Framework
NAFCO	National Food Buffer Stock Company
NAO	National Authorising Officer
NBSSI	National Board for Small Scale Industries
NCCAS	National Climate Change Adaptation Strategy
NCCP	National Climate Change Policy
NDA	Northern Development Authority
(i)NDCs	(interim) Nationally Determined Contributions
NDPC	National Development Planning Commission
NEP	National Environment Policy
NGOs	Non-Governmental Organisations
NIP	National Indicative Programme (EU)
NR	Northern Region
NRGP	Northern Rural Growth Programme
NRM	Natural Resource Management
1D1F	One District, One Factory
1V1D	One Village, One Dam
NSA	Non-State Actors
NTFP	Non-Timber Forest Products
OVCF	Out-grower and Value Chain Fund. Co-financed by German Government through KfW
OPBRC	Output and Performance Based Road Contracts
PCU	Programme Coordination Unit
PFAG	Peasant Farmers Association of Ghana
PERD	Planting for Export and Rural Development
PFJ	Planting for Food and Jobs
PHC	Population and Housing Census
PIP	Productive Investment Programme (Savanah Project)
PPMED	Policy Planning Monitoring and Evaluation Directorate

PPRSD	Plant Protection and Regulatory Services Directorate
PREDIP	Regional Action for Dialogue and Investment in Pastoralism and Trans-Humance in the Sahel and Coastal States of West Africa
PSA	Private Sector Actors
PSD	Private Sector Development
QAG	Quality Assessment Grid
RAD	Regional Agriculture Department
RAG	Research Advisory Group – REACH -3
RADU	Regional Agriculture Development Unit
RAO	Regional Agricultural Officer
RCCs	Regional Coordinating Councils
RDAD	Regional Department of Agriculture
REACH	Resilience Against Climate Change
RC1/2/3	REACH Component 1/2/3
RFJ	Rearing for Food and Jobs
RING	Resilience in Northern Ghana (USAID)
SADA	Savannah Accelerated Development Authority
SAI	Sustainable Agriculture Intensification
SAPIP	Savannah Agriculture Productivity Improvement Programme
SARI	Savanna Agricultural Research Institute
SDD-UBIDS	Simon Diedong Dombo University of Business and Integrated Development Studies (formerly the University for Development Studies, Wa Campus)
SDG	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SHF	Smallholder Farmer
SLM	Sustainable Land Management
SRID	Statistics Research and Information Directorate
TA	Technical Assistance
TECAS	Training and Extension in Conservation Agriculture in the Savannahs
TF	Trust Fund
TL	Team Leader
ToRs	Terms of Reference
ToT	Training of Trainers
TSIP	Transport Sector Improvement Project
UDS	University for Development Studies
UG-CMS	University of Ghana - Centre for Migration Studies
UNFCCC	United-Nations Framework Conventions on Climate Change
USAID	United States Agency for International Development
UWR	Upper West Region
UW RAD	Upper West Regional Agriculture Department
VC, VCA	Value Chain, Value Chain Analysis
VCA4D	Value Chain Analysis for Development

VSLA	Village Savings and Loan Association
WB	World Bank
WEV	Women Extension Volunteer
WP	Work Packages-REACH R3
WUA	Water Users Association

1. INTRODUCTION

1.1 Overall Ghana Context

As West Africa's second-largest economic nation, Ghana still has almost 40 percent of its working population engaged in agriculture, which generates about 30% of its gross domestic product (GDP). Several policies and programmes, over the years, by Ghanaian Government are driven by the wider objective to improve productivity, incomes, and welfare of Ghanaian populations. However, the productivity and product quality of Ghanaian agricultural products are still low and not always competitive for national and international markets. One of the causes is that 75 per cent of agricultural products in Ghana are currently produced by smallholder farmers, who are often faced with a lack of resources, financing, marketing contacts and high inflation (35% in August 2022). These challenges are further aggravated by high post-harvest losses, inadequate storage capacities, poor storage conditions, and high transport costs, all of which, finally affect product quality adversely. In addition, the Ghanaian agriculture, especially in the northern part of the country, is mainly based on rain-fed production. As a result, Ghana's agricultural potential is mostly exploited during the rainy season and is vulnerable to water shortages and droughts. Therefore, livelihoods in northern Ghana are faced with increasing consequences of climate change and environmental degradation. Moreover, Ghana shows important development gaps between the north and south, which includes, for the north, fewer farmers organizations, limited access to markets, and a lack of agricultural infrastructure such as roads, communication, irrigation, etc. The EU-GAP focuses on these issues in the northern part of the country.

1.2 The Action to be evaluated

In order to overcome these challenges, the Republic of Ghana and the European Union (EU) made an agreement within the 11th EDF National Indicative Programme 2014-2020, to support the development of the European Union Ghana Agriculture Programme (EU-GAP) in the northern Savannah Ecological Zone of Ghana through the priority Sector 2: "Productive investment in agriculture in the northern Savannah Ecological Zones", to increase agricultural productivity, protect natural resources, and improve access to markets, infrastructure and capital for smallholder farmers. The EU-GAP with a total funding of €132 million is being implemented over a period of 7 years (2017 – 2024) in 14 districts; 11 in the Upper West Region, 1 district in North East Region and 2 in Savannah Region. The objective of the Programme is to provide critical infrastructural investments and strengthen integrated business models along selected value chains to stimulate inclusive and sustainable economic growth. The components of the Programme are 3 separate, but complementary interventions for this sector, with:

- MOAP focusing on business models in 7 value chains, which includes a service contract to provide TA to MoFA.
- REACH a specific Climate Change programme with 3 components: (i) District and Community capacity in climate smart planning and natural resources management; (ii) Climate smart livelihoods and sustainable land management and (iii) Social transformation conditions and policy advocacy.
- Productive Investment Programme (PIP) for agricultural infrastructure and access to credit.

1.2.1 Market Oriented Agriculture Programme (MOAP)

The Market Oriented Agriculture Programme in North-Western (MOAP-NW) Ghana is a seven (7) year programme running from 2017 until 2023 to stimulate and support modernization of agriculture with a focus on quality production and market-oriented value chain development, agribusiness and poverty alleviation. The programme has applied a value chain approach to high value crops with special attention to the following selected crops: cashew, groundnut, mango, rice, sorghum, soya and vegetables. It works at different levels (farms and enterprises, their associations, processors, service providers, local government) with the clear aim of assisting smallholder producers to satisfy market demand. For sustainability, the MOAP NW is supporting inclusive business models and has stimulated community mobilization related to value chain Committees and private investment into infrastructure, production and service provision. The programme is co-funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). It is implemented by GIZ. The Ministry of Food and Agriculture (MoFA) is the main national counterpart.

1.2.2 Resilience Agriculture Against Climate Change (REACH)

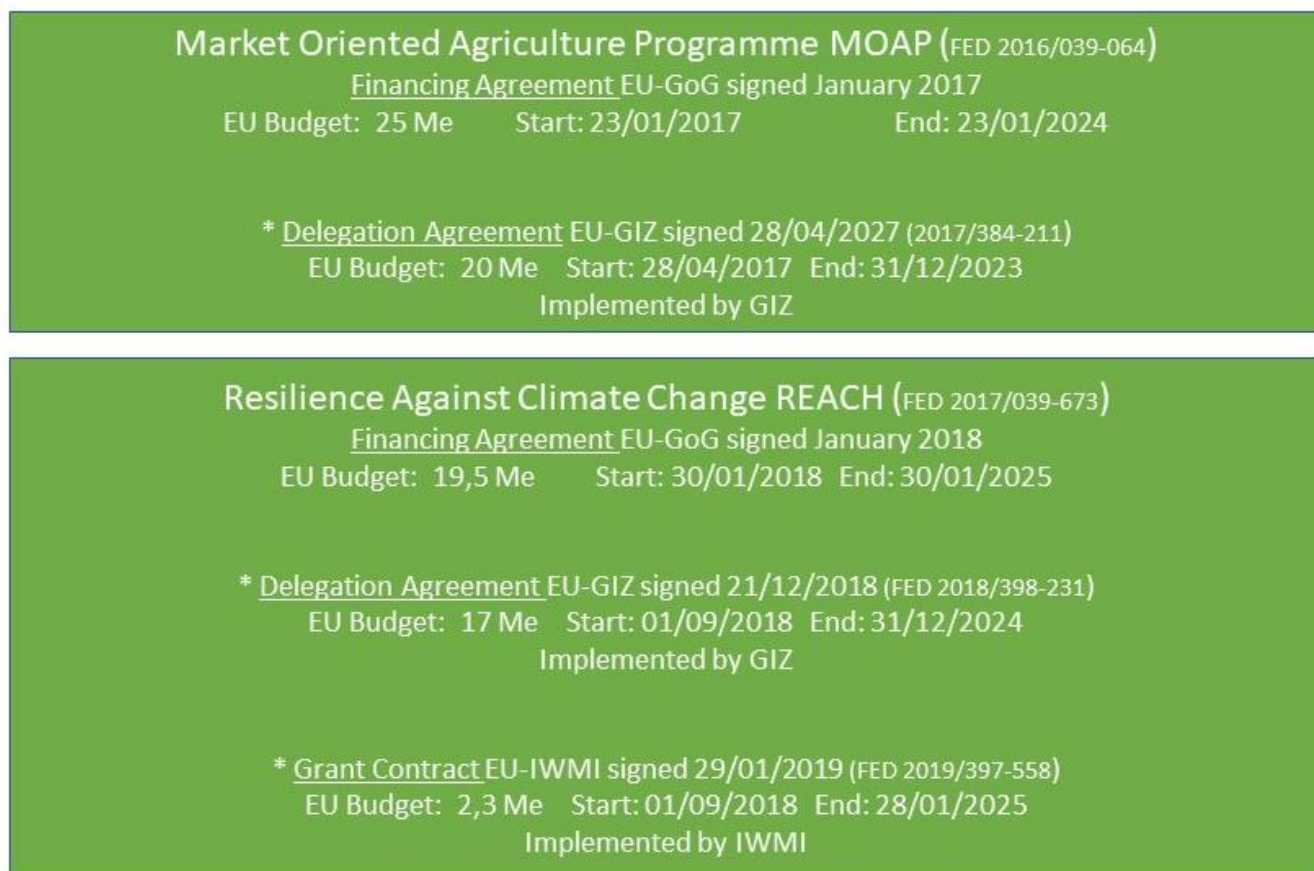
The “**RE**silience **A**gainst climate **CH**ange (**REACH**) is a programme on adaptation and mitigation to climate change for rural livelihoods in the savannah ecosystem of Ghana”. Rural livelihoods in northern Ghana are facing increasing effects of climate change and environmental degradation. This programme is a response to this situation. Therefore, REACH programme focuses on the protection of natural resources (forest, pastures, soil, and water), to enable a sustainable and inclusive improvement in the rural economy, through enhanced implementation of Climate Change adaptation and mitigation practices. It promotes practices more suited to smallholder agriculture, by maintaining and building on existing Conservation Agriculture elements, agroforestry, mixed cropping and diversified systems, which are more resilient under changing conditions. Also, it develops district and community capacities to comply with the unconditional priorities of Ghana’s Nationally Determined Contributions (NCD); and develops evidence-based recommendations for national policies and programmes promoting climate change adaptation and mitigation practices. GIZ implements “Resilience Against Climate Change” (REACH 1&2) components 1 and 2 and the International Water Management Institute (IWMI) implements the component 3: “Social Transformation Research and Policy Advocacy” (REACH-3)”. MLRGD, MoFA and MESTI are the national counterparts.

1.2.3 Productive Infrastructure investment programme (PIP)

It focusses on the development of agricultural infrastructure, such as roads, irrigation and provision of investment capital for the private sector finance. Implementers are AFD, World Bank and AgriFI. This Programme is not part of the evaluation¹.

¹ Although the PIP is not a direct part of this evaluation, it is necessary to carry out the analysis of complementarity between the 3 programs and how the delay in implementing the PIP affects MOAP and REACH.

Figure N°1 Actions to be evaluated



1.3 The Purpose of the Evaluation

The objective of the assignment is to conduct a Mid-term Evaluation (MTE) of the MOAP² and REACH in the context of the EU-Ghana Agriculture Programme. The primary users of the findings will be the European Union Delegation to Ghana, the Government of Ghana, particularly the Ministry of Finance and the Ministry of Food and Agriculture, the Implementing Partners, and the stakeholders involved in the implementation/steering of the Interventions. The assessment will be important both in terms of seeing what results were achieved with the funds invested and feeding the lessons into the new Multi-annual Financial Framework 2021-2027 and potential future interventions in agriculture in Ghana.

The main objective of the MTE is to provide the European Commission and other key stakeholders with an independent assessment of the Action' performance, achievements and intermediate results, measured against their expected objectives, as well as the factors enabling or hampering a proper delivery of results, in order for their design or implementing modalities to be adjusted. Therefore, the MTE provides an opportunity to identify key lessons learned to date, to recommend design modifications to optimise progress towards planned objectives within the remaining lifetime of the MOAP and REACH projects and provide suggestions on how to improve the impact of current and future Actions.

With implementation well advanced, the MTE will concentrate on the achievement of outcomes,

² For MOAP-NW the evaluation is taking place in the 6th year of implementation.

both intended and unintended, and objectives in the upper half of the logical framework of the MOAP and REACH initiative³. The review will be delivered based on the ToR issued for this Request for Services.

The scope of the evaluation is as follows:

- Evaluation period: The period to be evaluated is from 23/01/2017 to 31/12/2021⁴, but with specific dates per project:
 - MOAP: 23/01/2017 – 31/12/2021 (cut-off date)
 - REACH: 30/01/2018 – 31/12/2021 (cut-off date)
- Geographic coverage: The geographic scope is 3 Regions with 14 districts where the MOAP and REACH are implemented, as shown below:
 - 11 districts Upper West Region: Daffiama Bussie, Jirapa, Lambussie, Lawra, Nadowli-Kaleo, Nandom, Sissala West, Sissala East, Wa East, Wa Municipal, Wa West districts.
 - 1 district North East Region: Mamprugu Moagduri district
 - 2 districts Savannah Region: North Gonja, and Sawla/Tuna/Kalba districts

The evaluation team visited the 3 regions with 14 districts including other neighbouring district (Bole) which had related activities with MOAP (see map annex 9).

1.4 Methodology

The MTE team assessed the Actions using the five standard Organisation for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC) criteria: relevance, effectiveness, efficiency, sustainability and impact. These were further integrated with two specific EU criteria: EU added value, (the extent to which the Actions bring additional benefits to what would have resulted from Member States' interventions only), and coherence of the Actions with the EU strategy in Ghana, with other EU policies and Member State Actions, and other donors. The team have identified, in line with the ToR, three additional cross-cutting criteria to be addressed: gender issues, environment and adaptation to climate change.

The mission worked with the Actions Logframe of MOAP, REACH and PIP^{5,6} as defined in the ToR. The mission has developed a logic diagram based on programming documentation made available to the evaluator for the present phase (presented in Annex 1). The logic diagram is the basis for this evaluation exercise.

The methodology highly considered the following issues: (i) Sensitivity and awareness to the cultural and societal environment and data confidentiality; (ii) the provision of feedback to Implementing Partners. Several debriefing meetings were implemented with MOAP-GIZ and REACH-GIZ staff to provide feedback and improve their logic frames.

³ The final Report will include a common results framework for EU-GAP (all interventions), highlighting links and contributions to the agriculture sector strategy of the government.

⁴ The Evaluation cut-off date was agreed with EUD during the kick-off meeting which took place online on 15/03/2022.

⁵ Updated MOAP Financing Agreement addendum 1. 05/12/2019
REACH Financing Agreement addendum 1. 29/06/2018
PIP Financing Agreement addendum 1. 05/08/2020

The specific evaluation methodology is defined in Annex 3

Moreover, the methodology has included a participatory approach. During the Ghana country visit, the evaluation team interviewed a total of 542 persons (Table N°1) of which 347 were direct final beneficiaries – mostly farmers, aggregators, industries, matching grants (64 %) and 195 staff who were directly involved in the MOAP-REACH implementation (36%). The list of persons/organisations interviewed is presented in ANNEX 7: LIST OF PERSONS CONSULTED. Some were interviewed individually, and others in focus groups:

- Individual interviews: a total of 137 people, of which 23 were interviewed in Accra (Ministries, EUD, IP staff) and 114 during the field visit (33 direct beneficiaries visited at their farms or plots);
- 22 Focus Groups: comprising 405 people, of which 314 were farmers or members of beneficiaries' organisations (at their farms, plots, organisations), together with 91 staff (District and IPs). ANNEX 8: FOCUS GROUP PARTICIPANTS LISTS presents the scanned participant lists related to the Focus Groups.

An overview of the distribution of interviews can be seen in the table below which reflects the MTE priority to meet direct beneficiaries in their homes, production systems and livelihoods.

Table N°1 Distribution of MTE interviews per location.

	FARMERS/BENEFICIARIES	STAFF	TOTAL
Accra	0	23	23
Field Visit	33	81	114
22 Focus Groups	314	91	405
Total	347	195	542
%	64%	36%	100%

Source: MTE 2022

An overview of the distribution of field spot verifications per project can be seen in Table N°2. It shows the MTE priority to see in the places and sites of the main interventions of the projects. The list of persons consulted, and interventions visited is presented in Annex 7.

Table N°2 Summary distribution of MOAP-REACH interventions by project visited by the MTE in 14 districts

	MOAP	REACH GIZ	REACH IWMI
Municipal/District/Agriculture department	8	8	7
Community Demo Plots (Conservation Agriculture), Babile Research Station	2	10	-
VSLA	4	-	-
Matching grants, Inclusive business models, etc	18	-	-

Source: MTE 2022

During the evaluation mission the initial methodology needed to be quickly fine-tuned. The mission ToR's defined the need to develop a common results framework for all EU-GAP interventions. But the mission found that the project log frames, indicators and M&E systems to collect and analyse the information were of little use in the actual sense and state. So, although it was not the task of the present mission, an alert was made during the feedback to Implementing Partners and EUD. As a result, a participatory process was carried out with MOAP, REACH and EUD staff to improve the project visions of MOAP and REACH, their logframes, the definition of indicators and the ways for data collection and analysis, which needs to be continued in the subsequent months. It is only, when this process is done, that a comprehensive result framework can be developed for the EU-GAP intervention.

1.5 Limitations and Constraints

The COVID-19 situation was a constraint for some face-to-face interviews with stakeholders and respondents at Accra, but not in the field. Nevertheless, when the TL returned home, he was affected by COVID and delayed the draft report presentation.

The project monitoring and evaluation systems were not complete: baselines were not collected for some indicators and the data collection processes were not always clear. In addition, the projects' logframes were unnecessarily bulky and included many activities and results that were not relevant to their strategies. The projects did not keep a longitudinal database that could be used to track progress over time.

1.6 Mission Extension

The MTE has to develop a global EU-GAP result framework as part of its deliverables. However, during the exercise, it was noted that the projects work based on outdated logframes that are incomplete or lack the logic they need to deliver their expected impacts. The formulation of an EU-GAP result framework with this actual context would be of little added value for the program.

Therefore, the MTE proposed an extension of the MTE for the better formulation of an EU-GAP result framework that makes sense and can be useful for the best implementation of the Program. The proposal focusses on the support for the adjustments of all individual projects and EU-GAP overall logframe within its portfolio and supports each project/institution in the design of adequate tools and procedures for effective monitoring and evaluation. The evaluation team fulfil the role of facilitating the process of "co-construction" of the EU-GAP result framework and implementation adjustments in a participatory manner together with the Projects, GoG and EUD staff. The results of this process of "co-construction" are presented in a separate report named: Proposals for EUGAP.

2. MAIN FINDINGS AND ANALYSIS

The following chapter presents the evaluation findings per OECD-DAC and other evaluation criteria based on desk review, field spot verifications in 14 Districts with 542 interviews (64% of final beneficiaries), including 22 Focus Group Discussions. It was built on the answers to the EQs which were based on the judgment criteria. For each criterion and where relevant, the assessment is presented at first at the EU-GAP level (if necessary) and later for MOAP, REACH 1&2 and REACH 3 level.

2.1 Relevance

EQ1: Are the problem analysis, lessons learned, intervention logic, logical framework, project duration and M&E arrangements formulated for MOAP and REACH interventions adequate?

<u>Judgement criteria</u>	<u>Findings (per indicator)</u>
<p>JC 1.1. The match between Action design and initial identified needs and resources available</p>	<p>Ind 1.1.1. Logical frameworks, indicators and activities are adequate - inadequate to achieve target outcomes.</p> <p>Global EU-GAP: The EU-GAP has a global design with an intersectoral and territorial development approach (agriculture, value chain, access to markets, feeder roads, irrigation, access to credit, climate change, gender, social transformation, etc.); which was expected <u>to be implemented simultaneously</u>. This was not accomplished due to delays in implementation, especially of the PIP component (see annex 12), which seriously affected MOAP-NW and REACH implementation</p> <p>The EU-GAP promotes sustainable investments in NW and is expected to help rural households move from subsistence to income-generating agriculture and create decent employment along the value chains. <u>The EU-GAP proposal is relevant to national, districts and final beneficiaries' needs</u> in rural areas and focuses on the poorest regions of Ghana. EU-GAP was developed based on the need to bridge the poverty gap between the South and the North, investment targeting smallholder farmers, and integrating and concentrating investments in a few districts to make a maximum impact. Moreover, northern Ghana's rural livelihoods face increasing climate change and environmental degradation consequences. The MOAP-NW and REACH projects develop value chains, strengthen extension services, mainstream climate-smart practices, community engagement, and implementation capacity, and combine social transformation research with policy and advocacy.</p> <p>An overall logframe⁷ for EU-GAP to provide a global view of how the individual projects contribute to overall objectives with clear guidance for the implementation <u>was not developed</u>. Therefore, individual projects (MOAP-NW and REACH) implement their projects like silos without clarity on their specific contributions to EU-GAP and how to report for global EU-GAP indicators. During the EU-GAP Workshop⁸, it was seen and agreed upon the need to align the elements of the EU-GAP under a 'super' log-frame, containing the indicators of all the projects. The MOAP-TA was expected to develop this issue, but its objective was changed (see Ind. 3.2.2). At present, this continues to be a primary constraint, which appears urgent to be solved.</p> <p><u>Moreover, this lack of clarity at the EU-GAP logical framework, indicators, and activities is also reflected in many design/implementation inconsistencies at the Individual Projects</u></p>

⁷ The mission couldn't find any example

⁸ EU-GAP Consolidation Workshop in March 2018

level, which do not allow the achievement of some target outcomes. Below are some examples:

MOAP-NW: the MOAP Financing Agreement and MOAP-NW Delegation Agreement with GIZ established in MOAP logframes the following:

- Overall Objective: Indicator⁹ 1.3 “*Prevalence of undernutrition of population and malnutrition of children is reduced*”. MOAP-NW does not consider it part of its responsibilities; therefore, no direct activity, resources, or M&E were allocated to meet this objective. Maybe the assumption behind this is that extension work and technology transfer in favour of agricultural producers will contribute to increasing access and the nutritional resilience of the rural communities in northern Ghana. But rural smallholders, especially the poorest families with significant undernutrition prevalence, are less considered in the value chain approach.
- Specific Objective: Indicator 1.1 clearly states the need to “*work at Policy development level and develop a framework for value chain development in accordance with wider strategies such as CAADP and endorsed by Government*”. MOAP-NW has assumed unilaterally the following: the activity was not part of the EU agreement and was done only for MOAP South¹⁰ until 03/2021 with BMZ resources; (; (ii) In 2017, the new Government changed the priorities of MoFA¹¹ towards the implementation of the Government flagship programs¹², therefore the improvement of a political and legal framework for the agriculture Value Chain has fallen out of focus at MoFA level¹³. As a result, no budget and action were allocated and implemented in MOAP-NW. in MOAP-NW. This issue shows the complexities introduced during the formulation of MOAP-NW, which have generated confusion in its implementation. GIZ mixed several aspects in the design, such as (i) MOAP-NW proposal in 2 stages (2 years each) with specific indicators and goals for each of them (ii) each stage was linked to a different GIZ program financed by BMZ (1st stage with MOAP-South and the second stage to Com-Cashew); and (III) It was assumed that only MOAP South was going to work on policy development, so no budget was included in MOAP-NW to develop this activity.
- **MOAP-NW** included several activities in its design¹⁴ that were later not implemented as expected; for example:
 - (i) Output 1: policy formulation for value chain enhanced formulation (complements SO 1.1 presented before,
 - (ii) Output 2: Capacities of decentralized structure are strengthened for agriculture development.
- (iii) identify unused infrastructures through the development of CAPs and MTDP.

The actions were expected to develop the capacities (i) of the public extension system at the district department of agriculture (needs assessment of EA, analysis of extension systems, etc.); (ii) District Planning and Coordination Unit (DPCU) to build on the medium-term district plans (MTDP); (iii) It was assumed that during the CAPs and MTDP development with beneficiaries it would be identified unused infrastructures to serve the selected value chains.

In the process of implementing Output 2, MOAP contributed funds to prepare some CAPs (fuel and allowances) and had limited action in the "process" of organizing the MTDP. As a result, the supposed minor to medium investments for agricultural infrastructure to be

⁹ Overall Objective: Indicator 1.3 “Prevalence of undernutrition of population and malnutrition of children is reduced”.

¹⁰ MOAP Annual Narrative Report 2021. GIZ.

¹¹ The MTE asked MoFA-PPMED on 04/07/2022 if Value Chain policies were not any more a priority. The answer was that it continues to be a priority for GoG.

¹² GIZ progress report 2020. Annex A1: Updated logical framework matrix bases on 2 phases of MOAP

¹³ GIZ Summary of challenges in MOAP. GIZ note provided to MTE. July 2022

¹⁴ Description of the Action of MOAP-NW 2017-2023. Version 11.04.2 (Annex I Delegation Agreement).and version 07.12.2021 (addendum 2)

integrated into the selected value chain were not identified. MOAP, as part of EU-GAP, was linked with the PIP and depended on significant infrastructure works (dams, roads, etc.). But it did not depend on the PIP to improve the small and medium infrastructures, which should have been detected as linked to the selected seven value chains and their analysis in the territory.

This dysfunctionality between the Description of the Action¹⁵ and implementation of outputs 1 and 2 can be related to an inadequate interpretation of the intervention logic and/or the challenges already existing between GIZ and MoFA at the national and district levels.

Additionally, other issues to be highlighted in the MOAP design are (i) to which degree the MOAP problem analysis based on the “inadequate knowledge and capacities in GAPs and irregular access to agriculture extension services leading to poor cropping practices is identified by beneficiaries as a primary constraint? (See figure 2); (ii) To which extent the technical proposal allows achieving the indicator 1.2 Specific Objective of increasing income? “The income of 85% of the producer households in the supported value chains that benefit from MOAP’s activities is above the poverty level of 1.90 USD /day/head “.

REACH 1&2: included several activities in its design that were later not implemented as expected; for example:

- a) The logic of intervention for REACH 1&2¹⁶ was based on improving MMDA capacity on environmental analysis in 54 Districts of the Northern Development Authority (NDA). The target was excessive and now the project is focusing only on 14 Districts of the JPA. Additionally, REACH1&2 was supposed to support the EPA in moving from a pilot project to mainstreaming the AKOBEN¹⁷ system¹⁸ of monitoring and evaluating the MTDPs regarding NDC standards and compliance. That has not been done yet because of the EPA’s not sufficient interest in this activity.
- b) REACH1&2 original vision was to develop TECAS¹⁹ as a CA training and demonstration center at Babile Research Station, to improve AEs and NGOs capacities and include a CA outreach program. MOAP integrated the TECAS-EDU with TECAS as a new organization providing CA services to nucleus farmers and field advisers. This double function of TECAS was elaborated with little practical foundation, causing severe confusion about objectives, IPs roles, and TECAS sustainability.

In summary: MOAP-NW and REACH log frames are complicated and do not reflect reality. This lack of clarity affects their implementation.

External factor:

Some external factors affected EU-GAP implementation, such as the COVID-19 pandemic. The GoG requested direct EU support and agreed to a fund reallocation with the consequent cancellation of the Solar Energy component and budget reduction of AWMP²⁰. Fifteen million Euros of the programme funds has already been reallocated to the central Government as budget support in response to COVID 19²¹.

¹⁵ Description of the action. MOAP-NW. GIZ 11.04-2017.

¹⁶ Annex I to Delegation Agreement. Description of the Action REACH components 1&2. GIZ. 2018

¹⁷ AKOBEN means “war horn.” It is a symbol of a call to action, readiness to be called to action, readiness, and voluntarism.

¹⁸ The AKOBEN Program is an environmental performance rating and disclosure initiative of the Environmental Protection Agency (EPA), Government of Ghana. Under the AKOBEN initiative, the environmental performance projects operations are assessed using a five-color rating scheme. These ratings measure the environmental performance of companies based on their day-to-day operations once they have successfully cleared their Environmental Impact Assessments (EIA) and obtained their environmental permit to operate

¹⁹ Training and Extension for Conservation Agriculture in the Savannahs.

²⁰ Mission ToRs.

²¹ JSC meeting 25-11-2020

Ind. 1.1.2. Appropriateness of MOAP-NW and REACH baseline and M&E system and early detection of underperformance

MOAP and REACH-1&2 lack a comprehensive monitoring and evaluation system, severely hindering their project performance. This begins with the lack of SMART indicators and baseline data for some key indicators. Similarly, the projects lack longitudinal data on some critical aspects that would allow them to track the progress of their activities. Finally, the projects and their partners' activities in the field are not systematically documented and reported. This lack of an effective monitoring and evaluation system prevents projects from knowing exactly how well they plan, perform and report.

REACH-3. Their research contributed to generating general information but did not focus on generating data for the MOAP and REACH1&2 baselines. These projects had to do specific complementary studies for it. Moreover, REACH-3 was expected to develop a Programme level monitoring and impact framework to assess the whole EU-GAP's impact better. While many training and other capacity-building interventions are being done, REACH-3 cannot say how much of a difference it makes because of those interventions. The M&E system in place does not yet adequately capture baseline, pre and post-intervention situations.

Ind. 1.1.3. Lessons learned from previous projects included in the design.

MOAP-NW: According to the MOAP Action Document²², GIZ has had long experience since 2004), supporting horticultural value chains in the South and the Middle Belt of Ghana; by implementing the Market Oriented Agriculture Programme (MOAP) (financed by BMZ) together with MoFA. Although the South and North context differs, the MOAP “model” has been extended to the Northwest (MOAP-NW). Therefore, GIZ was expected to catalyze this previous knowledge and put it into practice in the design and implementation of MOAP-NW. During implementation there were changes in the management staff of MOAP, so the continuity and application of lessons learned between the South and the North were not as expected.

REACH-1&2: According to the REACH Action Document²³, the experience of several agricultural projects using high external inputs involving mechanized cultivation, chemical inputs, hybrid seed etc. have a role to play in suitable areas and where farmers have the resources to pay and take the risk of such investments. These efforts can significantly contribute to agricultural productivity increase, bringing initial positive production effects, but can also bring adverse environmental, health, and climate effects. Therefore, it manages the existence of evidence that production can also be improved using Conservation Agriculture (CA) with low external inputs practices. Using organic fertilizers, intercropping with legumes, water harvesting, Integrated Pest Management (IPM), and multi-layered cropping, permaculture and agroforestry systems can be promoted.

Ind 1.1.4. Relevance of the VCs actually supported.

The seven MOAP-NW-supported value chains are groundnut, sorghum, soybean, rice, cashew, mango, and vegetables. The selection and prioritization of the seven value chains were highly relevant to the agricultural economic development of target farmers, communities, and districts. The seven VC are appropriate as they are high-value crops

²² Description of the Action of MOAP-NW 2017-2023. Version 11.04.2 (Annex I Delegation Agreement).and version 07.12.2021 (addendum 2)

²³ Description of the Action of REACH. Components 1&2 (Annex I Delegation Agreement).

strongly linked to the prevailing situations of food security, incomes, job creation, and market access in the MOAP-REACH-PIP Joint Programme Area.

The criteria for VC selection were based on the following:

- Rice is one of the selected cereals (with high local market demand with high imports)
- Sorghum and soybean are crops where demand exists, and GIZ experience is available
- Cashew nuts (considerable potential, very successful and profitable, key crop in the context of agroforestry and fight against deforestation and desertification).
- Mango is horticultural produce (not a target of the EU ban, with a large internal market, potential processing activities, but little/no large export deficit with neighbour countries).
- Another VC selection criterion was not to include the maize VC, earlier assigned to other projects from other cooperations. Maize was not part of MOAP, but some activities were included in MOAP Annual Reports²⁴.

It is important to note that the seven VCs were initially selected for the SADA region based in Tamale, and then the JPA was moved further North based in Wa. Constitutes a poorer area with fewer processing companies, which makes it difficult for MOAP to work. Some other VC such as shea, moringa and neem were proposed, but the JSC suggested that the Programme focuses only on the already the selected commodities²⁵

The MOAP-NW value chains have modestly contributed to food security in terms of volumes, access, availability, and quality of food, primarily through increased production and productivity at reasonable costs, increased farm diversification, generating higher incomes, reduction of postharvest losses, innovations, and upgrading of technologies for efficient use of natural resources, increased employment opportunities for women and youth, as well as improved linkages for producers, off-takers, markets, and consumers.

JC 1.2. Consistency of MOAP-NW and REACH design approach

Ind 1.2.1. Grade complementarity between the 3 interventions (MOAP-NW, REACH and PIP)

The original design of EU-GAP reflects the strongly expected complementarities between the three interventions. The figure below presents the most common constraints for agriculture production in NW Ghana. To a certain extent, all are reflected in the EU-GAP: lack of access to financial services (45%), unpredictable weather conditions (21%), and poor infrastructure (8%), closely followed by lack of quality inputs, tractor services, and pest and disease control and soil quality. Access to information and technology, demand/oversupply, time, or capacity are only considered as main constraints in less than 0.5% of responses each. Land (availability), poor quality of seeds, and value addition through i.e. processing have not been mentioned.

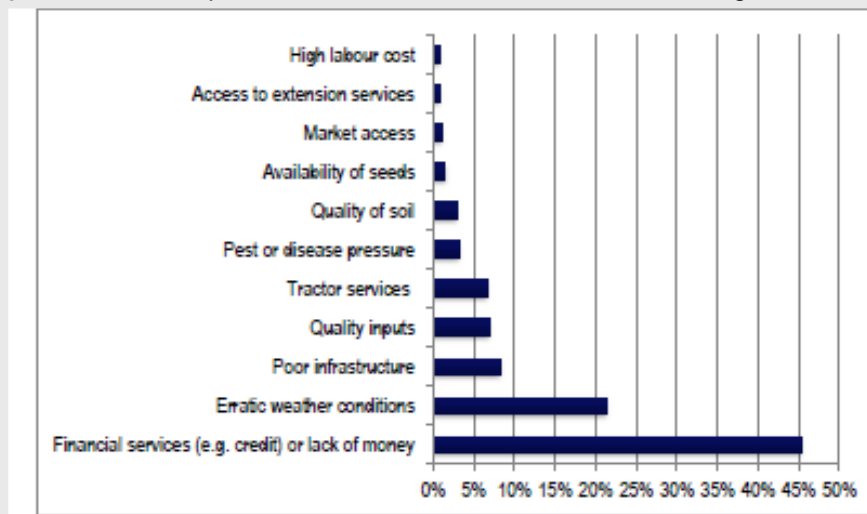
It was perceived that MOAP and REACH were producing the "soft" outputs and the PIP was producing the "hard" outputs (roads, irrigation, etc). MOAP and REACH were expected to interact with the infrastructure planning to ensure that the needs of the farmers (infrastructure users) and the local Government were reflected in the infrastructures delivered²⁶. The delay in PIP implementation jeopardized this concept.

²⁴ For example, in Annual Report 2021 a contract direct drilling of 140 acres of maize by TECAS for a commercial farmer.

²⁵ 3rd JSC minute held 22/07/2019

²⁶ MOAP FA.

Figure N°2. Most important constraints to Production or Marketing in NW Ghana



Source: MOAP-NW Baseline Study. GFA Consulting Group. GIZ. April 2018

Additionally, other issues can be highlighted:

- A Joint Steering Committee (ISC) was created to provide overall guidance over the three interventions
- The Programme Area for the 3 EU projects is the same; it constitutes 14 Districts within the Upper West Region, North Region, and Savannah Region to ensure efficiency, synergy, and complementarity.
- The 3 Projects have a different focus but are expected to be linked and coordinated. MOAP attends commercial farming and seven value chains, REACH promotes practices more suited to smallholder farmers' agriculture, and PIP provides the agriculture infrastructure (feeder roads, irrigation, access to credit), providing better access to markets, irrigation, and increased investments in the sector.

Conclusion: The global design of EU-GAP is adequate and highly relevant, but the unique design of its components (MOAP-NW and REACH) and their implementation are inadequate to achieve target outcomes. Additionally, the M&E system has poor quality and supervision.

2.2 Coherence

EQ2: Is the design of Action interventions suited to priorities of GOG?

Judgement criteria	Findings (per indicator)
<p>JC 2.1. Alignment of MOAP and REACH objectives and results with actual national GoG policies and strategies for the sector.</p>	<p>Ind 2.1.1. Degree of correlation between the Actions: MOAP and REACH with GoG national sector policies and strategies; regional and district agriculture development plans and strategies and local economic development</p> <p>EU-GAP: the EU-GAP contributes to several goals of the Agenda 2030, including SDG 1 (no poverty), SDG 2 (sustainable agriculture), SDG 8 (decent work and economic growth), SDG 9 (industry, innovation and infrastructure), as well as 15 (life and land). In addition, EU-GAP seeks to empower local authorities and the civil society, to promote accountability and transparency, and to support governance through the ongoing national process of decentralization. Moreover, potential synergies exist to engage in pro-youth training, employment, and income generation initiatives. The EU-GAP fully supports and contributes to these policies in the North-West through the three interlinked.</p> <p>MOAP-NW focus is on the development of business models for 7 value chains. It supports the development of inclusive business models and is trying to stimulate community participation and private investment into infrastructure, production and service provision. Initially, the team finds that MOAP priorities, policies and actions explained below are well-aligned to those of GoG, The MOAP objectives show strong correlation with GoG national sector policies and strategies.</p> <p>REACH is a specific Climate Change programme with 3 components: (i) District and Community capacity in climate smart planning and natural resources management; (ii) Climate smart livelihood and sustainable land management and (iii) Social transformation conditions and policy advocacy. The components 1 and 2 are highly correlated with GoG priorities for the sustainable and inclusive rural economy which considers that changes in water resource quantities and seasonal flows are but a result of the impacts of climatic change on the hydrological regimes of the basin's rivers. Changes in the aggregate volume of water and changes in its temporal and seasonal distribution have been observed over the past decades resulting in, increasingly, more serious and less predictable water shortages, the drying up of some of the basin's rivers for lengthy periods of time and frequent flooding. Climate change is predicted to impact temperature and precipitation trends in the basin adversely. The overall trend is clear: higher temperatures and lower precipitation mean diminished crop productivity. Irrigation water demand is expected to rise in response to climate change, most significantly under the "Ghana Dry" scenario.</p> <p>PIP: focuses on the development of agricultural infrastructure, such as irrigation, transport infrastructure and provision of investment capital for the private sector finance.</p> <p>a) GoG priorities in EU-GAP design phase.</p> <p>At the design phase of the EU-GAP, GoG had several policies and priorities that have been outlined in its development plans:</p> <ul style="list-style-type: none"> • Paris Climate Agreement recognized the need to foster climate action to stay on track towards the +2°C objective; in this respect, the Climate Agreement provided the legal basis for signatory countries to prepare their respective commitments, known as Nationally Determined Contributions (NDCs), aimed at moving towards more climate resilient societies. Ghana signed the agreement on 22 April 2016. • National Climate Change Policy (NCCP) (2013) provides a clearly defined pathway for dealing with the challenges of climate change within the socio-economic context of Ghana. It recognizes that human impact of climate change affects mainly the poor, especially exacerbating the difficulties women face. • National Environmental Policy (NEP), presents a road map to address major environmental threats jeopardising the natural and common resource-base of the country.

- **MoFA** has produced the (2015) **National Climate-Smart Agriculture and Food Security Action Plan** (covering the period 2016-2020); the Action Plan specifically aims to develop climate resilient agriculture and food systems for all agro-ecological zones; develop human resource capacity for climate-resilient agriculture; and, elaborate on the implementation framework and the specific climate-smart agriculture activities to be carried out at the respective levels of the newly decentralised system.
- The MoFA was developing a new legal framework aimed at promoting Public Private Partnership (PPP) agreements in viable commodity value chains. Also, development of large-scale commercial farms in rice, maize, and soya bean²⁷.
- **Medium-Term Agricultural Sector Investment Plan (METASIP) 1, 2**
 - **METASIP 1**²⁸ was a medium-term investment plan which sought to make the country food secure by 2015. METASIP 1 was to increase investment in agriculture to at least 10 % of the national budgetary allocation in line with the Maputo declaration in 2003. The 10% percent investment in agriculture was aimed at inducing growth in GDP by 6%. Thus, METASIP²⁹ provided an integrated investment framework to support growth in the agricultural sector, rural development and food security. The METASIP 1 was intended to implement the 6 programs outlined in FASDEP II: (i) Food security and emergency preparedness; (ii) improved income growth; (iii) increased competitiveness and integration into domestic and international markets; (iv) sustainable management of land and environment, (v) science and technology applied in food and agriculture development, and (vi) improved institutional coordination. The METASIP 1 was expected to make a significant contribution to achieving the targets of the Millennium Development Goals of the United Nations.
 - **METASIP 2:** from 2015 to 2018, was in line with the Comprehensive African Agriculture Development Programme (CAADP), with a financial aim of increasing or sustaining the annual sector growth in agriculture by at least 6 % of GDP annually.
- **DECENTRALIZED POLICY FRAMEWORK II 2015 -2019:** Ghana's decentralization processes are driven by the Ministry of Local Government and Rural Development (MLGRD) through provision of support and guidance to metropolitan, municipal and district assemblies (MMDAs), to deploy strategies that can boost local economies and improve governance in municipalities, towns and villages across the country. MoFA supports with the jobs creation, generate income and reduce poverty promoting local economic development at decentralized levels, as part of the key functions of MMDAs under the Local Governance Act 2016 (Act 936).
At the decentralized district and community levels, MoFA and related ministries, through the District Directorates of Agriculture (DDAs) of the decentralized MMDAs introduced several initiatives, such as Planting for Food and Jobs (PFJ), Rearing for Food and Jobs (RFJ), Planting for Export and Rural Development (PERD), One-District, One-Factory (1D1F), among many other initiatives. Through programmes and initiatives in community action planning (CAP) and MTDP processes, the capacities of decentralized structures of MMDAs are being enhanced to enable them plan and implement interventions through the efficient allocation of resources for the optimum exploitation of their economic and natural resources.
- **Agriculture Extension Service delivery system in Ghana.** In Ghana, MoFA is the primary provider of agricultural extension services, though not the sole provider. Even though MoFA extension agents are found in all the districts, their number is insufficient. National Extension Directorate supervises MoFA extension programmes. Ghana's extension service delivery has been subjected to other reforms such as; the decentralization of extension management and delivery adopted in 1997; and the increased function of the private sector in financing and providing extension services. MOAP and REACH are contributing expanding these processes.
 - **Decentralization of the public extension system.** MoFA decided to decentralize its operations to the regional and district levels in 1997. The various departments such as crops, livestock, policy planning, monitoring and evaluation, plant protection and regulatory services, fisheries, veterinary services, and agricultural engineering services were merged into a single directorate headed by the district director of agriculture. In this case, the district directorate now plans their extension activities and prepare their budget independent of the national directorate.

²⁷ <https://mofa.gov.gh/site/partners>. Development Partners Working Together for a Better Future

²⁸ MOFA 2010

²⁹ MoFA, 2007

- **Private Sector Service Providers.** One other reform that has been undertaken through a gradual process between 2000-2012³⁰ is the strengthening of the private sector funding and delivery of extension services. In this strategy, various companies operating commercial or profitable production agricultural enterprises are to help deliver extension services. For example, in subsectors sectors like cash crops (oil palm, rubber, cotton, pineapple and vegetables), extension services are expected to be financed and executed through processing companies under contract with farmers. Agrochemical companies and dealers also provide extension services to farmers on their products through training and field demonstrations. The major challenge with the provision of private sector extension and NGOs is that these private sector providers rely on MoFA staff. MoFA resolved this unofficial use of public officers by creating agricultural service providers' fora at the regional and district levels, to discuss and inform MoFA to ensure proper planning and coordination between the two parties. With this, MoFA believes it will enhance cooperation among agrarian service providers and also promote efficiency and effectiveness in the extension service delivery
- **The National Seed Policy**
MoFA developed the **National Seed Policy**, which aims to support the private sector to champion the production and supply of improved seeds to farmers. The National Seed Policy clearly states the regulatory framework for variety release, licensing of varieties, accreditation of seed quality control functions, and simplification of seed import and export processes (GoG, 2013). This framework is to help streamline seed production in Ghana. However certified seed production for maize, rice, soybean, cowpea, sorghum and groundnut has fluctuated over the years. This can be explained by the fact that projects usually support seed production, and the donor funding for most of these projects are not continuous.
-) **Priorities on new elected GoG Agenda for Growth (December 2016):** EU-GAP, MOAP, and REACH are mostly aligned with the priorities of the Agenda for Growth. It had several major initiatives:
 - **"One Village - One Dam"** (1V1D): In Ghana, high levels of poverty in the northern parts of the country are due in part to lower rainfall during its single rainy season. In 2017, the Government of Ghana launched this initiative, which seeks to make irrigation accessible to small-scale farmers in Northern Ghana. This initiative is implemented in 5 regions of northern Ghana that have consistently been ranked by the Ghana Living Standards Survey as the poorest in the country. The project is envisaged to develop 570 small dams in various communities to support dry-season gardening and livestock rearing leading to enhanced food security, incomes and people's wellbeing.
 - **METASIP III (2018-2021)** is known as "Investing for Food and Jobs". The Planting for Food and Jobs (PFJ) Campaign represents a flagship program under METASIP III to ensure sustainability. **"Planting for Food and Jobs"** (PFJ) is the flagship project of the MoFA's. It's aimed at improving the yield and marketing of staple foods, mainly through the subsidization of fertilizers and seeds. Through, its Inputs Revolving Fund, used to support smallholder contract farmers of aggregators and other established Farmer-Based Organisations (FBOs), with agricultural inputs, MOAP-NW has partially complemented this initiative - for the groundnut, rice, sorghum, soybean and vegetables value chains. Food and Jobs (IFJ) is also the umbrella for all other government initiatives related to agriculture and agro-processing. Among these are:
 - **Planting for Export and Rural Development (PERD):** implemented under MoFA and in collaboration with the Ministry for Local Government and Rural Development (MLGRD), supports a decentralized provision programme for tree crops, including mango and cashew. Through advice on agronomic and entrepreneurial issues, the provision of high-quality and certified planting material and the creation of conducive framework conditions (through training and FDA certification on local small-scale processing, integration of cover crops and bee-keeping for organic cashew producers, linkage to processors, and markets, cost-shared investments in solar-automated irrigation infrastructure, and the Inputs Fund for mango farmers), MOAP-NW supports the creation of an enabling environment for rural economic growth.
 - **One-District-One-Factory (1D1F):** it's an initiative of the Ministry of Trade and Industry (MoTI) supports private investors in the construction of factories, in as far as possible, in all districts. The support includes low-interest loans and access to business advice. Agricultural processing companies represent the majority of the applications for the 1D1F initiative. Prerequisite for the support is the development of local supply chains, the approval of the local population and

³⁰ "Ghana's Private Sector Investment Plan for Agricultural Development" was released by GoG in May 2012

realistic market opportunities for the manufactured products (local or export). MOAP NW is contributing to this initiative by supporting value addition and creating a conducive environment for investors through development of MTDP in the 14 districts³¹.

Conceptually, public investments into the following 5 pillars would help to crowd-in private sector investment for transformative growth:

- **Seed:** Currently, only 11% of producers use certified seed; the goal is to boost usage by providing a 50% subsidy.
- **Fertilizer:** Providing a 50% subsidy aims to urge significant uptake by producers.
- **Marketing:** Aggregators will be assigned around the country to aggregate excess production. Production will be channelled into school feeding, military/prison rations, and National Buffer Stock Company (NAFCO) strategic stocks.
- **Extension:** The number of extension agents has dwindled to 2,400, creating downward pressure on technology transfer. MOFA estimates a need for 4,000 extension agents nationally.
- **E-Agriculture:** Introducing new ICT applications to improve the delivery of the subsidy program. Beneficiaries will be biometrically registered by e-Soko based on size and location to help the government accurately pinpoint a farmer's needs and deliver with less waste.

Conclusion: the EU-GAP is highly correlated with GoG national sector policies and is contributing to their implementation.

³¹ MOAP NW Annual Narrative Report 2021. GIZ

2.3 Efficiency

EQ3: Do the implementation framework and coordination mechanisms lead to appropriate ownership of the Programmes and delivery of the Action results?

<u>Judgement criteria</u>	<u>Findings (per indicator)</u>
<p>JC 3.1 Ownership in the process: effective exercise of leadership by the Government in development interventions</p>	<p>Ind 3.1.1. Perception of <u>Government ownership and leadership</u> of the overall MOAP and REACH implementation.</p> <p>EU-GAP: EU-GAP have a single Joint Steering Committee³² (JSC) for MOAP, REACH and PIP chaired by MoFA and co-chaired by EU. This JSC is a unique and positive opportunity for all projects under the EU-GAP to bring themselves up to speed with activities in the field and align themselves with the Government's priorities.</p> <p>The JSC scope of responsibilities (article 2) defined³³ and approved by the JSC³⁴ as follows:</p> <ul style="list-style-type: none"> • Provide <u>strategic guidance</u> to the entire EU-GAP; • Approve the individual actions' Annual Work Programme; Also, shall approve the annual budgets allocated to the matching grants for the private sector. • Monitor the performance of the individual actions to achieve the desired outcomes of the 3 respective Financing Agreements <p>During the implementation of the EU-GAP there were 8 JSC meetings³⁵. It could be noted, however, that the decisions of the JSC are not always followed up and that MoFA, for example, considers itself to be side-lined in the planning and budgeting of activities. This situation often leads to misunderstandings between the partners and MoFA. There are two examples which reflect this situation:</p> <p>(i) The Chair of the JSC, to have true oversight/responsibility on the implementation of the overall EU-GAP requested³⁶ their operational plans, including budget and administrative costs, to the Agencies. Some Agencies didn't agree because they considered their components' budgets approval it's not included in JSC scope of action. This is a critical issue related to GoG ownership, such as whether JSC has the authority to approve (or not) the Component plans and budgets; therefore, needs some clarification; and/or an updated JSC ToR's, if necessary.</p> <p>It's important to consider that the implementation modalities of the EU-GAP have already been agreed upon in (a) the respective FA agreements between the GOG and the EU and (b) the Delegation Agreements between the EU and the Member State Agencies. Indeed, the JSC's ToRs reflect those agreements and limitations. Evidently, suppose the parties wish to reinforce the GoG ownership and mutual accountability per the Paris Declaration and Accra Agenda for Change. In that case, it is necessary to generate a new dialogue for this purpose.</p> <p><u>In summary</u>, although EU contracts with GoG and IPs are already signed and operational, making it difficult to reconfigure the implementation framework at this stage; the MTE Mission highlights the issue of EU-GAP Governance and the need to</p>

³² **JSC Members:** Ministry of Food and Agriculture (MoFA), the Ministry of Finance (MoF), the Ministry of Environment, Science, Technology and Innovation (MESTI), the Ministry of Local Government, Decentralization and Rural Development (MLGDRD), the Ministry of Roads and Highways (MRH), the National Development Planning Commission (NDPC), and the Northern Development Authority (NDA).

JSC Observers: European Union (EU) and the Implementing Partners: German Society for International Cooperation (GIZ), French Development Agency (AFD), Environmental Protection Agency (EPA), Ghana Irrigation Development Authority (GIDA), International Water Management Institute (IWMI), and the World Bank (WB). Also, farmers, beneficiary communities and agribusiness representatives.

³³ Rules of procedure for the JSC of the 11th EDF.

³⁴ 3rd JSC meeting held 22/07/2019

³⁵ During period 19-04-2018 to 26-05-2022

³⁶ 8th JSC meeting held on 26/05/2022

revisit the letter and spirit of the basic agreements expressly to improve GoG ownership and thereby the prospects of sustainability of EU-GAP intervention (please refer to recommendation chapter)

- (ii) A proposed EU-GAP governance structure (chart), including the Joint Steering Committee, the PCU and the various agencies structures, highlighted coordination activities and reporting channels were suggested during JSC meetings but never approved. This is another example that contributes to the lack of clarity in the chain of command and ownership of the EU-GAP.

Ind 3.1.2. Perception of the communities regarding the utility and need of the CAP for their strategic development

According to the representatives of the districts, the development of CAPs is the districts' responsibility, which uses formats provided by the Ministry of Local Governance (MLGRD). These CAPs are expected to come from a participatory process that involves communities in identifying problems and solutions. There are two levels according to the differential actions implemented by MOAP-NW and REACH:

- **MOAP-NW:** supported communities' mobilization as a tool for the MTDP and provided some funds (petrol, food, etc) to the districts. The funding benefited the districts because they did not have enough money to finance these community meetings. The visited communities did appreciate the project's support in developing their CAPs. However, because inadequate sensitization and information were provided to the communities, they did not have enough understanding of their need for the CAPs; and as a result, many of them thought the CAPs were MOAP's action plans to be carried out in their communities. They all thought the infrastructures identified in their CAPs were commitments by MOAP to invest in their communities, because the infrastructure was promised, but no action followed MOAP's commitments, thus resulting in the diverse frustrations expressed by the communities visited³⁷.
- **REACH 1&2:** The district staff and REACH officers³⁸ indicated that none of the CAPs implemented by Districts were yet used their REACH specific CAP methodology. REACH is still at the level of "needs assessment"; therefore, no community involvement yet due to REACH methodology. Ownership of the project strategy and interventions is lagging because of insufficient sensitization and communication with them.

JC 3.2 Adequacy of IP's management structure.

Ind 3.2.1 Adequacy of IPs' and PCU organisation and management structure, and implementation modalities.

Several reports and interviews mentioned the need to develop an EU-GAP common result framework and harmonized M&E and reporting system. The overall guideline for the EU-GAP from the Joint Steering Committee needs to be improved. Also, the projects have limited coordination, and PCU is not providing this support as required.

PCU: The Programme Coordination Unit was formally approved by the JSC and established on 17/08/2020, under the supervision of the Director of Regional Department of Agriculture in Wa³⁹. It has an initial period of implementation of 36 months. PPMED-MoFA developed their ToRs with ambitious tasks compared with human resources and funds allocated. The PCU objective was to serve as the main focal point for all EU-GAP implementers, including GoG and JSC.

³⁷ Several Communities (Siiru, Buka, etc.) and Vida Diuretey, Wa West District Chief Executive

³⁸ Interview REACH staff

³⁹ Letter Reference 124/565/02. Ag. Chief Director. MOFA. 05/08/2020

The specific tasks are (i) to create and maintain linkages and synergies between the EU-GAP projects and other Donor Programmes in the Joint Programme Area (3 regions); (ii) to provide National oversight of the EU-GAP M&E and (iii) support the JSC: organize meetings, provide information and quarterly coordinate meetings. These are complex tasks, as PCU doesn't have an adequate budget and full-time staff to fulfil their responsibilities.

PCU Resources: The EU-GoG Technical Cooperation Facility⁴⁰ (Program Estimate 1) provided some EU funds (GHS 900,750) for the establishment and functioning of the PCU. The budget is for four years; it includes office equipment (laptops, printer, tablet), 1 vehicle, and funds for organizing bi-annual JSC meetings. No funds were allocated to hire personnel. The assigned staff is mainly seconded DoA staff (Coordinator, M&E and Secretary), and a Technical Advisor provided by REACH for one year (already expired).

PCU implements some field verifications visits, but the lack of adequate resources inhibits the ability to make correct supervision of what the IPs and Districts implement in the JPA⁴¹

Also, PCU was expected to coordinate the 3 Technical Working Groups to be developed during EU-GAP implementation.

- Monitoring and Evolution (M&E)
- Communication and Visibility (C&V)
- Learning and Innovation (L&I).

But they do not function as a coordination structure

PCU promotes the Quarterly Progress Review (QPR) meetings with IPs. The purpose is to consolidate joint workplans, promote synergies and avoid duplications. The way it functions is the following:

- PCU asks IPs to share their progress report with coordination proposals seven days in advance.
- Each project makes individual presentations (MOAP-NW, REACH 1&2, REACH 3, PIP: roads and irrigation). They present a list of activities of their operational plans. This is very time-consuming and difficult to process during the meeting. Moreover, projects have some lack of clarity on their vision and approaches. Therefore, the issues to be analyzed are expected to be more complex, and uncompleted and scarce agreements are reached. For example, at the QPR meeting of 06/30/2022⁴², the PCU presented a standard reporting template to facilitate and collate IPs progress reports. There was no agreement and resolution. The decision was transferred to the JSC. Moreover, no joint analysis and work planning were seen. If the Projects have better M&E systems with representative data, their reporting to PCU might improve quality and help the coordinating issues.

Moreover, due to its already mentioned constraints, the PCU is not seen by IPs as the main focal point for the EU-GAP coordination. The PCU has constraints to assume the coordination in one region even less in the 3 regions. So, despite the positive PCU efforts, the IPs continue working as independent projects with a silo view. Projects expressed continuous dissatisfaction⁴³ with how the PCU works and don't recognize any leadership.

As a result, the PCU cannot fulfil its objectives in coordinating the projects. Additionally, due to the non-existence of EU-GAP common result logframe, the PCU is also constrained to provide adequate oversight of EU-GAP progress.

MOAP-NW and REACH 1&2: Their implementation modality is done in both projects by indirect management with a Member State Agency (GIZ). Implementation of project activities is done mainly with District Assemblies, AEAs, other departments of MOFA, private sector actors and community organizations. In addition, MOAP-NW involves private companies in the supported value chains to the greatest extent possible. The leadership management structure of MOAP-NW and REACH 1&2 have had severe limitations in managing the projects accordingly due to their limited focus on implementation in the territory. This is partly because (i) their dedication is shared with other projects and (ii) their location is far from the Joint

⁴⁰ Technical Cooperation Facility V (TCF V). GH/FED/041-197

⁴¹ Interview PCU staff

⁴² The MTE Mission was present as observer.

⁴³ 5th JSC Minute held on 25-11-2020

Program Area. For example, all the main MOAP-NW staff (Head of Programme, Component Manager, M&E Manager, Administration and Finance) are 50% funds/time allocated to MOAP NW and 50% to other Project (MOAP-South and now AgriBiz). Moreover, they are located mainly in Accra⁴⁴. The case of REACH 1&2 is similar: the Team Leaders are also managing other projects (Com Cashew-GIZ, MOVE-GIZ) located in Accra or other countries. In January 2022, a new REACH Project Manager came in, located at Wa.

REACH-3: The implementation modality is a Grant with a direct award (direct management) to the International Water Management Institute (IWMI)⁴⁵. This implementation entails conducting scientific research into social transformations and delivering advocacy tools for decision-makers.

Coordination agreements with national stakeholders.

- GIZ has some challenges with MoFA. It was already noted⁴⁶the unsigned MOAP-South Implementation Agreement by MoFA. Moreover, during negotiations between GoG and GIZ (30 June 2020), it was agreed to finish the cooperation in the agricultural sector. Therefore, in March 2021, various agricultural programmes ended⁴⁷. MOAP-NW has some agreements at the district level and continuous constraints (see Ind 4.4.2).
- MOAP-NW and REACH need to interact better and develop working agreements with other national stakeholders, such as MLGRD, Ministry of Trade, Ministry of Communication (NIITA), and districts. Also, with Babile Research Station where TECAS is located.

Ind 3.2.2 Adequacy of the monitoring and Technical Assistance (NIRAS) to facilitate the projects' achievement to their maximum potential.

As per their TORs, the Technical Assistance⁴⁸ from NIRAS had the following Expected Results⁴⁹:

1. The quality of the 2019 Annual Performance Report (APR) is enhanced;
2. The quality of the 2020 quarterly reports for the agricultural sector in the Upper West Region is enhanced with more and better analysis of data and information;
3. The capacities in data collection, analysis, and report writing skills of the regional and districts M&E and reporting officers of the Upper West Region are enhanced;
4. Reporting on results of the EU-GAP is enhanced, and harmonized M&E log-frame is developed.

Three addendums were implemented for the TA-TL change, budget reallocations, and increase. Due to addendum 2 expected result 4 was modified, and its responsibility was transferred to the new PCU EU-GAP. The TA would train the PCU to do so; but finally, it was not able to perform this issue

According to MoFA and PCU staff discussions, this support did not produce the expected results. Indeed, MoFA benefited from specific support in monitoring, evaluation, and reporting in some districts, but the monitoring and evaluation system generally was not improved. At the end of the work, the APRs did not improve, and the capacities of the M&E managers at the regional and district levels did not change significantly. MoFA staff ⁵⁰ confirmed that the recommendations suggested in the NIRAS draft report⁵¹ are not being

⁴⁴ Organizational structure 19/08/2021. MOAP NW GIZ.

⁴⁵ Technical and Administrative Provisions. ANNEX 1 REACH Financing Agreement No GH/FED/039-673

⁴⁶ 3rd JSC Meeting held on 22/07/2019

⁴⁷ GIZ Summary of challenges in MOAP. GIZ note provided to MTE. July 2022

⁴⁸ Implementation period: 14/02/2020 to 31/07/2021

⁴⁹ ToRS: Strengthening Monitoring and annual Performance Reporting in Agriculture Sector. 2019/412-108/1

⁵⁰ Focus Group discussion. MoFA-PPMED staff held 04/07/2022

⁵¹ Draft Final Report July 2021. NIRAS. This Report had not been approved yet in June 2022.

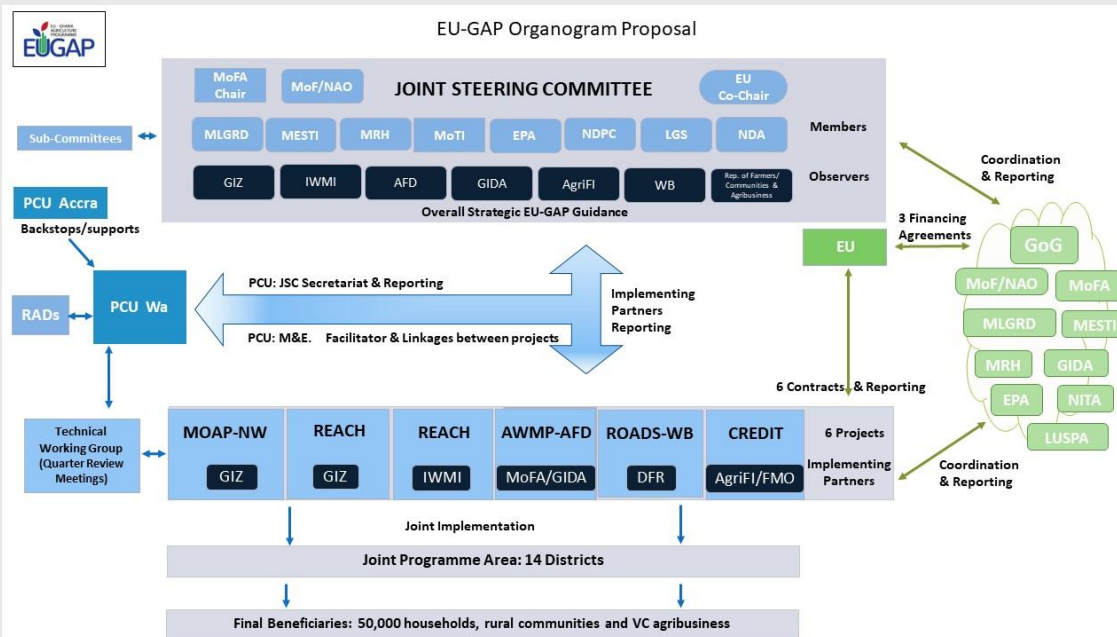
applied. Moreover, no action was reflected in improving the EU-GAP harmonized logframe, nor improving the M&E system and data collection of MOAP and REACH⁵².

JC 3.3 Productive engagement and partnerships between IPs, GoG, district authorities, private sector and end beneficiaries.

Ind 3.3.1 Presence and functionality of coordination structures.

The EU-GAP direct line of authority and programme management intervention is complex and unclear. This is reflected in the non-existence (June 2022) of a clear EU-GAP organigramme accepted by all parties. Therefore, the MTE mission developed an EU-GAP organigramme as a proposal for the JSC (below Figure 3) and will be further analysed in a complementary separate report named: Proposals for EUGAP.

Figure N°3. MTE proposal for EU-GAP organigramme



Source: elaborated by MTE with support from all EUGAP stakeholders.

JSC: The JSC has been set up on April 2018 and meets regularly to discuss the project issues. Its decisions are not always implemented because of a lack of an accountability framework. GIZ seems more focused on being subject to the EUD, while MoFA would like to see its coordination and oversight responsibility reaffirmed.

PCU: The PCU has been set up in August 2020, but lacks the human and material resources and a strong enough mandate to do its work. In principle, the low budget dedicated to the functioning of the PCU is given through NAO (Program Estimate).

Technical Working Groups: Only the Quarterly Progress Review meetings coordinated by the PCU are in place.

Coordination meetings between MOAP-NW and REACH: GIZ implements both projects. This is an opportunity because it allows for a minimum of coordination. However, this opportunity is not effectively beneficial because the evaluation team finds scarce examples of coordination between the two projects.

REACH 1&2 and 3: The coordination within REACH components is poorly structured and could be improved. The Social Transformation research component has started but is not well coordinated with GIZ and the other actors. It looks like a research program on its own with very few opportunities for sharing its results. REACH-3 “expects”⁵³ that REACH 1&2 will use their

⁵² MOAP and REACH staff interviews.

⁵³ Interview IWMI REACH-3 staff

knowledge, but no coordination for this to happen. Consequently, REACH 1&2 has not yet used any knowledge generated through the REACH-3, to adapt their strategies or interventions.

Ind 3.3.2 Type of activities jointly implemented and coordinated.

As indicated by the interviewees from the projects, both MOAP and REACH 1&2, are engaged in a set of similar activities without properly coordinating between them. Among the overlapping activities are:

- The development of the MTDP and CAPs
- The implementation of the activities about Conservation Agriculture
- The collaboration with TECAS
- The investment in small infrastructure at a community level
- The support for extension service

All these activities are overlapping and, until June 2022 were not adequately coordinated⁵⁴.

Ind. 3.3.3 Synergies captured and duplication of effort avoided.

The two projects operate separately. Although MOAP-NW and REACH 1&2 are located nearby at Wa, coordination and synergies are limited.

During the Quarterly Progress Review meetings, the PCU tries to find ways to improve synergies between IPs, Districts, MoFA and PIP components with little success⁵⁵.

Aside from the JSC, which allows them to ensure a minimum of coordination, the evaluation team could not note any other examples of duplication of effort that were avoided.

2.4 Efficiency

EQ4: Have the Actions' interventions delivered improved services (advice and inputs), credit, inclusive business models, Community Action Plans as planned?

Judgement criteria	Findings (per indicator)								
JC 4.1 MOAP-NW Increased capacity to deliver services to the farmers	<p>Introduction: Issues such as the poor definition of the indicators, baseline, the way of collecting and analyzing information raise serious doubts about the validity and representativeness of the data presented by MOAP-NW and REACH 1&2. Below are presented the MTE matrix indicators which includes some examples of the issues mentioned at the cut-off date 31/12/21.</p> <p>Ind 4.1.1. N° of farmers benefitting from MOAP activities has income above the poverty level (1,90 USD/day) (if data is available).</p> <p>MOAP developed their data and analysis on the Specific Objective Indicator 1.2: <i>The beneficiaries on the supported VC have income above the poverty line due to MOAP activities</i>. The Baseline was 14,5 % of the beneficiaries above the poverty line; the data presented for the year 2021 is 68 %. It can be noted the existence of a substantial increase in this leading indicator. (Table below)</p> <p style="text-align: center;">Table N°3 Reported trend of HH income above poverty line, due to MOAP-NW action</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="background-color: #92d050;">Indicator</th> <th style="background-color: #92d050;">Baseline (*)</th> <th style="background-color: #92d050;">Current Value (**)</th> <th style="background-color: #92d050;">Target (***)</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Indicator	Baseline (*)	Current Value (**)	Target (***)				
Indicator	Baseline (*)	Current Value (**)	Target (***)						

⁵⁴ MOAP, REACH and TECAS staff interview.

⁵⁵ The Evaluation Mission participate as observer of the 2nd Quarter Review Meeting held on 30/06/2022

	2017	(Dec 2021)	(Dec 2023)
Producer households increase their income above the poverty line (USD1,90/day/head), due to the VC Action.	14,5 %	(68 % of 50.000) 34.000	(85 % of 50.000) 42.500
(*) GIZ MOAP Baseline Study. GFA Consulting Group. April 2018 (**) Annual Narrative Report 2021. GIZ. June 2022. Included in the MOAP logframe provided to MTE. (***) MOAP Logframe			

But when a better analysis of the information is done (table 4) it can be seen that only 8 % of income increase is related to project-supported crops, and 92 % is connected to other sources, such as livestock, remittances, etc. This is an interesting example of the understanding of indicators⁵⁶ and how measuring them affects the credibility of the data provided by the projects.

Table N°4 Source of income per value chain of project beneficiaries

VC	Total income supported crop			Other sources of income		Overall Income	Project Beneficiaries Source of income		HHs with income above poverty line (GHS4.09)	
	Total	Average/acre	Average/producer	Total	Average per Producer		Project supported crops	Other sources	No	%
Cashew	282.249	462	5.645	1.697.501	33.950	1.979.750	14%	86%	40	80%
Groundnut	11.364	164	227	409.926	8.199	421.290	3%	97%	22	44%
Rice	80.662	349	1.613	757.348	15.147	838.010	10%	90%	35	70%
Sorghum	9.327	67	187	1.148.535	22.971	1.157.862	1%	99%	39	78%
Soya	112.734	1.022	2.301	801.900	16.365	914.634	12%	88%	35	71%
Mango	-31.234	-301	-10.411	166.120	55.373	134.886	-23%	123%	1	33%
					Average 5 VC		8%	92%	172	68%

Source: elaborated by MTE based on data provided by MOAP-NW. July 2022

Note: numbers in red indicate loss of money

⁵⁶ MOAP-NW defines income as revenues generated by the HH from agricultural and non-agricultural activities. The inclusion of remittances and livestock explains most of other sources incomes

Ind 4.1.2. Grade of Fruit and vegetables value increase due to new branding certificates (if data is available).

MOAP-NW: The data provided for Outcome 4 for year 2021 is 11.021 euros sales made from 2 mango producers to HPW (certified off taker) (table below) This data doesn't explain if it refers to total or increased income due to Action activities. MOAP recognizes in their logframe that this indicator will be difficult to reach due to the following challenges: (i) Until 2020, there were no certified vegetables farmers in North West Ghana. Relatively few retailers / consumers are expected to be prepared to pay a premium price for certified products in the domestic market. Some of the farmers have lost interest in certification due to inconsistencies with the market. Based on the above, it seems that value addition due to new branding might not be as initially expected.

Table N°5 Reported sales fruit and vegetables with value increase due to certificates

Indicator	Baseline (*) 2017	Current Value (**) (Dec 2021)	Target (***) (Dec 2023)
Sales of fruits and vegetables to the domestic market from production in NW Ghana with a sustainability certificate by three largest off-takers increase in value	0	11,021 euros Sales made from 2 mango producers to HPW (certified off taker)	60.000 euros
(*) GIZ MOAP Baseline Study. GFA Consulting Group. April 2018 (**) Annual Narrative Report 2021. GIZ. June 2022. Included in the MOAP logframe provided to MTE. (***) MOAP Logframe			

Ind 4.1.3 N° of smallholders (2has) benefitting from training in GAP (if data is available)

MOAP-NW: target population. First, there is no clear definition of the type of target population that MOAP-NW focuses on. The MOAP-NW project documents mention to focus on 50,000 smallholders' family farms which mostly cultivates up to 1 acre per household. But the output indicator 2.1 mentions the focus to work in HH with less than 2 has. In addition, the project documents mention "support to commercial farms, input dealers, aggregators, and processing companies". In general, a value chain project needs clarity on which is its target population. The smallholder subsistence family farmers are not the best to be included in a value chain project⁵⁷, unless a specific approach is designed purposely.

The table below presents the population that MOAP-NW is working. Based on the 2021 HH survey, it can be seen the differential average/HH per value chains. On the six VC, the average area cultivated by HH, ranges from a minimum (1-2 acre) for groundnut and soya, meanwhile sorghum and rice are intermediate (3-5 acres) and cashew and mango have the biggest area (12-35 acres). This different size of land per value chain and the crop particularities defines the technological package to be developed to improve productivity and production quality, an issue which did not appear clearly in the MTE field visit.

Table N°6 Average acreage cultivated per HH and VC

VC	Survey Total farmers	Total Area cultivated (acres)	Average area /producer (acres)
Groundnut	50	69	1
Soya	49	110	2
Sorghum	50	138	3
Rice	50	231	5
Cashew	50	611	12

⁵⁷ MOAP -NW logframe FA mentions: "The value chain approach promotes market orientation with the risk that smallholders especially marginalized smallholders will be integrated insufficiently".

Mango	3	104	35
(*) GPS estimate			
Source: MTE elaborated with MOAP-NW 2021 House Hold Survey. CDD Consultant. February 2022. GIZ.			

It's suggested to develop a clear definition target population, considering the selected value chains, and the need of a precise technical package for each type of farmers within the value chain selected.

According to data provided by MOAP-NW reports⁵⁸:

- 28 Agricultural Extension Agents (AEs) were trained in the set-up of community GAPs demonstration plots and for the annual crops to improve their yields
- 27 AEs from 13 districts were trained on principles and practices of Conservation Agriculture (2-day training). Each EAs supervised at least 1 demo-plot, in cooperation with MOAP-NW and TECAS.
- 27,763 stakeholders have access to extension services.

The table below presents those 27,763 smallholder farmers access to extension services in 2021, exceeding the project targets (15.000).

Table N°7 Reported beneficiary training in GAPs

Indicator	Baseline 2017	Current Value (***) (Dec 2021)	Target (***) (Dec 2023)
Ind 2.1 No smallholders (< 2 ha) have access to extension services, due to the arrangements between district agricultural advisors and external clients, for training and advisory services in GAPs	26,7 % have access to public/private extension services (*) MOAP put zero (**)	27.763 49 % women 27 % young adults	15.000
(*) GIZ MOAP Baseline Study. GFA Consulting Group. April 2018 (**) MOAP-NW logframe. (***) MOAP NW Logframe. Data provided by District Department of Agriculture. (****) MOAP-NW logframe			

The MTE analysed in detail the data presented for the Output indicator 2,1 by MOAP-NW and some constraints appears. Below are presented some examples:

- The indicator is unclear and was not improved
- Existence of two baseline data. Moreover, the baseline study provides a %, the indicator is a number.
- The data presented as current value have some inconsistencies: (i) include farmers below 2 has alone or not; (ii) if the expected better access to extension services is related to MOAP-NW action or other interventions.

In summary, the lack of clarity of the indicator, the fact that it has not been improved in all these years, the existence of various baselines and the current value is data provided by District Department of Agriculture covering all their activities, shows the lack of clarity that MOAP-NW itself has regarding this indicator and the actions it carries out. Then, this is reflected in the information presented as current value, as if everything was due to the action of MOAP-NW. The lack of adequate information management clearly emerges and generates the loss of credibility of the data presented for this and other indicators.

Ind 4.1.4. N° of farmers (30 % women) applying at least 5 promoted GAP of which 2 improve climate resilience. (if data is available)

Both MOAP-NW and REACH have established Conservation Agriculture as the main production model promoting Good Agricultural Practices (GAPs) within the demonstration plots. Moreover, MOAP-NW also promotes conventional agriculture⁵⁹.

⁵⁸ MOAP-NW Annual Narrative Report 2021. GIZ.

⁵⁹ MOAP-NW Comment 51. Annex 13.

MOAP-NW developed a specific survey⁶⁰ to analyze the adoption rate of Good Agricultural Practices (GAPs) by farmers. It mentions a “high adoption rate (96% on average) in all Value Chains of which 38,4 are women on average”. According to the data provided by the HH Survey, the GAPs adoption rate and the gender indicator has exceeded all the expectations.

Table N°8 Farmers adoption of GAPs
(5 environment GAPs of which 2 are improve climate resilience GAPs)

Indicator	Baseline (*) 2017	Current Value (**) (Dec 2021)	Target (***) (Dec 2023)
No of producers introduced GAPs, (30% women) and apply at least 5 promoted GAPs (defined as environmentally sustainable) of which 2 are improve climate resilience.	No baseline defined in baseline study. Because it was not included in their TorS. 30% women MTE assumes the value is not zero (****)	96 % 38,4 % are women	35.000
(*) GIZ MOAP Baseline Study. GFA Consulting Group. April 2018 (**) Annual Household Survey 2021. MOAP-NW-CDD Consult. February 2022. (***) MOAP Logframe (****) There are many positive GAPs already used by farmers as mentioned in pages 37, 38, 39 and 40 MOAP-NE Baseline Study April 2018.			

The MTE analysed the way the survey has been implemented and how the indicators were analyzed and several serious constraints start to appear. Below are presented some examples:

- The HH survey sample should be representative of whole MOAP’s farmers. The sample was unilateral defined as 50 farmers; additionally, the farmers individual selection was not randomly done. Therefore, the representativeness validity of the data is questioned.
- Moreover, the indicator is defined with a double condition that must be fulfilled simultaneously: (i) farmers which apply at least 5 promoted GAPs (defined as environmentally sustainable) and (ii) two of those 5 GAPs must improve climate resilience. The survey didn’t consider at all this issue for the analysis. Moreover, it doesn’t have identified the list of GAP’s defined as environmentally sustainable and GAPs which improve climate resilience.
- Furthermore, in a demo plot 1-3 GAPs are applied per year; So, how is this high GAPs adoption rate achieved in such a short time?
- Finally, the field visit carried out by the MTE does not validate the adoption rate presented. In addition, it is recorded that many GAPs were already known to the farmers (due to previous projects and ancestral practices) and were already applied by the farmers visited. This is also mentioned in the baseline study⁶¹. Therefore, the baseline cannot be zero. The content taught to farmers in those plots is not harmonized enough; it’s a project top-down decision which GAPs are introduced in the demo plots.
- Unfortunately, errors of this type take away the credibility of the project and in turn demonstrate the technical limitations for an adequate M&E.

In summary: the data presented is not representative, they do not fit the definition of the indicator and there is a lack of adequate information management. The study must be carried out under the appropriate conditions.

Ind 4.1.5. MOAP-Analysis of the several models to provide access to finance and pertinence to scale-up.

⁶⁰ Annual Household Survey 2021. MOAP-NW-CDD Consult. February 2022.

⁶¹ There are many positive GAPs already used by farmers as mentioned in pages 37, 38, 39 and 40 of MOAP-NW Baseline Study April 2018.

- **Matching Grants Facility:** it's used to boost local small-scale processing in MOAP-NW region. Ten rice parboiling groups (280 women) were supported for the procurement and installation of 10 parboiling vessels. The scheme needs to better analyze the viability of each proposal, as seen in AUB Dassanah Agri-Processor matching grant which its far to be completed and functioning⁶². Overall, the matching grant facility is relevant if it's within the logic of the value chain development, not isolated and the viability is correctly analyzed.
- The MTE highlight the positive coordination between MOAP-NW and AgriFi⁶³. The project finance initiatives below EUR 50,000 and AgriFi⁶⁴ finance bigger investment (more than EUR 50,000) for sector enterprises. Until MTE cut of date, no credit was implemented by AgrFi.
- **Cost sharing investments** were used to support 5 aggregators in the procurement of 4 multipurpose threshers and a crawler combine harvester. This model is relevant if it's within the logic of the value chain development, not isolated.
- **Input Revolving Fund** for annual crops was established to provide credit support through aggregators to their out-grower farmers. i.e the 2021 cropping season had a total of 2,739 smallholders out grower farmers through aggregators. The supported aggregators were expected also to provide harvesting and post-harvest machinery service (threshers). The scheme appears to be not well organized, because the fund goes is used by the aggregator and is unclear the contractual issues with the out-grower farmers. Low repayment of the input revolving fund by aggregators was reported as a challenge in several JSC meetings⁶⁵. The low recovery of 49% for the 2019 cropping season reduced farmers' access to input credit in 2021⁶⁶.
- **The Village Saving and Loans Associations (VSLA)** it's an excellent tool to reach women and provide them the chance to access to credit for small business and pay the school fees. But the amount mobilized through the VSLA is too small to satisfy the farmers' needs in terms of financing. While the project is investing a lot to set up VSLAs groups, they cannot and should not be the only option for farmers to access finance. Due to low aggregators repayment the MOAP-NW is now positively using the Input revolving fund linking VSLA with agricultural input dealers with success. The VSLA it's a relevant model to be expanded.

Ind 4.1.6. N° of additional new jobs for women are created by private sector.

According with data provided by MOAP-NW, a total of accumulative 2,959 jobs were created; 542 jobs (31%) were for women. The disaggregation level is the following: 2685 jobs were created at the producers' level, 56 jobs at processors level and 218 jobs at aggregators level.

Ind 4.1.7. Grade of satisfaction of Common Interest Groups (CIG) with their performance.

According to data provided by MOAP-NW based on a survey, 95 % of CIGs members are satisfied with services provided by their CIGs in year 2021.

Ind 4.1.8. N° of Value Chain Committees submitting 3 common interest advocacy cases per year (if data is available)

MOAP-NW facilitated the formation of 3 Value Chain Committees: Soybean Round Table (SBRT), Upper West Region Rice Platform (UWRRP) and Groundnut Working Group (GWG). None advocacy issue was developed and submitted.

Ind 4.1.9: Brief analysis of the Value Chain Approach implemented

The selected VC are cashew, groundnut, mango, rice, sorghum, soya, vegetables. MOAP-NW proposed a value chain approach based on the Value Links methodology⁶⁷; which has a market-driven view. It works at different levels (farms and enterprises, their associations, processors, service

⁶² Meeting Director AUB Dassanah.

⁶³ AgriFi is the implementor of PIP Credit component; it's managed by FMO, the Dutch DFI and the EDFI Management Company, a company established by the 15 European Development Finance Institutions (DFIs)

⁶⁴ AgriFi is the implementor of PIP Credit component; it's managed by FMO, the Dutch DFI and the EDFI Management Company, a company established by the 15 European Development Finance Institutions (DFIs)

⁶⁵ 6th JSC Minute 20/05/2021

⁶⁶ 5th JSC Minute. 2020

⁶⁷ Methodological approach adopted by GIZ for value chain development.

providers, local government) with the clear aim of assisting smallholder producers to satisfy market demand. For sustainability, the Project was expected to support inclusive business models that stimulate community and other private investment into infrastructure, production and service provision⁶⁸.

The main VC studies in Ghana were done at national level between 2010-2012 for cashew, legumes, maize, rice, sorghum and mango. Additional national value chain studies on sorghum and groundnut were funded by the European Commission / DEVCO from Brussels. There are no specific VC studies for NW Ghana.

The MOAP-NW was expected to develop the value chain analysis or mapping within the first four months of the project. *“Project staff as well as MoFA partners acquainted with the Who-Is-Who in a particular value chain, estimates volumes, profits and number of livelihoods benefitting from a particular value chain, and contributes to the understanding of value drivers, bottlenecks, power relations, degrees of vertical and horizontal integration as well as the chain’s short-term and long-term competitiveness. After value chain analysis the Indicators for the Specific Objective of the Project will be either confirmed or amended”*⁶⁹.

The MTE requested the mapping of seven VC with the expected information and the MOAP-NW proposal in order to understand the VC approach implementation. This was only provided for mango VC. The MTE has seen in the field several but isolated activities, without a clear logic of intervention. Moreover, indicators for the SO were neither confirmed or amended.

Ind 4.1.10. % of quality inspections are based on national regulations (if data is available)

The national regulations are related with seeds producers and agro-input dealers using the PPRSD guidelines. According to data provided by MOAP-NW; 99% of 62 supported seed producers correspond to national regulations in 2021. In 2020, 89% of 210 supported seeds producers and agro-dealers correspond to national regulations.

MOAP-NW supported the PPRSD to implement the guidelines and inspections, since 2020, with positive results⁷⁰.

Judgement criteria

Findings (per indicator)

**JC 4.2
Increased climate change adaptation- and CAP-REACH**

Ind 4.2.1. N° District Mid-Term Development Plans established with SEA standards

According to REACH logframe, none District Mid-Term Development Plans were established with SEA standards, up to June 2022, with support from REACH. The initial support to DPCU in developing Medium-Term Development Plans (MTDPs) was initiated by MOAP-NW for 2018-2021. REACH1&2 was expected to support reviewing and developing new ones, including SEA standards⁷¹.

REACH component 1 focuses on improving the capacity of Assemblies in environmental analysis to develop and standardize the District and Community capacity in climate-smart planning and natural resources management to comply with the unconditional priorities of Ghana’s Nationally Determined Contributions (NDCs) in the selected districts. The support for DPCU Strategic Environment Assessment (SEA) Training in the 14 Districts of the JPA was initially planned to be implemented through the Environment Protection Agency (EPA). It was also expected that REACH would support the EPA in moving from a pilot project to mainstreaming the AKOBEN system of monitoring and evaluating the MTDDPs regarding NDC standards and compliance.

The implementation of the EPA component had significant delays due to an impasse between EPA and REACH on the implementation process. The JSC authorized REACH to tender services for conducting the SEA trainings⁷². On 31/12/2021 (cut-off date), the tender process was underway, with four companies (all with Ex-EPA staff) submitting their proposals⁷³. This activity is important to understand the environmental impact of the infrastructure component at the end of the EU-GAP.

⁶⁸ Description of the Action. MOAP-NW. GIZ

⁶⁹ Description of the Action. MOAP-NW. GIZ

⁷⁰ Interview PPSSD Unit Head staff at Wa

⁷¹ 4th JSC Minute held 02/02/2020

⁷² 6th JSC Minute held 20/05/2021

⁷³ 7th JSC Minute held 16/11/2021

Ind 4.2.2. A Centralized database established and functional within the program area

As of June 2022, the centralized database is not yet established within the program area.

The support for 14 DPCU⁷⁴ planning structure capacities was expected to be done through the following activities:

- (i) **Improve IT infrastructure:** REACH procured IT equipment (laptops, GPS, tablets, UPS, etc.) for 14 MMDAs in the JPA. The distribution was based on the IT needs assessment conducted in 2019. The distribution was done across the five thematic areas, namely the Agriculture, Health, Central Administration, Education, and NADMO of the DPCUs. According to the testimonies received from the beneficiaries, this equipment allows them to do their work better. Visits to their offices revealed that the computer equipment donated by REACH was, in most cases, the only equipment available in these offices.
- (ii) **IT/GIS training:** 98 participants from the various DPCU were trained. Although IT equipment was given, they need more training on thematic issues to perform their job. All the districts, except for one, acknowledge the support in georeferencing and map production has not been sufficient since their services cannot currently produce the maps⁷⁵. The need for full-time dedication from the DPCU staff is also a factor that can explain the limitations of the support they have received so far.
- (iii) **Centralized digital database (e-library)** to preserve all Project/Programme data: This database should eventually allow districts to digitize all their essential documents. Work has begun on the database structure developed by REACH staff. On 31/12/2021, over 3.000 documents at Nadowli, Jirapa, and Lawra Districts were scanned. To date, the work has been done primarily by REACH staff. District staff is not involved in digitization at this time. According to discussions with REACH, once all documents are digitized, then staff will be trained and tasked with continuing the work in the future. Regarding the establishment of the digital library, REACH had difficulties getting the MMDAs to share relevant documents/information for the document repository. For the documents to be available online, there would need to be an intranet or internet connecting all offices at the district level. Feasibility studies are still underway at the time of this evaluation. The evaluators note that the documents will be accessible to anyone accessing the network. The pilot database does not appear yet to provide different access levels, which could help protect some data from unauthorized access.

In summary: excellent entry point to work with the DPCU staff, but its potential is yet to be demonstrated.

Ind 4.2.3. N° of climate smart Community Action Plans (CAPs) developed.

It was expected to have a minimum of 60 Communities with effective CAPs by the end of 2020 and 200 by 2024. Until June 2022, no Community Action Plans (CAPs) were developed. REACH spent three years testing its whole approach (CAP methodology, CA Manual, TECAS, support DPCUs) with limited practical implementation in the field. The CAP guidelines will be finished in 2022 and will provide the framework for CAPs implementation. A set of initial criteria for selecting 200 communities was developed and were initially selected, but no operating model has yet been implemented globally at the community level.

Ind 4.2.4. Grade of community involvement in CAP design and ownership

The development of CAPs is the districts' responsibility. They use formats provided by the MLGDRD. These CAPs must come from a participatory process that involves communities in identifying problems and solutions. This process needs several community meetings and staff. This constraint often pushes district staff to identify the issues and solutions for the communities from their knowledge of the field and without the participation of the community members⁷⁶.

Although the community action plans methodology designed by REACH adopts a participatory approach, it is impossible to measure community involvement and ownership because no CAPs were

⁷⁴ REACH stated that the beneficiaries of the IT infrastructure were the Regional/District Planning Coordinating Unit (R/DPCUs) which comprises the DoA and key departments under the RCC/district assemblies.

⁷⁵ Interview Districts staff.

⁷⁶ Interview District staff.

developed. Nonetheless, it can be inferred that implementing the whole REACH approach, supporting DPCU, and implementing CAPs will have strong community participation.

Ind 4.2.5. N° of community and individual initiatives in CA implemented (has agroforestry, Ha of SLM applied, and others as a result of REACH 1&2)

According to REACH-1&2 logframe, no activity was implemented up to 31/12/2021, with the support of the project. REACH Output 2.4 stipulates that a working financing mechanism for community activity grants will be put in place. As no CAPs were designed, no community activity funds have yet been set up.

Nevertheless, 18 community centralized CA demonstration plots were set up in 6 Districts. A total of 901 farmers have been trained on the main principles of CA (land preparation practices, planting method, fertilizer application, biomass accumulation).

REACH promotes community reforestation. The program distributes seedlings in target communities during its meetings with communities to help them in their fight against climate change. Over 15,000 trees have been planted in communities in Wa, Wa East, Lambussie, Sissalla West, Daffiama Bussie Issa, and Nandom Districts⁷⁷.

Ind 4.2.6. Grade of the suitability of promoted practices for smallholders

REACH has identified good agricultural practices disseminated via its farmer field model. It is assumed that the need for technical assistance is still there because farmers continue to use inappropriate agricultural practices. To promote the GAPs, it was expected to develop the following, in close cooperation with MoFA:

CA Manual: Based on the literature produced by research and other projects, REACH systematized knowledge on CA and Climate Smart Agriculture (CSA). This systematization resulted in a trainer's manual that was validated with project stakeholders. The purpose of the manual is to help Agriculture Extension agents (AEAs) for their trainings. The manual has not been formally used at the time of this evaluation (cut-off 31/12/2021)⁷⁸. Several trainings have been held with the support of TECAS, but these trainings do not follow a bottom-up curriculum that produces expert workers in CA and CSA. The CA course for in-service AEAs was not implemented yet. Moreover, the project is expected to renovate training structures at Damongo Agricultural College (DAC) and Babile Agricultural Research Station (BARS). This has not been completed yet⁷⁹. Nevertheless, it has established six (6) CA Agroforestry plots and 15 acres trial plot at the BARS. REACH trained AEAS on farmers-based organization, mobilization, and management in 12 districts.

The Training and Extension of Conservation Agriculture in the Savannahs (TECAS), was established with a double purpose: (i) CA training and demonstration center at Babile Research Station with an outreach program to support CA dissemination and training efforts; (II) Enterprise Development Unit (EDU) housed in the REACH offices, to provide access to CA mechanization services. MOAP-NW and REACH1&2 designed TECAS to develop the CA implementation as an exit strategy for CA promotion after the end of the two projects⁸⁰. The mechanization equipment (2 4-wheel tractors, four planters, roller crimpers, and two rippers) was paid for by REACH-1&2, supporting TECAS in its operating costs. In exchange, TECAS provides training to project staff and paid ploughing services to the project's target farmers. Several farmers with whom the evaluation team spoke noted that TECAS does not fully cover their tillage and technical needs. They routinely wait for TECAS to provide access to suitable ripping equipment. Discussions with TECAS showed that the coverage area is far too large (14 districts), and they have limited mechanized capacity. The farmers field plots are insufficient to reach enough people, and the project has put in place no plan to scale the intervention up. Therefore, there is still a lot to do to enrol more farmers. TECAS business plan and arrangements needs to be reviewed and redeveloped.

⁷⁷ 7th JSC minute held 16/11/202.

⁷⁸ In 2022, the CA Manual has been officially adopted as standard training material for all (not only Damongo) Agricultural Colleges in Ghana. A specific programme on CA has been included in the curriculum. REACH trained the tutors of the Agric Colleges responsible for this programme.

⁷⁹ Planning and Architectural work has started mid of 2022. The tender for the construction is to be expected beginning of 2023.

⁸⁰ REACH Annual Narrative Report 2021.

Although GAPs are demonstrated at demonstration plots, but no data is available about the actual adoption in farmers' plots. An in-depth study on the limitations to the adoption of the proposed practices would be an excellent initiative by REACH-1&2.

Ind 4.2.7 Grade of the capacities developed to comply with the unconditional priorities of Ghana Nationally Determined Contributions

REACH-3 conducted a socioeconomic and gender (SEG) baseline for the 18 communities in 6 Districts and a qualitative baseline study for seven districts of the JPA and presented findings to 11 DPCU. 10 Masters and 4 Ph.D. students are being trained at University of Ghana and the University of Development Studies. It is unclear if they will be allowed to work and apply their knowledge after completing the training. The project does not plan to secure an agreement with institutions that could contract them after their training.

As part of REACH-3, STEPRI organized:

- A pre-COP meeting on 17th October 2021 under the theme "The role of social transformation in Climate Adaptation Planning". The pre-COP event aimed to advocate for research, development, and investment to deeply understand social transformation in the COP 26 climate adaptation discussion. The workshop drew up key messages to Ghana's COP 26 team, which were inputs for COP 26 'adaptation' critical theme negotiations for Ghana.⁸¹
- A policy symposium on the theme: Climate Resilience, Migration and Gender from the Social Transformation Perspective' It was expected that outcome of the policy symposium would lead to the generation of ideas and critical inputs for the development and publication of a policy insight paper, and also be a guide to the implementation of policies to address the adverse effects of social transformation in the Upper East Region and the northern region in genera⁸²

During the design of the REACH-3 action, it was assumed that the information generated in the studies would be taken by REACH 1&2 and used in support to the DPCUs and the preparation of the CAPs. This did not happen due to limited coordination between the two projects⁸³. In short, there is no precise application of the social transformation approach yet.

Conclusion: studies and research are designed without clarity on who will use them. During the design, some stakeholder's expectations are not met, and nobody seem to address those needs.

Ind 4.2.8. N° and type of evidence-based recommendations for policies and programmes promoting climate change adaptation and mitigation practices

According to data provided by REACH-3⁸⁴, no policy recommendations in the form of policy briefs included in sessions at annual NDA learning events and biannual national dialogues were made. Three policy insight papers (gender, migration, and employment) were formulated.

REACH-3 indicates that development planners do not consciously integrate social transformation analysis, and neither are such recommended approaches used in planning. The preliminary baseline information from selected national, regional, and district planning processes shows no use of social transformation analytical tools yet⁸⁵.

JC. 4.3 Private and public sector involvement in value chains

Ind 4.3.1. Brief analysis of added value by different approaches (public and private) to provide inputs, capacity building, agricultural services to farmers:

- **Public extension system**
- **Private: input dealers, aggregators, FBOs leaders and NGOs**
- **Degree of farmers client's service complementarity or overlapping**

⁸¹ National COP26 Report. MESTI. February 2022

⁸² Policy engagement workshop on implementation of migration, climate change and gender policies under the REACH-STR Project. IWMI. 15TH July, 2020

⁸³ Interview REACH-3 and REACH 1&2 staff

⁸⁴ REAC-STR Updated logframe December 2021.

⁸⁵ REACH-STR. Second interim Narrative Report-August 2020 to July 2021. IWMI

Agricultural Extension Agents (AEA's), of the Department of Agriculture (DoA), in the various districts in Ghana, are expected to provide extension services to farmers. Unfortunately, the number of extension agents is not adequate to cover all farmers, given the current AEA to farmer ratio, which, for the Upper West Region, is 1:2,500 farmers, as opposed to the World Bank – recommended 1:500⁸⁶. Therefore, MOAP-NW proposed the development of public and private extensions systems, to increase farmers access to better services within a demand driven value chain approach.

Public extension system: MOAP-NW output 2 tries to enhance the limited capacities of the general extension system. It improved that capacity by providing essential logistics, skills training, and capacity development. But mainly in contributing to the Plant Protection and Regulatory Services (PPRSD). Moreover, 16 MoU were facilitated between the District Departments of Agriculture (DDoA's) and the aggregators/off-takers in the JPA, targeting 15,015 farmers engaged in contract farming. The DDoA's were expected to provide training to the listed farmers of the off-takers, with some logistical support from MOAP-NW, to facilitate AEA's to provide these trainings to farmers. But this approach had some constraints presented in Ind 4.4. (below)

Private System: Aggregators and input dealers improve linkages for producers, off-takers, markets, and consumers, as well as support several farmer-based organizations in production and post-production activities (aggregation, processing, etc.), and to other agricultural value chain actors on improved techniques, processing, packaging, and marketing. There are positive MOAP-NW efforts to facilitate linkages between producers and off-takers e.g., linkages for farm inputs (fertilizers) and purchase of sorghum produced by out-growers with the Guinness Ghana Company. On the other hand, some lessons were learned when MOAP-NW facilitated access to farm inputs to out-growers through the input revolving fund, mainly through aggregators. MOAP-NW will analyze the continuity of providing new finance to aggregators because of the low repayment. However, the contribution to the private sector is a good initiative within a challenging general context.

NGOs have little or no involvement in Northern Ghana, except for the newly founded but not properly functioning Training and Extension for Conservation Agriculture Services (TECAS)⁸⁷, a private social enterprise designed to support REACH and MOAP.

The real issue is now related to the sustainability of private approaches and how are they going to continue after the funding ceases?

There is a very strong complementarity between extension services because the extension agent/farmers ratio is very low. But there is some overlapping caused by inadequate clarity in its operations at community, district, and JPA levels, which has resulted in stakeholders (farmers, input dealers, etc.) confusing the roles and contributions between MOAP, REACH and District Departments of Agriculture.

JC 4.4 Identification of factors limiting the interventions

Ind. 4.4.1. Type of MOAP, REACH and PIP limiting factors

Some important external factors have affected the overall EU-GAP implementation

- Change of Government (01/07/2017): the design of the EU-GAP was prepared in 2016 considering the priorities of the national government and the implementation (FA EU-GOG) was carried out with another government.
- The Program Area was modified by the new Government from SADA zone to the poorer NW of Upper West Region with fewer processing companies, which made it difficult for MOAP-NW to develop their value chain approach.
- Low Governmental staff salaries and limited operational budget are a hindrance to maintaining a stable staff that are well-trained and qualified.
- COVID-19: The pandemic outbreak of the coronavirus had a negative impact on the implementation of global programme activities during 2020 and 2021. Restrictions on the

⁸⁶ Annual Narrative Report 2020 MOAP-NW. GIZ.

⁸⁷ TECAS has been established by MOAP as a social enterprise and with the vision to diversify extension services to farmers and offer quality services related to CA. Currently, the business plan – based on the 1st year of real implementation 2022 – is outlining its future and possible exit from project funding. Source MOAP-NW comments

congregation of people had a direct negative implication on service provision, access to essential inputs, markets, and agricultural production in general.

Ind. 4.4.2 Delays in implementation in REACH, MOAP and PIP affecting EU- GAP.

EU-GAP: The EUD did not properly take into account the period required for preliminary technical feasibility studies to prepare infrastructure projects⁸⁸. It took them 18 months to launch the bids for the roads and irrigation component.

MOAP-NW: The lack of understanding between MOAP-NW with MoFA + DoAs has caused delays in the implementation of MOAP-NW and affected the intervention logic of the project. The challenge that initially arises is due to the use of funds allocated to Districts for MOAP-NW activities, including (fuel, per diems for workshops, etc.) and failure of some Districts to account adequately for the funds released in 2018 according to GIZ guidelines.

The main issue is that Output 2 of MOAP-NW focuses on the development of the capacities of decentralized structures (Departments of Agriculture-DoAs and DPCUs) and a strong collaborative implementation of activities is inferred. The MOAP-NW proposal and the way in which it was implemented was not viewed positively by the districts. DDA and DPCUs are informed but not fully involved in MOAP activities. Clearly this entails a disconnection between the MOAP-NW plan and the district plans, leading to high staff absenteeism and demotivation on MOAP-NW activities⁸⁹.

During the 2018-2021 period, MOAP-NW used various modalities for funds allocation, which for various reasons failed, limiting the execution of activities:

- Financial Agreement between the Regional Department of Agriculture (RDA) and MOAP-NW: 70% of the funds were transferred to Regional Department of Agriculture, the remaining 30% was to be pre-financed by the RDA. As the prefinancing couldn't be afforded, it was proposed to make the contribution in kind⁹⁰, but not accepted. The remaining funds had not been transferred by MOAP-NW. This issue continues unresolved.
- District Departments of Agriculture (DDA) Financial Agreement/ Local subsidy Contract (LSC): The MOAP-NW management decided to roll out a local subsidy agreement to support Departments to execute planned interventions. This scheme shall cover some DoAs within the JPA⁹¹. Although, the financial training provided by MOAP-NW, most of the technical proposals raised by DoAs were not linked to the MOAP-NW annual operational plans⁹². No contract was possible to implement before cut-off date of 31/12/2021.
- On 26/10/2021 the PCU raised a memorandum to EU-GAP components-leaders to alert them about the critical situation due to a long-standing issue hindering the collaborative implementation of activities between Projects and Departments of Agriculture (DoAs), which could affect EU-GAP interventions⁹³.
- Year 2022: only five districts' proposals are approved by GIZ Headquarters: Lambussie, Wa Municipal, North East Regional DoA. Wa East is not approved yet due to missing some documentation⁹⁴.

MOAP NW and REACH 1&2: GIZ-BMZ administrative rules: the management staff of MOAP and REACH have limited decision-making on the use of funds. The process of approving the use of funds already assigned to each project takes considerable time, bureaucratic procedures and generates staff attrition. This means that they allocate too much time to bureaucratic aspects and lose the global vision of their project. Amounts bigger than 50,000 euros needs approval; from GIZ country office, amounts greater than 200,000 euros have to go to Headquarters for approval.

REACH 1&2: The management and technical capacity to implement the project was constrained due to high Team Leaders turnover (3 TL in 3 years). The different orientations have generated some confusion

⁸⁸ EUD staff interview

⁸⁹ Districts staff interviews

⁹⁰ 3rd JSC meeting minute.

⁹¹ 6th JSC meeting held 20-05/2021

⁹² 7th JSC meeting held 16/11/2021

⁹³ Memorandum PCU to EU-GAP component projects. 26/10/2021z

⁹⁴ Informed by MOAP-NW on 2nd quarter review meeting 30/06/2022.

in the priorities and vision of the project. Just in 2022, the new Project Manager which is located at Wa is introducing changes focusing the project more realistically.

REACH-3: The financial reports provided by IMWI to the EUD took a long time to be approved due to certain inconsistencies, causing delays in implementation⁹⁵.

Ind. 4.4.3. Mitigation measures to improve outputs

MOAP NW was constrained by the complexity of its design, administrative rules and did not react accordingly.

REACH 1&2: the new Project Manager understand the project was not performing adequately and initiated a process visualizing the need to introduce changes to the implementation.

The MTE mission recognizes the openness of MOAP-NW and REACH 1&2 management staff to carry out a process of improvement and updating of their logical frameworks and implementation of activities. Said process was started through several meetings and it is still in process, which it is necessary to be continued.

JC 4.5 Budget analysis

• Brief MOAP-NW, REACH 1&2 and REACH-3 budget analysis

The Table below presents the state of MOAP-NW and REACH budget contracts. No disbursement data was provided for the TA MOAP NIRAS component. There is some variation in the degree of progress in the use of the resources made available by the EU:

- The total budget allocated by EU to the 3 interventions has a total amount of €42.081.489 at the cut-off date (31/12/2021);
- The total contracts expenditure was €15.575.597 at the cut-off date of 31/12/2021, representing almost 37 % of their total budget;
- This represents a medium to low absorption rate considering a global average implementation period of 57%.
- The 3 contracts can be considered as delayed regarding budget implementation, specially REACH 1&2.
- Overemphasis expenditure on Human Resources (salaries): range 46-55 % of the EU budget. It could be even more if considered BMZ funds.
- Global operational costs: range 65-71 %

Table N°9 EU-GAP per component MOAP and REACH (EUR)

Contract	Budget allocated (€)	Budget Expenditure (€) (*) (31/12/2021)	Total Disbursed (%)	Period Implementation (%)	Disbursement ranking	Comments
MOAP-NW/GIZ	20.000.000	9.943.136	50 %	70 %	71%	55% spend in Human resources
REACH- IWMI	2.581.489	860.674	33 %	49 %	68%	
REACH-GIZ	19.500.000	4.771.787	24,5 %	53 %	46%	Project delayed
TA NIRAS						No data provided
Total	42.081.489	15.575.597	37 %	57 %		

Source: Prepared by MTE based on available financial reports.
(*) MTE Cut-off date

The individual budget contracts are included in Annex 12, below is a brief analysis.

MOAP NW:

⁹⁵ Interview IMWI staff

- in 70 % of period implementation (56 months), it was disbursed euros 9.943.136 (50 % of the total EU budget)
- 55 % was spent in Human resources.
- 71 % are mostly operational costs in comparison of 29 % allocated for beneficiaries' activities.
- Moreover, the funds allocated by BMZ constitutes another overhead for GIZ.

REACH 1&2:

- In 53 % of period implementation (40 months), it was disbursed euros 4.771.787 (24,5 % of the total EU budget)
- 46 % was spent in Human resources.
- 65 % are operational costs, 35 % allocated for beneficiaries' activities.
- No data provided for specific BMZ funds expenditure.

REACH 3:

- In 50 % of period implementation (35 months), it was disbursed euros 860.674 (33 % of the total EU budget)
- 66 % was spent in Human resources.

Conclusion: The heavy investment of the 3 projects in human resources and operating costs has not yet (cut-off date) been reflected in tangible results at the beneficiary level. This shows the urgent need to clarify the projects vision and the implementation.

2.5 Effectiveness

EQ5: Have the Actions' interventions encouraged a production increase, better access to markets and income, sustainable agricultural growth, Climate Change adaptation and policy implementation?

Judgement criteria	Findings (per indicator)																												
JC 5.1 Increase in quality agricultural production, and access to markets	<p>Ind 5.1.1. Incremental production (mt/ha, %) by beneficiaries (if data is available).</p> <p>MOAP-NW: supports the following value chains groundnut, Sorghum, soybean, and rice. Cashew, mango, and vegetables, are expected to have the potential to increase farmers' incomes. The table below presents data yield provided by VC for the 2021 farming season. Cashew recorded the highest total yield (102,602 kg), followed by rice (60,368 kg), sorghum (47,895kg), soya (28,4485kg), groundnut (17,217.4kg) and lastly mango (200kg). The average yield per producer ranged from 200 for mango to 2,094kg for cashew. In terms of average yield per/ha, Sorghum recorded the highest (92 kg), with the least being mango (216 kg).</p>																												
	<p>Table N°10 Total and average yield per Value Chain (Kgs) in 2021 farming season</p> <table border="1"> <thead> <tr> <th>VCs</th> <th>Total yield (kg)</th> <th>Average yield (kg) per farmer</th> <th>Average yield (kg) per/ha</th> </tr> </thead> <tbody> <tr> <td>Cashew</td> <td>102,602</td> <td>2,094</td> <td>331*</td> </tr> <tr> <td>Groundnuts</td> <td>17,217</td> <td>374</td> <td>667</td> </tr> <tr> <td>Mango</td> <td>200</td> <td>200</td> <td>216</td> </tr> <tr> <td>Rice</td> <td>60,368</td> <td>1,232</td> <td>748</td> </tr> <tr> <td>Sorghum</td> <td>47,895</td> <td>1,064</td> <td>922</td> </tr> <tr> <td>Soya</td> <td>28,485</td> <td>581</td> <td>638</td> </tr> </tbody> </table> <p>(*) Average for both fruiting and non-fruiting areas. Average for fruiting area only is 188.</p> <p>Source: MOAP-NW Draft Progress Report on the 2021 Annual Household Survey. CCD Consult Limited. February 2022.</p>	VCs	Total yield (kg)	Average yield (kg) per farmer	Average yield (kg) per/ha	Cashew	102,602	2,094	331*	Groundnuts	17,217	374	667	Mango	200	200	216	Rice	60,368	1,232	748	Sorghum	47,895	1,064	922	Soya	28,485	581	638
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<p>The table below presents the yield comparison between the Project baseline 2017 and farming season 2021. Sorghum and soya had a very slight increase, while groundnut and rice had a decrease.</p>																													
<p>Table N°11 Yield comparison between baseline and 2021 farming season per Value Chain (Kg/ha)</p> <table border="1"> <thead> <tr> <th>VCs</th> <th>Baseline 2017 yield (kg/ha) Mean</th> <th>Farming season 2021 yield (kg/ha)</th> </tr> </thead> <tbody> <tr> <td>Cashew</td> <td>--</td> <td>331*</td> </tr> <tr> <td>Groundnuts</td> <td>682</td> <td>667</td> </tr> <tr> <td>Mango</td> <td>--</td> <td>216</td> </tr> <tr> <td>Rice</td> <td>833</td> <td>748</td> </tr> <tr> <td>Sorghum</td> <td>695</td> <td>922</td> </tr> <tr> <td>Soya</td> <td>606</td> <td>638</td> </tr> </tbody> </table> <p>(*) Average for both fruiting and non-fruiting areas. Average for fruiting area only is 188.</p> <p>Source: MOAP-NW Draft Progress Report on the 2021 Annual Household Survey. CCD Consult Limited. February 2022.</p>	VCs	Baseline 2017 yield (kg/ha) Mean	Farming season 2021 yield (kg/ha)	Cashew	--	331*	Groundnuts	682	667	Mango	--	216	Rice	833	748	Sorghum	695	922	Soya	606	638								
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Rice	833	748																											
Sorghum	695	922																											
Soya	606	638																											
<p>The MOAP-NW Final Progress Report 2021 mentions high increases in productivity within community demonstrations plots. MTE cannot use this data as comparative with the table 11; because are not comparative. Community demonstrations plots cannot be compared with farmers</p>																													

production in their own plots because are different. The demo plot shows the GAPs including the inputs provided by the Project. Farmers plots has limited inputs and may/may not adopt the GAPs. Moreover, the report doesn't explain how the data has been collected, analysed and the type of representativeness of the data.

REACH 1&2 interventions have not yet increased farmers' production due to their delayed activities with target farmers. Only some demo plots implemented at community level.

Ind 5.1.2. Increased profitability and income for farmers (if data is available).

The table below presents the income data provided by VC for the 2021 farming season. The VC with the highest income was cashew (GHS 369,825), followed by rice (GHS 64,720), soya (GHS 47,125), Sorghum (GHS 17,195), and lastly groundnut (GHS8,490). The average income per producer ranged from GHS184 for groundnut to GHS7,547 for cashew. There was no income data for mango.

It should be noted that these are data from a survey and that there are no comparative and reliable data available that allow an analysis of the possible profitability and/or income increase due to the adoption of the technological proposals. Moreover, no data is provided on the vegetable value chain.

Table N°12 Total and average income per Value Chain (GHS) in 2021 farming season

VCs	Total Income	Average income per producer
Cashew	369,825	7,547
Groundnuts	8,490,000	185
Mango	No data	No data
Rice	64,720	1,321
Sorghum	17,195	382
Soya	47,125	962

Source: MOAP-NW Draft Progress Report on the 2021 Annual Household Survey. CCD Consult Limited. February 2022.

REACH 1&2 interventions have not yet increased farmers' income. Only some community demonstration plots were set up.

Ind 5.1.3. Increased markets availability and value increase (if data is available).

At the time of MTE, available data was not reliable enough to analyse the increased market availability and value increase due to MOAP-NW and REACH intervention.

It should be noted that PIP intervention was expected to develop some market support infrastructure and feeder roads to improve market access which is all delayed.

Ind 5.1.4. Identification of new VC opportunities considering their contribution in terms of (i) income generation at farmer level, (ii) job creation potential, (iii) value addition

MOAP-NW has identified Neem (*Azadirachta indica*) as an investment opportunity in agricultural value chains. It has supported the establishment of a processing unit for neem seeds that produce repellents for certain pests and some other derivatives such as soap.

	<p><u>The initiative seems to be attracting a lot of interest from the women's group that benefits from it and from some producers who would like to test the products.</u> The group is in its first year of operation and manages to mobilize between 5 and 10 people in the processing unit. It also stimulates income generation by the women sellers of the products. The project is trying to disseminate the products, but it still has to demonstrate the exact doses to be used according to the phytosanitary problems encountered. The limitations of Neem's action on viruses and other issues should also be recognized and shared with users in the field.</p> <p><u>In conclusion: it seems to be one of the most interesting innovations done by MOAP-NW, and needs further studies to validate the results.</u></p>
<p>JC 5.2 Increase sustainable agriculture and CC change adaptation and mitigation capacities</p>	<p>Ind 5.2.1 Incremental community's livelihood resilience and adaption to CC.</p> <p>The REACH project's support to districts and communities in developing CAPs and district development plans is a significant contribution to the project. Indeed, this support serves as a pretext to integrate climate change adaptation into community and district programming. Although, <u>this support has been modest so far, it is a start to raising awareness of the issues at the grassroots level.</u> Although the project cannot solve all the problems cited in these plans, it allows partners who would like to support these communities and districts to have a basis for coordinated intervention with other actors. The other components of EU-GAP were also planned to provide additional and complementary support. At the time of this evaluation, the irrigation, road, and agricultural finance components had not yet started on the ground, which helps to reduce the scope of MOAP and REACH's interventions in reducing vulnerability to climate change.</p> <p>Ind 5.2.2 Increased adoption and knowledge about climate smart practices by target communities</p> <p>REACH1&2 is actually at the stage of community needs assessment with some CA demonstration plots in some communities. At the time of this evaluation, it is possible to see the interest that beneficiaries have in several adaptation techniques proposed by the project. TECAS, for example, has introduced minimum tillage, which beneficiaries like and demand, but there is no plan to allow for widespread dissemination of this technology. The same is true of reforestation, which the project fully funds and subsidies. Although interested, the producers want to continue receiving these trees for free from the project.</p>
<p>JC. 5.3 Harmonization of EU-GAP to contribution to national policies.</p>	<p>Ind 5.3.1. Contribution of MOAP-NW and REACH to the implementation of national sectoral policies such as "Investing for Food and Jobs"; and regulatory framework</p> <p>Both REACH and MOAP-NW were supposed to contribute to policy/strategies formulation, but this was not in place at national level. MOAP-NW contributes to implement regulatory framework at district level with the PPRSD.</p> <p>Ind 5.3.2 Degree REACH-3 recommendations on social transformation caused by climate change are used for decision making and policies</p> <p>REACH-3 recommendations on social transformation caused by climate change are not yet fully used for decision making and policy change at community or national levels.</p> <p>According to several interviews held at district staff, they consider the information provided in the workshops as very useful, but little was incorporated in district plans.</p> <p>Ind. 5.3.3 Preparation of a common result framework for EU-GAP (all interventions) in relation to the agricultural sector strategy of the GoG.</p> <p>No activity implemented yet.</p>

2.6 Expected Impact and Sustainability

EQ6: Have the Actions' interventions contributed so far to a more diversified and efficient agriculture sector in Ghana, and will these improvements remain beyond the period of implementation?

Judgement criteria	Findings (per indicator)
<p>JC 6.1 Evidence of quantitative measures for leading indicators.</p>	<p>Ind 6.1.1. The extent of progress to date against targets.</p> <p>All EU-GAP's components are expected to contribute globally to the EU-GAP Overall Objective: "to increase agricultural incomes, promote inclusive and sustainable economic growth in rural communities of the Programme Area". Each component has its defined area of action i.e., production, roads, irrigation, credit, etc.). However, it is still necessary to precisely define how much each component contributes to the EU-GAP indicators. For example, one aspect that needs to be clarified is whether the EU-GAP target population is the 50,000 MOAP beneficiaries and/or the 200 REACH-PIP communities or whether they overlap. Therefore, <u>a shared and integrated vision within the component and their action in the territory must be developed.</u></p> <p>The delayed implementation of PIP interventions (roads, irrigation schemes, access to credit), which beneficiaries identify as the most critical constraints to production or marketing in NW Ghana (Figure 2), has affected the whole EU-GAP and MOAP/REACH in particular.</p> <p>COVID-19 caused a significant slowdown in programmes executions when the pandemic hit in march 2020. Indeed, the Action's subsequent interventions were significantly affected by COVID-19, but this cannot be used as an excuse to cover design and/or implementation flaws. MOAP-NW⁹⁶ and REACH still have time and resources to implement their activities and develop an exit strategy to optimize and consolidate the expected results.</p> <p>However, according to the information presented throughout this report it seems unlikely that the MOAP-NW and REACH will have a substantial impact (production, mitigation, and climate change, jobs, and income) commensurate with the funds they were allocated, unless important measures are implemented.</p> <p>MOAP-NW: The Action is articulated in a four-pronged strategy of mutually reinforcing pillars:</p> <ul style="list-style-type: none"> • Value chain and quality production policies enhanced; • Strengthening decentralized agriculture structures • Climate-sensitive quality production and Inclusive business models • Support Common interest groups (farmers organizations). <p>At this stage⁹⁷, and having 2 years to its finalization, the priority for the MOAP-NW was the development of value chains in the 14 target Districts, selection and dissemination good agricultural practices (GAPs), through demonstration plots. But it has not been able to generate a clear and articulated proposal jointly with MoFA and Districts staff for the development of value chains within a challenging regional context. It has become the testing of many scattered activities, which are not articulated with each other in the territory. Such a development process cannot achieve a substantial impact at the District level and be reflected in national statistics. Moreover, the MOAP-NW's design inconsistencies (already detailed in EQ 1 and EQ 4) did not consider in their action plans and M&E system the achievement of the overall objective with their respective indicators, nor report on it. The table below shows no data for the current value (December 2021), and some final targets remain undefined.</p>

⁹⁶ MOAP-NW request a no cost extension

⁹⁷ MTE cut-off date 31/12/2021

MOAP-NW is ending on December 2023 and requesting a no-cost extension. Therefore, it's necessary to update the MOAPs vision and logic of intervention, and some indicators, and to have better coordination with MoFA and Districts

REACH 1&2 took three years to realize that it was implementing isolated activities, but its new Project Manager began to put together a program with a clearer vision. Moreover, due to the REACH design inconsistencies based on TECAS and other issues; and the lack of an effective M&E system in place (already detailed in EQ 1 and EQ 3); REACH did not consider in its action plans and M&E system the achievement of the Overall Objective with their respective indicators, nor report on it. The table below shows that no data is presented for the current value (December 2021), and none for the final targets because there are not defined yet

Table N°13. MOAP-NW Overall Objective indicators

MOAP-NW Overall Objective indicators	Baseline 2017	Actual value	Targets
		December 2021	December 2023
1. Number of farming families whose livelihoods are improved	zero	no data	50.000 families
2. Number of farming families receiving significant additional income year after year	Income USD 0,32 (HH income/capita/day)	no data	40.000 families
3. Prevalence of undernutrition of the population and malnutrition of children is reduced.	51 % HH moderate/severe 46 % children	no data	Still to be established
4. (%) of households below the absolute poverty line is lowered	85,5 5 %	68%	Still to be established

Source: MOAP-NW Financing Agreement Logframe. 2017.

Table N°14. REACH1&2 Overall Objective indicators

REACH Overall Objective indicators	Baseline 2017	Actual value	Targets
		December 2021	December 2024
1. Significant increase in number and type of rural, income-generating agricultural activities	3: Crop and livestock farming; pito (beer) brewing	no data	Targets to be calculated in 2018 by Implementing Partners and GoG to maximise synergy of EU programme in Programme Area
2. Increase in rural incomes from agriculture	Jirapa: GH 1,605 Lawra: GH 1,142 Nadowli: GH 919 STK: GH 2,034 Sissala East: GH 6,295 Wa West: GH 2,541	no data	
3. % of agriculture lands with agro-forestry cover	0	no data	
4. Level of increased income from managed natural resources	0	no data	
5. % of natural regenerated lands	0	no data	
6. Reduction of number of conflicts between farmers and pastoralists	0	no data	

7. % Area brought under drought and flood mitigation practices	No data	no data	
Source: Annex 1. Description of the Action. Addendum 1. December 2021.			

REACH 1&2 is ending on December 2024 and requesting a no-cost extension. Therefore, updating the REACH vision and logic of intervention, some indicators, and better articulation with other stakeholders is needed.

JC 6.2
Evidence of Extent to which Action interventions have contributed to an efficient inclusive and sustainable economic growth in Programme area thus far.

Ind 6.2.1 Extent to which MOAP and REACH are developing:

- o Increased sustainable agriculture growth
- o Increased Climate Change adaptation and mitigation capacities.
- o Sustainable Commercial Agriculture with quality production
- o Improved infrastructure.

The MOAP-NW focuses primarily on testing the seven value chain models and developing some services and regulatory schemes. REACH is testing its community CAPs model and promoting CA agricultural practices in demonstration plots. Therefore, MOAP and REACH have not yet contributed substantially to their primary purpose of increasing production (table 11), market access, income-generating opportunities and environment issues. Although, the projects reports show activities progress over 3-5 years of implementation, these are not reflected in indicators on production, productivity, and environmental advances.

As PIP has not initiated the roads and irrigation schemes, no infrastructure has been improved. MOAP and REACH were yet to develop small and medium agricultural infrastructure, except for some Improved IT infrastructure at DCPU level and a few matching grants (Antika rice milling, Progressive unity women Cooperative, and AUB Dassana cereal processor).

JC 6.3
Evidence of sustainability and exit strategies.

Ind 6.3.1. GoG ownership and commitment to sustain MOAP and REACH achievements

As seen in Ind 3.1.1, 3.2.1, and 3.3.1, GoG ownership is one of the main aspects to be improved in EU-GAP. Increased participation from government services will increase the likelihood of sustainability for REACH and MOAP results.

Ind 6.3.2 The IPs' interventions show evidence of sustainability and a clear exit strategy

MOAP-NW: According to the interviews carried out with beneficiaries (producers, EAs, aggregators, matching grants beneficiaries), the staff of Agriculture in Districts, MoFA, and MOAP-NW, the MOAP interventions generally do not show a shred of solid evidence for sustainability. It has not yet managed to develop value chains to a level they can continue on its own, as no other institution can continue the process. As seen in previous Ind 4.2.10, the regulations (seeds, fertilizers, etc.) carried out together with PPRSD-MoFA in Wa, there exists evidence of possible continuity because PPRSD staff has been trained and implementing the regulations in the JPA.

REACH 1&2 is halfway through and having defined its "bottom-up" CAPs community methodology and strategic capacities to support the DPCUs, it is reaching more community structures and DPCU that would eventually be able to function independently. Maintaining the IT infrastructure at DPCUs would be an issue in the long run.

At the time of this evaluation, TECAS lacks any sustainability evidence. MOAP-NW and REACH 1&2 staff noted the need to redesign the proposal, with an explicit agreement about their roles and responsibilities. They also recognized that TECAS needed to demonstrate to all stakeholders, including MoFA, the usefulness of its services to producers and, its technical and economic viability; its ability to function independently with minimal external support.

MOAP-NW and REACH-1&2 do not yet have an exit strategy. Developing linkages with the future PIP interventions in the communities is vital.

Ind. 6.3.3 Final beneficiaries' ownership and commitment.

Rural communities and farmers are highly interested in improving their livelihoods, especially women. The issue for producers is the extent to which MOAP-NW and REACH will respond practically to their expectations by generating a real increase in production, income, climate change mitigation, and community organization. The commitment by target communities is not disputed, but research has shown that initial gains made in demonstration plots cannot be sustained for long without minimal tangible results.

2.7 Cross-cutting issues

EQ7: Have women empowerment, environment and adaptation to climate change issues been considered in the Actions' intervention design and implementation

<u>Judgement criteria</u>	<u>Findings (per indicator)</u>
<p>JC 7.1 IPs interventions have addressed gender equality, women empowerment, environment and adaptation to climate change issues</p>	<p>Ind 7.1.1. Evidence of gender equality, women empowerment, environment and adaptation to climate change issues embedded in the design</p> <p>Gender equality and women empowerment has been highly considered in the MOAP-NW and REACH design⁹⁸ as smallholder farmers are the main target of the Programme, focusing on their livelihood improvement. In Ghana women's have majority presence in the agriculture sector with historical disadvantaged access to productive resources. The Programme is expected to generate income, employment, value addition and entrepreneurial opportunities for women-headed households.</p> <p>The MOAP-NW and REACH Action Document gives particular attention in the design to issues such as environment and climate change adaptation. The impact of climate change accentuates land and forest degradation, leading to high vulnerability to natural disasters, in particular droughts and floods. Climate-smart agricultural practices, including agroforestry and addressing soil fertility and land degradation, are focal areas of MOAP and REACH.</p> <p>Climate change and sustainability are at the level of the Specific Objective in the design and reflected in actions in climate-smart agriculture, integrating the environment into agricultural development and climate change adaptation through the introduction of climate-resilient technologies such as drought and flood tolerant varieties. The MOAP-NW and REACH logframes have several indicators gender disaggregated</p> <p>Ind 7.1.2. Evidence that gender, equality women empowerment, environment and adaptation to climate issues have been addressed properly under implementation.</p> <p>MOAP-NW: According with data provided by MOAP-NW, 2,959 jobs were created; 542 jobs (31%) were for women. Groundnut and soya Value chains has the highest proportion (86% and 73%) of women adopting GAPs, mainly because most of VC beneficiaries are women. Sorghum, rice, cashew and mango are much lower. Groundnuts provide self-esteem, and financial independence to women involved either as producers, processors or traders.</p> <p>As presented in Ind 4.1.5, the VSLA seems a valid modality to provide access to credit for women but require some more funds to be established as a tool for rural development. VSLA groups are organized and provide an excellent platform to access to credit,</p>

⁹⁸ MOAP-NW and REACH Action Document.

REACH is trying to promote gender-sensitive climate change adaptation and mitigation practices but does not have any substantial intervention to change gender patterns.

The Babile Research Center is working with the project to produce and disseminate plant varieties and seeds adapted to climate change. Some communities have benefited from the plantlets produced by the center, and some plantations have been improved. These plantations have not started to produce fruits, but it is hoped that in the medium term, they will help increase the beneficiaries' income

Climate-change issues have been duly embedded in the REACH intervention design and many activities that are implemented do address them. However, these activities are in the demonstration stage only, and the projects do not appear to have solid plans for scaling up yet.

Environmental issues are taken into account in the set of agricultural practices promoted under the MOAP-NW and REACH project. Both MOAP and REACH had placed the environment at the forefront of their results frameworks; however, several problems have reduced the scope of these objectives. For example, collaboration with EPA did not work as planned, reducing preventing many project stakeholders from complying with EPA standards for environmental studies. Similarly, identifying appropriate interventions to reduce the negative impacts of agricultural activities on the environment becomes rather tricky. The other components of EUGAP that deal with infrastructure, roads, and irrigation systems are likely to start without the districts being able to plan, monitor, and reduce their negative environmental impacts.

The agricultural practices promoted by REACH 1&2 have the potential to impact the environment in a positive way but are not disseminated enough throughout the project areas to make a significant change.

2.8 Added Value

EQ8: Do the Action' interventions complement with other EU Member State's interventions?

<u>Judgement criteria</u>	<u>Findings (per indicator)</u>
<p>JC 8.1. Interventions have been coordinated with other EU Members Sates and resulted in synergies</p>	<p>Ind 8.1.1. Existence of additional benefits from collaboration with Members States interventions</p> <p>The EU-GAP provides a coordination experience between the EU and two Member States Agencies (GIZ and AFD). The additional funds provided by BMZ contributed for a MOAP project territorial expansion from South to North West Ghana (GIZ) and REACH 1&2 implementation. Moreover, the PIP (i) Infrastructure programme included the irrigation component with AFD, (ii) the agricultural feeder roads (World Bank) and (iii) the credit component implemented by Ghana Agricultural Financing Initiative (GH-AgriFI). AgriFI⁹⁹ is a 120 M euro impact investment facility funded by the European Union with a mandate to provide medium to long-term financing to private sector enterprises active in the agri-food value chain, with a focus on smallholder farmers. AgriFI's offering combines investment capital and technical assistance. AgriFI is managed by FMO, the Dutch DFI and the EDFI Management Company, a company established by the 15 European Development Finance Institutions (DFIs) Its intended to complement the MOAP-NW Matching Grants Facility, which finance initiatives below EUR 50,000 and AgriFi finance bigger than EUR 50,000 investment for sector enterprises.</p> <p>Since mid-July 2020 the RAD in Wa has instituted a Forum named the Regional Agriculture Sector Projects Coordinating Unit (RASPCU), which allows for a joint information exchange and coordination that includes MOAP, REACH, Modernizing Agriculture in Ghana (MAG), Northern Ghana Governance Activity (NGGA), Ghana Agriculture Sector Investment</p>

⁹⁹ <https://www.agrifi.eu/>

Programme (GASIP), Savannah Agriculture Productivity Investment Programme (SAPIP) and GIZ implemented Governance for Inclusive Development (GovID).

The **Agricultural Sector Working Group** (ASWG) is a national policy dialogue platform for engaging Government of Ghana (GoG) and Development Partners (DPs). This sector donor coordination structure ensures that development partners (DPs) have a close contact with the Ministry of Food and Agriculture (MoFA) and other Governmental agencies such as Ghana Irrigation Development Authority (GIDA).

3. LESSONS LEARNED

3.1 Overall EU-GAP

Lesson 1: GoG does not exhibit a strong sense of ownership for EU-GAP, largely because the flow of EU funds does not pass to and through the government. The historical reasons for the implementation arrangements are understood, but there is a strong undercurrent of resentment that the implementing partners are benefiting from their involvement whilst the frontline field services are being delivered by poorly paid government staff. The “consultative process in the design was not enough to provide GoG ownership and decision making. The government is represented on the Joint Steering Committee, which itself has constraints in maintaining an overall view of the complicated programme but does not have any direct control over the work programme or finances. Government ownership is essential for the success and sustainability of any long-term process involved in public interest issues.

Lesson 2: Despite this complexity, **EU-GAP created a programme coordination body (PCU) but with important constraints to proactively manage** and coordinate the multiple IPs to ensure cohesive actions under implementation. This has proved problematic due to constraints of insufficient and late release of funds to the programme coordination unit

Lesson 3: Inadequate clarity of roles creates conflict between actors: MoFA, IPs and other public actors do not always understand the choices made by the projects. Interviews with these actors revealed that the basis of these frustrations is a lack of clarity in the roles of each party. These constraints have increased over time and hurt the performance of all projects.

Lesson 4: Implementation process differential in time: the EU-GAP was designed so that its different components could be jointly implemented and generate a strong territorial impact. The time-delayed implementation jeopardized this initial vision and this lesson should be considered in future EUD programming.

Lesson 5: Slight digression and ill-alignment of intervention logic. It is crucial to finalize the EU-GAP's results frameworks to ensure that the intervention logic still holds: The results frameworks of individual projects still include activities that are not directly related to the projects or indicators that do not measure their performance of the activities carried out by the projects do not appear to directly contribute to the achievement of the intended results on a large scale. Failure to finalize results frameworks and verify project intervention logics can waste time and resources.

3.2 MOAP-NW and REACH

Lesson 1: An ineffective monitoring and evaluation system diminishes project performance: Neither MOAP-NW nor REACH has a comprehensive monitoring and evaluation system in place. This resulted in the lack of SMART indicator and baseline data for some key indicators. Similarly, the projects suffer from inadequate longitudinal comparative data on some critical aspects that would allow them to track the progress of their activities. Finally, the project and its partners' activities carried out in the field are not systematically documented. This lack of an effective monitoring and evaluation system prevents projects from knowing exactly how well they perform and plan correctly.

Lesson 2: Need for a complaint mechanism to better work with the beneficiary population: The evaluation team noted many requests for information, and also several complaints from project stakeholders. The projects do not always handle these requests for information and complaints. In the long run, they will generate frustrations that may affect their participation in activities or their perception of the project. Implementing this feedback mechanism allows projects to respond quickly to stakeholders' needs and thus maintain their high level of participation in their activities.

Lesson 3: Not articulating objectives well impacts TECAS' performance: TECAS works with both MOAP-NW and REACH1&2. Both projects help finance TECAS' investments, providing tillage services to target producers at subsidized costs. The extent and coverage of services provided by TECAS do not meet the needs of the farmers because they are not scaled up on this basis. The lack of a clear investment plan and objectives for TECAS' work and performance will continue to create problems for project stakeholders.

Lesson 4: Limited continuity of linkages of financial products to service providers: The MOAP-NW project has created several financial products to facilitate access to funds for certain actors. This undoubtedly contributes to the development of value chains. Still, given that the project is already more halfway through, the continuity of this service will be questionable if it is not linked to professionals in the market who already provide this type of service. Not connecting the project's financial products to professional players in the finance sector could have a negative impact on their continuity after the project.

Lesson 5: Absence of an exit plan threatens the sustainability of results: Several activities carried out by the MOAP-NW and REACH 1&2 are heavily subsidized. This is the case with ploughing services, some inputs given to producers, and some practices promoted by the project, such as those related to CA. This is a problem when these projects do not have a clearly articulated exit plan that will allow these activities to continue in the absence of project support. For example, several producers interviewed said they had not ploughed their plots because they were waiting for TECAS and were unsure when it would return to provide the service. The lack of a clear exit plan for both projects' activities including TECAS is a clear threat to the continuation of the "core" practices promoted by these projects.

4. CONCLUSIONS

Conclusions are presented for overall EU-GAP and MOAP-NW, and REACH projects.

4.1 Overall EU-GAP

- **Conclusion 1:** The EU-GAP proposal is relevant to national, district, and final beneficiaries' needs in rural areas and focuses on Ghana's poorest regions. EU-GAP was developed based on the need to bridge the poverty gap between the South and the North, targeting small-holder farmers and integrating and concentrating investments in a few districts to make a maximum impact.
- **Conclusion 2:** The EU-GAP is highly correlated with GoG national sector policies/strategies and contributes to their implementation.
- **Conclusion 3:** There is limited national ownership of the EU-GAP and individual projects at the central and district government levels, reducing the prospects for success and sustainability. The principal issues are controlling resources seen as "belonging" to the country and decision-making in implementation management. These issues are related to how EU-GAP was organized and how resource allocation and management were defined in the original design.
- **Conclusion 4:** The EU-GAP has a complex organizational set-up with no "unifying global vision" considering the existence of several multisector and projects. The JSC and PCU have not been able to provide this unified vision. This EU-GAP fragmentation was expected to be avoided with the existence of the JSC, but that did not happen as planned. Several individual projects are working in parallel, and the JSC and PCU have limitations in providing strategic guidance.
- **Conclusion 5:** The Governance of the overall EU-GAP is one of the main limitations of its implementation. Therefore, a global EU-GAP governance structure (organogram) is needed, with clear definitions of roles, obligations, coordination activities, and reporting channels, including all members of the structure: the Joint Steering Committee, the PCU, IPs, and national stakeholders.
- **Conclusion 6.** An overall result framework for EU-GAP to provide a global view of how the individual projects is need to contribute to overall objectives with clear guidance for the implementation but it was not developed. This situation allows individual projects (MOAP-NW and REACH) implement their projects like silos without clarity on their specific contributions to EU-GAP and how to report on global EU-GAP indicators.
- **Conclusion 7:** As a direct result of the shortfalls in programme governance organization, there is a lack of effective interaction, coordination, and synergies between MOAP-NW, REACH1&2, REACH-3, and PCU. The IPs are working in parallel.
- **Conclusion 8:** The high investment disbursed by MOAP-NW, REACH1&2, and REACH-3 in human resources and operating costs has not yet¹⁰⁰ been reflected in expected tangible results at beneficiary (production and income). This shows the urgent need to clarify the projects' vision and implementation.

¹⁰⁰ Considering the MTE cut-off date 31-12-2021

4.2 MOAP-NW and REACH

- **Conclusion 1:** Although the global design of EU-GAP is adequate and highly relevant, the unique design and vision of its components (MOAP-NW and REACH) and their implementation are inadequate to achieve target outcomes. Additionally, their M&E system has poor quality and inadequate supervision. Projects vision and logframes require an urgent readjustment to reality.
- **Conclusion 2:** There are still some design/implementation inconsistencies at the Individual Projects level (Overall Objective and Specific Objective), which limit the achievement of some target outcomes. Therefore, the EUD, jointly with IPs has to clarify these components in the logical framework, indicators, and activities and update them to actual reality.
- **Conclusion 3:** Projects lack comprehensive monitoring and evaluation systems, severely hindering their project performance. This begins with the lack of SMART indicators and baseline data for some key indicators. It is required to update the logframes with the definition of SMART indicators and data collection and analysis forms.
- **Conclusion 4:** The MOAP-NW and REACH 1&2 has leadership management structure with severe limitations in managing the projects accordingly due to their limited focus on the implementation in the territory. This is partly because (i) their dedication is shared with other projects and (ii) their usual location is far from the Joint Program Area.
- **Conclusion 5:** It is perceived that MOAP-NW and REACH 1&2 are being implemented with little consideration on their national stakeholders through agreements. This appears as a limitation at different levels:
 - **MOAP-NW-MoFA:** MOAP-NW has a Specific Objective and output 1 related with “Policy and Regulatory framework to enhanced value chain development and quality production”. MoFA is not included yet at national level.
 - **National Stakeholders:** MOAP-NW and REACH need to develop working agreements with other national stakeholders, such as MLGRD, Ministry of Trade, Ministry of Communication (NIITA), Babile Research Station, the 14 District/Municipal Assemblies, and others.
 - **Coordination between MOAP-NW and REACH 1&2** needs further improvement to better interact within themselves, including TECAS. Also, an operating agreement with REACH-3 is needed.
- **Conclusion 6:** Studies and research implemented by REACH-3 are designed without clarity on who will use them and how to apply the results.

5. RECOMMENDATIONS

5.1 Overall EU-GAP. For JSC, EUD and Implementing Partners

The Recommendations below were presented in the Draft Final Report. During an extension period, the MTE team had the opportunity to initiate the implementation process of some of them and the results are presented in a separate report named: Proposals for EUGAP.

Recommendation 1: For JSC, EUD and Implementing Partners.

Improve the active involvement of Government structures and the Joint Steering Committee to embed ownership and promote sustainability. Undertake a joint analysis between GoG, EUD and IPs on what has been implemented, the gaps, and what is needed to make MOAP, REACH, and PIP a greater success.

The Financing Agreements between the GoG and EU are already signed and operational, and contracts with IPs make it hard to reconfigure the implementation framework at this stage.

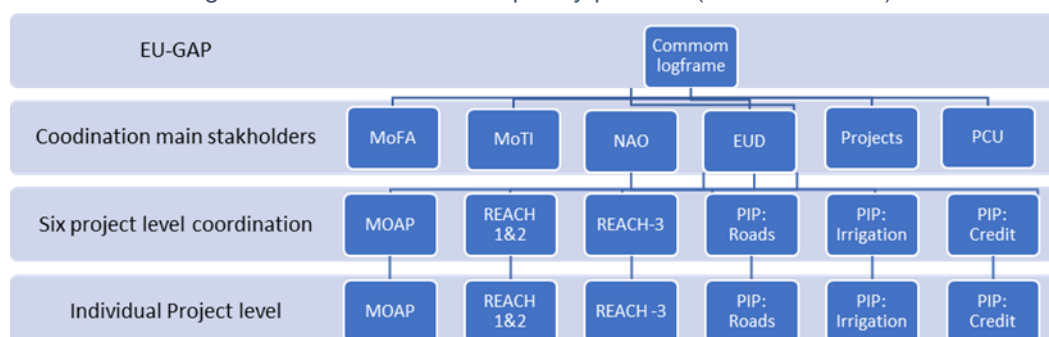
The MTE highlights the issue of EU-GAP Governance related to MOAP, REACH, and PIP and the need to revisit the letter and spirit of the basic agreements expressly to improve GoG ownership and, thereby, the prospects for the overall sustainability of all projects' interventions. Recommendations 2, 3, 4 contribute to this process.

Recommendation 2: For JSC, EUD and Implementing Partners.

Generate a global and articulated vision of the EU-GAP, through the implementation of an institutional strengthening participatory process, with several levels to improve the EU-GAP Governance and efficiency.

The suggested participatory process (co-construction) of institutional strengthening has several stages, presented from bottom to top in the figure below. This process has been initiated by the MTE, but needs to be further continued by all EUGAP stakeholders.

Figure N°4. Levels of Participatory process (co-construction)



- i) **Individual project level:** Improve the individual logframes of each of the six projects (MOAP-NW, REACH1&2, REACH 3, Roads, Irrigations and Credit) (if possible) through a series of meetings and consultations with the implementing entities (in process for MOAP-NW, REACH1&2).

- j) **Six project-level Coordination:** Integrate the various visions within the Projects into a consolidated global one. The process should include coordinating and distributing tasks between projects, aimed at limiting overlapping. The JSC and PCU have to follow up on the implementation. The process needs to be continued.
- k) **At the institutional level: Improve the collaboration processes and tools between GIZ, MoFA, EUD, and the other stakeholders** through the clarification of the roles and responsibilities of each party.
- l) **EU-GAP level: based on the finalized and coordinated logframes, a final consolidated EU-GAP result framework should be elaborated, jointly with an EU-GAP organogram.** Finally, following the proposed working process with projects/institutions, the team should put together the results of the consultations in an overarching result framework. This shall be a valuable tool for IPs, the PCU, JSC, MoFA, and the EUD.

The MTE has started the institutional development process by preparing the (i) proposals for the EU-GAP result framework; (ii) EUGAP organization structure with an organogram (its recommended to modify the EU status from Observer-CoChair to Member Co-Chair); (iii) draft PCU Tors with a new budget; (iv) the definition of overlapping areas where there must be clear coordination between projects; and (v) the elaboration of territorial maps as examples of the use of IPs existing information for the JPA using the GIS tool, which must be completed and improved by PCU and Projects.

First of all, the said process must be continued by the JSC, PCU, IPs and EUD in a coordinated manner. Secondly, two complementary actions are proposed to ensure the continuity of the processes, which are presented below.

Recommendation 3: For JSC.

The implementation of a 2–3-day workshop in a secluded place

The implementation of a 2–3-day workshop in an out-of-the-way place is proposed, with the contribution of an external facilitating team, to:

- * Develop an "EU-GAP global vision".
- * Analyze and approve, if considered necessary, the recommendations presented here, and in separate report named: Proposals for EUGAP.
- * Define and make the institutional agreements and coordination between EUGAP stakeholders

Recommendation 4: For EUD.

Carry out an external Technical Assistance scheme to assist the EUD to monitor semi-annually the EU-GAP's performance and facilitate a balanced development process of a global vision and its implementation.

Due to the complexity of EU-GAP with multisectoral and implementation modalities; it is suggested to the EUD the implementation of a Technical Assistance to assist the EU Delegation in the monitoring and continuous assessment of the projects carried out by the Implementing Partners in the EU-GAP. In close consultation with the EUD Project Manager of the EUGAP in the EUD, and in cooperation with the IPs and PCU the consultant shall

perform semi-annually assessments and monitoring exercises in the JPA of the EUGAP.

This external team, moreover, could contribute to facilitate the development of the EUGAP global vision and its implementation. This may constitute one of the positive and unexpected results of the EUGAP intervention.

Recommendation 5: For JSC, NAO and EUD.

Particular attention should be given to the PCU, its functionality, and the need for a specific budget and new ToRs

The PCU is unable to fulfil its objectives in coordinating the projects. Therefore, the MTE team recommends activities to be implemented as follows:

- A specific team composed of MoFA, NAO, PCU, and EUD staff, will deliver updated PCU ToRs with an adequate budget.
- Clear definition of PCU roles with acceptance by all EU-GAP stakeholders
- The PCU's fundamental needs are defined according to the JSC needs and available funds.
- The staff must be recruited and paid by the EU-GAP with EU and/or GoG funds.
- The provision of funds for accommodation and petrol for field coordination and verification needs to be included.
- The PCU roles have to be integrated into the EU-GAP Organogram.

The MTE suggests NAO and EUD to allocate part of the MOAP Project's contingency item to finance the PCU.

The MTE has developed jointly with MoFA-PPMED, MoF, PCU and some Implementing Partners an initial ToRs proposal and budget 2023-2025 to be considered as a basis of discussion by JSC and EUD.

Recommendation 6: For JSC.

Some minor adjustments to the EU-GAP Joint Program Area coverage.

The JPA is defined in the 14 districts of the 3 Regions. However, it is suggested:

For REACH1&2: to reduce its action from 54 districts of the NDA to only the 14 Districts of the JPA. This is in progress.

For MOAP-NW: to include as activities of the project those with links with potential buyers from outside the Joint Programme Area.

Recommendation 7: For MoF and Implementing Partners.

Update the administrative tariffs per km and per diem for project implementation.

This issue has been an important implementation constraint, and even more with such a high inflation rates in 2022.

Therefore, it is recommended to MoF to study the issue with their international counterparts and provide practical solutions, having in mind at least using as minimum the one used by MoF and its updates.

5.2 MOAP-NW and REACH

Recommendation 1: For MOAP-NW, REACH 1&2 and REACH 3.

Simplify, update and reformulate the MOAP-NW and REACH logframes and M&E systems to generate adequate data for model validation.

Logical framework: Analyze with the EUD if the MOAP-NW and REACH logframes will continue with objectives, indicators, and activities that do not reflect the reality of the NW (i.e., nutrition and policy development, etc). Include SMART indicators in the logframes with specific definitions, data collection, analysis tools and procedures, and targets. The MTE team initiated this process.

MOAP-NW and REACH 1&2 need to hire full-time personnel with validated experience in designing and implementing M&E systems to support their local staff.

Recommendation 2: For MOAP-NW, REACH 1&2 and REACH 3.

Projects develop a Result-Oriented approach

The high investment disbursed by MOAP-NW, REACH1&2, and REACH-3 in human resources and operating costs has not yet been reflected in expected tangible results (31/12/2021) at the beneficiary and outcome level. After the analysis carried out by each project on the validity of its intervention logic, it is suggested greater emphasis to be placed on a result-oriented approach and focusing resources on actions that generate adoption and results at the level of final beneficiary producers.

Recommendation 3: For MOAP-NW.

Develop a territorial analysis of the 7 Value chains

MOAP-NW must develop a territorial analysis of each of the seven value chains with a geographical map, including farmer locations, aggregators, matching grants beneficiaries, industries, buyers, etc., with a clear view of production and income fluxes. It's essential to define the types of farmers to target by VC.

In addition, future actions of MOAP-NW can be proposed to improve value chains. It is worth including small/medium investments (irrigation, etc.)

Recommendation 4: For REACH 1&2

Full implementation of the REACH 1&2 action model

Until now, REACH 1&2 has partially implemented its model in some localities. It is suggested to urgently implement the complete model proposed by REACH (CAP, e-library, GIS, community grants) in at least two districts as a pilot experience. Then, based on that experience, the model could be adjusted and extended.

Recommendation 5: For MOAP-NW and REACH 1&2

Develop an in-depth study on the limitations of adopting the proposed agricultural practices in NW region.

It is necessary to evaluate the validity of the productive model proposed by MOAP-NW and REACH 1&2. Although the good agricultural practices (GAPs) are shown at demonstration plots, no real data is available about the adoption in farmers' plots and their impact at farmer's level. It is unclear whether these CA practices are improving or not farmers livelihoods in the medium to long run. An in-depth socio-economic analysis of the constraints to adopting the proposed practices would be an excellent initiative to improve the agriculture proposal.

Recommendation 6: For MOAP-NW and REACH 1&2

Develop a whole analysis of the validity and sustainability of TECAS model

TECAS needs a validated business plan that will include an exit strategy from the support they receive from MOAP-NW and REACH. Activities undertaken by TECAS are currently subsidized with the project funds and will likely be discontinued after the project's lifetime. Farmers may not be able to afford TECAS services without subsidies. TECAS needs to develop a plan to show how it will continue its activities without subsidies. That plan should include an agreed-upon price for the services rendered to farmers. In exchange, the TECAS assets could be kept and managed by TECAS itself, under public or private supervision.

The projects' M&E systems need to include a straightforward way of measuring TECAS achievements and claims. Adopting the promoted technologies is essential; therefore, both MOAP and REACH should agree on a procedure to measure it in a way that will resist external review.

Recommendation 7: For MOAP-NW and REACH 1&2.

Appoint full-time project directors and M&E Managers.

MOAP-NW and REACH1&2 must have full-time staff to lead the project implementation, including their M&E systems. Serious issues in this area warrant the mobilization of full-time management staff M&E specialists. The attempts of the projects to put in part-time staff contributes to the insufficient supervision, since the person in question will not be able to satisfy all of the projects with so little time.

Recommendation 8: For MOAP-NW and REACH 1&2.

It is suggested to MOAP-NW and REACH to develop signed agreements for better implementation and sustainability.

MOAP-NW: MOAP-NW should develop signed agreements with MoFA, MLGRD, REACH (TECAS) and all the Departments of Agriculture in the 14 Municipal/District Assemblies.
REACH 1&2: REACH 1&2 should develop signed agreements with MoFA, MLGRD, Min of Communication (NIITA), Babile Research Station, MOAP-NW, REACH -3, and the 14 Municipal/District Assemblies.

Specific coordination agreement between MOAP-NW and REACH related to TECAS should be developed and signed.

Recommendation 9: For MOAP-NW, REACH 1&2 and REACH 3.

Develop an exit strategy and linkages with PIP programmes that will take over.

Develop an exit strategy for all three projects (MOAP-NW, REACH 1&2, and REACH 3).

Specifically, it is fundamental that MOAP and REACH develop a clear exit strategy:

- For TECAS, including signed agreements with other organizations.
- to establish the linkages with PIP programmes

Recommendation 10: For REACH-3.

It is suggested to analyse better the final use and application of the research information generated.

It is strongly recommended that REACH-3 verifies to which extent expected stakeholders use the generated information. Also, it is recommended to develop strong coordination and agreement with REACH 1&2.

Recommendation 11: For MOAP-NW.

No Cost extension with some conditions

MOAP-NW has requested a one-year no-cost extension to fulfil their outputs.

The MTE considers that the results up to date are below standards. To be able to consider this request, MOAP-NW has to meet some conditions:

- Comply with the above general recommendations.
- Finalize the update of the MOAP-NW logframe, including the precise definition of indicators and collection data methods (in process)
- Improve the M&E staff capacities.
- Develop a joint work plan with PPME-MoFA to develop a policy framework for sustainable value chain development (national).
- Develop joint work plans and agreements with 14 districts.
- Conduct a study jointly with REACH 1&2 on the degree of adoption of the producers' technologies (technology transfer). Their attempt so far made for this purpose has no technical validity.
- MOAP-NW has to prove that their technical proposal works with representative data. The sustainability of their approaches must be clearly demonstrated.
- Develop a joint analysis of the validity and sustainability of TECAS model with REACH 1&2. Sign an implementation agreement with REACH 1&2 with clear roles and responsibilities.

Recommendation 12: For REACH-1&2.

No Cost extension with some conditions

REACH 1&2 has requested a one-year no-cost extension to fulfil their outputs.

The MTE considers that the results up to date are below standards. To be able to consider this request, REACH 1&2 has to meet some conditions:

- Comply with the above general recommendations.
- Finalize the update of the REACH 1&2 logframe, including the precise definition of indicators and collection data methods (in process)
- Improve the M&E staff capacities.
- Implement the complete model suggested by REACH (CAP, e-library, GIS, community grants) in at least two districts as a pilot experience. Then, based on that experience, the model could be evaluated, adjusted, and expanded.
- REACH 1&2 has to prove that their technical proposal works with representative data. The sustainability of their approaches must be clearly established.
- Conduct a study jointly with MOAP-NW on the degree of adoption of the producers' technologies (technology transfer).
- Develop a joint analysis of the validity and sustainability of TECAS model with MOAP-NW. Sign an implementation agreement with MOAP-NW with clear roles and responsibilities.
- Develop joint work plans and agreements with 14 districts.

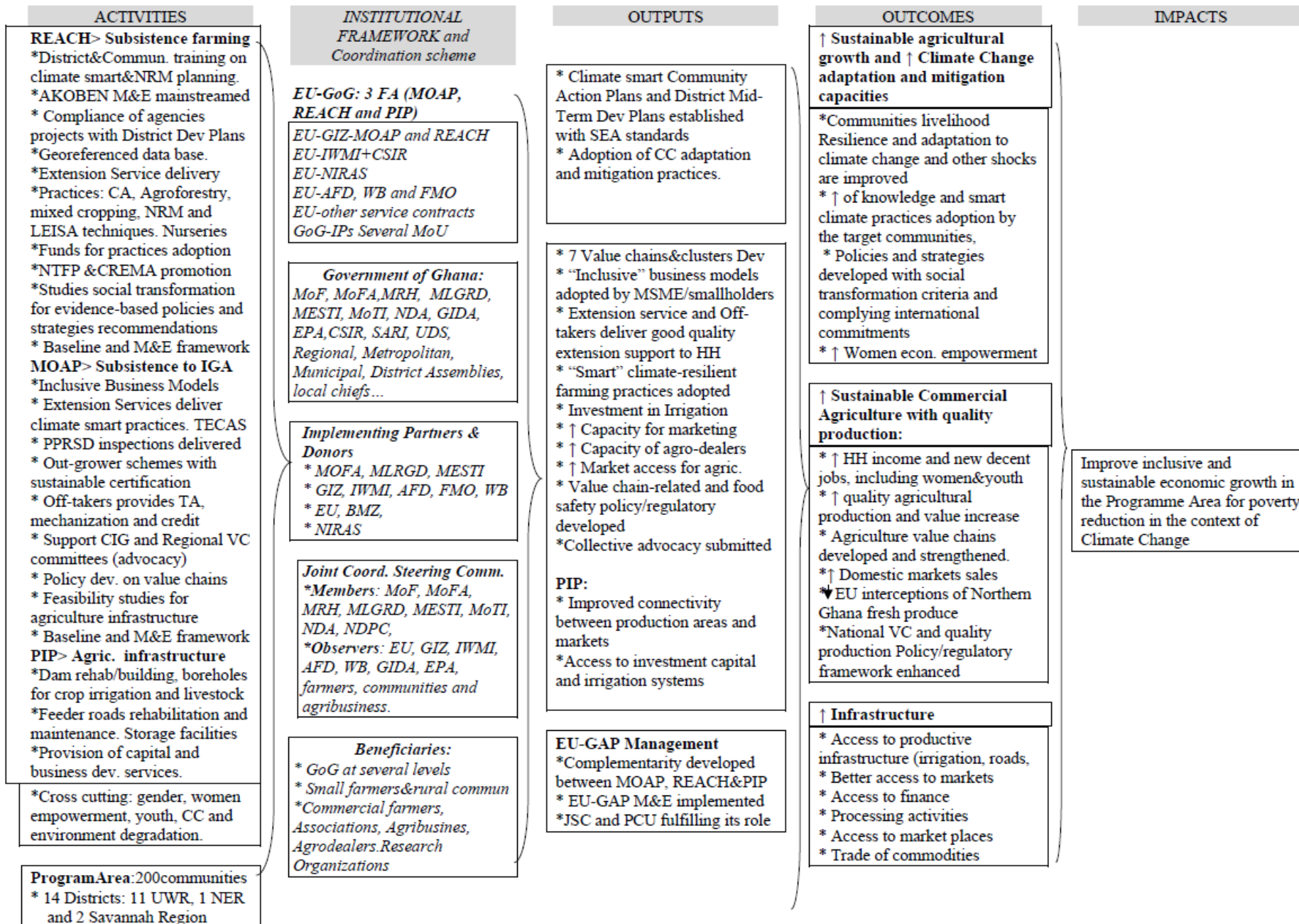
6. ANNEXES

Annex 1: Terms of Reference of the Evaluation

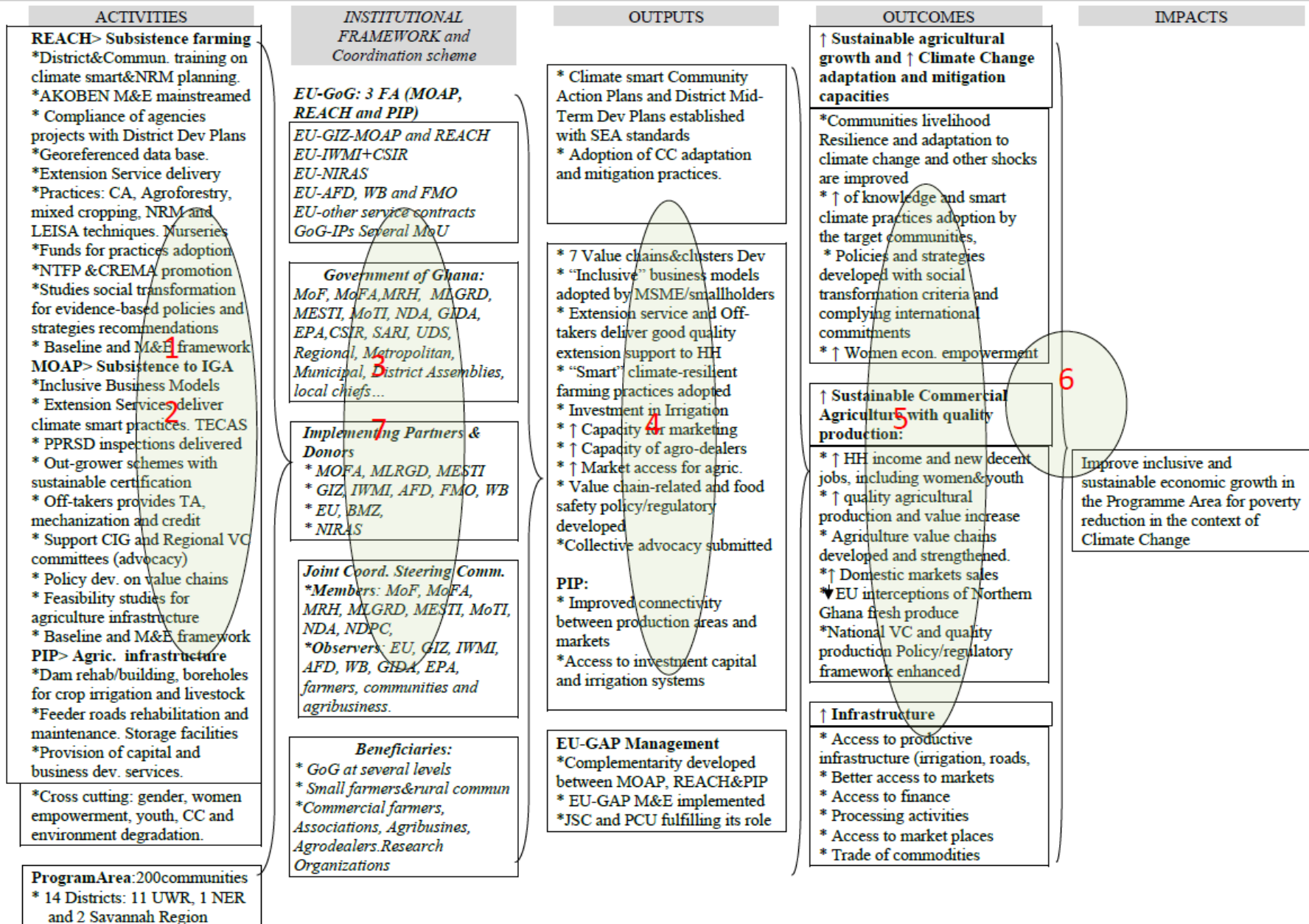


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Annex 4: Global intervention logic (MOAP, REACH and PIP)



Annex 5: Global intervention logic and Evaluation Questions



Annex 6: Evaluation Matrix

Are the problem analysis, lessons learned, intervention logic, logical framework, project duration and M&E arrangements formulated for MOAP and REACH interventions adequate?		
Judgment criteria	Indicators	Data collection / methods
JC 1.1. The match between Action design and initial identified needs and resources available and M&E framework	<p>Logical frameworks, indicators and activities are adequate - inadequate to achieve target outcomes.</p> <p>Appropriateness of MOAP and REACH baseline and M&E system and early detect underperformance</p> <p>Lessons learned from previous projects included in design.</p> <p>Relevance of the VCs actually supported.</p> <p>Other evidence of quality of design.</p>	<p>MOAP and REACH formulation document.</p> <p>Progress reports.</p> <p>Interviews with GoG, EUD, IPs staff and other stakeholders.</p> <p>Key informants.</p> <p>Interview value chain actors.</p>
JC 1.2. Consistency of MOAP and REACH design approach,	<p>Grade of design consistency of MOAP and REACH and PIP.</p> <p>Grade of complementarity between the 3 interventions (MOAP, REACH, PIP)</p>	<p>Project formulation document.</p> <p>Progress reports.</p> <p>Interviews with GoG, EUD and IPs staff.</p> <p>Key informants.</p> <p>Beneficiary focus groups.</p>
EQ 2 Coherence		
Is the design of Action interventions suited to priorities of GoG?		
Judgment criteria	Indicators	Data collection / methods
JC 2.1 Alignment of MOAP and REACH objectives and results with actual national GoG policies and strategies for the sector.	<p>Degree of correlation between the Actions: MOAP and REACH with GoG national sector policies and strategies; regional and district agriculture development plans and strategies and local economic development</p>	<p>MOAP and REACH Document analysis.</p> <p>National Policies and strategies</p>

EQ 3 Efficiency		
Do the implementation framework and coordination mechanisms lead to appropriate ownership of the Programmes and delivery of the Action results?		
Judgment criteria	Indicators	Data collection / methods
JC 3.1 Ownership in the process: effective exercise of leadership by the Government in development interventions.	<p>Perception of Government ownership and leadership of the overall MOAP and REACH implementation.</p> <p>Perception of the communities regarding the utility and need of the CAP for their strategic development.</p>	<p>Interview JSC Steering Committee</p> <p>JSC and PCU minutes Documentary review.</p> <p>Interview key IPs staff</p> <p>Focus groups.</p>
JC 3.2 Adequacy of IP's management structure.	<p>Adequacy of IPs' and PCU organisation and management structure, and implementation modalities.</p> <p>Adequacy of the monitoring and Technical Assistance (NIRAS) to facilitate the projects' achievement to their maximum potential.</p>	<p>IP interviews</p> <p>PCU minutes.</p> <p>Project documents.</p> <p>Progress reports.</p> <p>EUD and TA monitoring reports</p>
JC 3.3 Productive engagement and partnerships between IPs, GoG, district authorities, private sector and end beneficiaries.	<p>Presence and functionality of coordination structures.</p> <p>Type of activities jointly implemented and coordinated.</p> <p>Synergies captured and duplication of effort avoided.</p>	<p>Progress reports.</p> <p>Interviews with key stakeholders.</p>
EQ 4 Efficiency		
Have the Actions' interventions delivered improved services (advice and inputs), credit, inclusive business models, Community Action plans as planned?		
Judgment criteria	Indicators	Data collection / methods
JC 4.1 Increased capacity to deliver services to the farmers. -MOAP	<p>Nº of farmers benefitting from MOAP activities has income above the poverty level (1,90 USD/day) (if data is available)</p> <p>Grade of Fruit and vegetables value increase due to new branding certificates (if data is available)</p> <p>Nº of smallholders benefitting from training in GAP (if data is available)</p> <p>Nº of farmers (30 % women) applying at least 5 promoted GAP of which 2 improve climate resilience (if data is available)</p> <p>MOAP-Analysis of the several models to provide access to finance and pertinence to scale-up</p> <p>Nº of additional new jobs for women and young adults are created by private sector.</p> <p>Grade of satisfaction of Common Interest Groups with their performance</p> <p>Nº of Value Chain Committees submitting 3 common interest advocacy cases per year (if data is available)</p> <p>Brief analysis of the Value Chain Approach implemented</p>	<p>Project baseline.</p> <p>Progress reports.</p> <p>Interview farmers' organizations.</p> <p>Interview value chain actors.</p> <p>Farmer focus groups.</p> <p>Gender focus groups.</p> <p>Interview extensionists</p> <p>Field spot verification.</p> <p>Interview private sector</p>

<p>JC 4.2 Increased climate change adaptation-and CAP-REACH</p>	<p>% of quality inspections based on national regulations (if data is available)</p> <p>Nº of District Mid-term Development plans established with SEA standards</p> <p>A Centralized database established and functional within the program area</p> <p>Nº of climate smart Community Action Plans developed.</p> <p>Grade of community involvement in CAP design and ownership</p> <p>Degree of Community perception about usefulness of the CAPs, as a necessary tool for the communities' own development.</p> <p>Nº of individual initiatives in CA implemented (has agroforestry, Has of SLM applied, and others)</p> <p>Grade of suitability of promoted practices for smallholders;</p> <p>Grade of the capacities developed to comply with the unconditional priorities of Ghana Nationally Determined Contributions</p> <p>Nº and type of evidence-based recommendations for policies and programmes promoting climate change adaptation and mitigation practices</p>	<p>Project baseline</p> <p>Progress reports.</p> <p>Interview farmers' organizations.</p> <p>Interview value chain actors.</p> <p>Farmer focus groups.</p> <p>Gender focus groups.</p> <p>Field spot verification.</p>
<p>JC. 4.3 Private and public sector involvement in value chains.</p>	<p>Analysis of added value by different approaches (public and private) to provide inputs, capacity building, agricultural services to farmers:</p> <ul style="list-style-type: none"> • Private: input dealers, aggregators, FBOs leaders and NGOs • Public extension system <p>Degree of farmers client's service complementarity or overlapping</p>	<p>Interview value chain actors</p> <p>Public sector</p> <p>Private sector</p> <p>Progress reports.</p> <p>Focus groups.</p>
<p>JC 4.4 Identification of factors limiting the interventions.</p>	<p>Type of MOAP, REACH and PIP limiting factors.</p> <p>Delays in implementation in REACH, MOAP and PIP affecting EU- GAP.</p> <p>Mitigation measures to improve outputs</p>	<p>Progress reports.</p> <p>Interview key informants.</p> <p>Focus groups with implementers.</p> <p>Field spot verification.</p>
<p>JC 4.5 Budget analysis</p>	<p>Brief MOAP and REACH budget analysis</p>	

EQ 5: Effectiveness		
Have the Actions interventions encouraged a production increase, better access to markets and income, sustainable agriculture growth, Climate Change adaptation and policy implementation?		
Judgment criteria	Indicators	Data collection / methods
JC 5.1 Increase in quality agricultural production and value	<p>Incremental production (mt/ha, %) by beneficiaries (if data is available).</p> <p>Increased profitability and income for farmers (if data is available).</p> <p>Increased markets availability and value increase (if data is available).</p> <p>Identification of new VC opportunities considering their contribution in terms of (i) income generation at farmer level, (ii) job creation potential, (iii) value addition</p>	<p>MOAP Project baseline.</p> <p>Progress reports.</p> <p>Interview value chain actors.</p> <p>Farmer focus groups</p> <p>Field spot verification</p>
JC 5.2 Increase sustainable agriculture and CC change adaptation and mitigation capacities	<p>Incremental community's livelihood resilience and adaption to CC.</p> <p>Increased adoption and knowledge about climate smart practices by target communities.</p>	<p>REACH Project baseline.</p> <p>Progress reports.</p> <p>Interview value chain actors.</p> <p>Farmer focus groups</p> <p>Field spot verification</p>
JC. 5.3 Harmonization of EU-GAP to contribution to national policies	<p>Contribution of MOAP and REACH to the implementation of national sectoral policies such as "Investing for Food and Jobs"; and regulatory framework</p> <p>Degree REACH recommendations on social transformation caused by climate change are used for decision making and policies</p> <p>Preparation of a common result framework for EU-GAP (all interventions) in relation to the agricultural sector strategy of the GoG</p>	<p>MOAP-REACH Project reports</p> <p>National Policies and strategies and regulatory frameworks</p>
EQ 6: Expected Impact and Sustainability		
Have the Actions' interventions contributed so far to a more diversified and efficient agriculture sector in Ghana, and will these improvements remain beyond the period of implementation?		
Judgment criteria	Indicators	Data collection / methods
JC 6.1 Evidence of quantitative measures for main indicators.	<p>Extent of progress to date against targets.</p>	<p>Project formulation documents.</p> <p>Baseline data.</p> <p>Progress reports.</p> <p>Focus groups, farmers, extensionists.</p> <p>Key informants.</p>

JC 6.2 Evidence of extent to which Action's interventions have contributed to an efficient inclusive and sustainable economic growth in Programme area thus far.	Extent to which MOAP and REACH are developing * Increased sustainable agriculture growth * Increased Climate Change adaptation and mitigation capacities. Sustainable Commercial Agriculture with quality production *Improved infrastructure.	Baseline data. Progress reports. Focus groups, farmers, extensionists. Key informants. Field spot verification
JC 6.3 Evidence of sustainability and exit strategies.	GoG ownership and commitment to sustain MOAP and REACH achievements The IPs' interventions show evidence of sustainability and a clear exit strategy. Final beneficiaries' ownership and commitment.	Progress reports. Impact surveys. IPs interviews. Focus Groups. Key informants.
EQ 7: Cross cutting issues	Have women empowerment, environment and adaptation to climate change issues been considered in the Actions' intervention design and implementation?	
Judgment criteria	Indicators	Data collection / methods
JC 7.1 IPs interventions have addressed gender equality, women empowerment, environment and adaptation to climate change issues.	Evidence of gender equality, women empowerment, environment and adaptation to climate change issues embedded in the design. Evidence that gender equality women empowerment, environment and adaptation to climate issues have been addressed properly under implementation.	Project formulation documents. IPs progress reports. Focus groups. Field spot verification
EQ 8. Value Addition	Do the Action' interventions complement with other EU-Member State's interventions?	
Judgment criteria	Indicators	Data collection / methods
JC 8.1. Interventions have been coordinated with other EU Members Sates and resulted in synergies.	Existence of additional benefits from collaboration with Members States interventions.	Programme documents. EUD, Member States and Key stakeholders' interviews.

Annex 7: List of Persons Consulted and places visited

* Geographic scope : Accra, plus 14 Districts.

* TOTAL: 542 persons interviewed during the mission; 347 direct beneficiaries (64%) and 195 staff members (36%).

* Persons interviewed individually: 114 persons (33 direct beneficiaries: farmers, women, aggregators and 91 staff)

* 22 Focus Groups: 405 persons interviewed (314 farmers and 91 staff)

1. Interviews Accra

* European Union Delegation

- [REDACTED], Head of Section Infrastructure and Sustain. Dev.
- [REDACTED], Head of Section Finance and Contracts
- [REDACTED], Task Manager MTE. Infrastructure and Sustain. Dev.
- [REDACTED], Programme Officer. Infrastructure and Sustain. Dev.
- [REDACTED], Finance and Contracts
- [REDACTED], Programme manager

* Ministry of Finance

- [REDACTED], Head Contracts & Finance section
- [REDACTED], Schedule officer

* Ministry of Food and Agriculture (MoFA). Policy Planning, Monitoring and Evaluation Directorate (PPMED)

- [REDACTED], Deputy Minister MOFA and Chairman JSC.
- [REDACTED], ex-Director PPMED
- [REDACTED], Director PPMED
- [REDACTED], Head PCU National
- [REDACTED], Ex-Director Project Coordination (PPMED)
- [REDACTED], Senior Agriculture Economist
- [REDACTED]
- **Focus Group 1: 6 staffs**

* Ministry of Roads and Highways. Departments of Feeder Roads (DFR)

- [REDACTED], Programme officer

* Ghana Irrigation Development Authority (GIDA)

- [REDACTED], Deputy Director

* Market Oriented Agriculture Programme in North West Ghana (MOAP-NW)

GIZ: contractor, in charge of outputs 1 & 2:

- [REDACTED], Head of Programme (Accra) (50 %)
- [REDACTED], Deputy Team Leader GIZ (Accra) (50 %)
- [REDACTED], M&E specialist (50 %) based in Accra
- [REDACTED] (100 %)
- [REDACTED]

AFC: sub-contractor, in charge of outputs 3, 4 & 5:

- [REDACTED]
- [REDACTED], Team Leader AFC (Wa) (100%)

* Resilience Against Climate Change (REACH)-GIZ

- [REDACTED], Project Manager
- [REDACTED], Executive Director MOVE (ex ComCashew)
- [REDACTED]
- [REDACTED] Deputy Project Manager
- [REDACTED] GIS technical advisor.

* Resilience Against Climate Change (REACH)-International Water Management Institute (IWMI) - (CGIAR)

- [REDACTED], Team Leader
- [REDACTED] Program Officer
- [REDACTED] M&E

* REACH

- [REDACTED] REACH formulation and implementation.

* Agence Française de Développement (AFD)

- [REDACTED], Team Leader
- [REDACTED], ex-Programme Officer
- [REDACTED], Programme officer

* World Bank (WB)

- [REDACTED] Senior Transports Specialist
- [REDACTED], Senior Transports Specialist

* Strengthening Monitoring & Annual Performance Reporting (NIRAS)

- [REDACTED], Team Leader

* Environmental Protection Agency (EPA)

- [REDACTED], Coord. for National Adaptation Planning Process

2. Field Visit Interviews

2.1. WA DISTRICT

* Regional Coordinating Council (RCC) Upper West Region

[REDACTED]
[REDACTED]

* Wa Municipal Assembly. MOAP-REACH-IWMI

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

* Regional Department of Agriculture.

[REDACTED]
[REDACTED]

* EU-GAP Programme Coordination Unit (PCU-Wa)

[REDACTED]
[REDACTED]

█ [REDACTED]

* MOAP Staff (Wa)

- **Focus Group 2:** 15 staff members

* REACH Staff (Wa)

- **Focus Group 3:** 13 staff members
- 5.000 plants, Nursery REACH

* Training and Extension in Conservation Agriculture in the Savannahs (TECAS)

█ [REDACTED]
█ [REDACTED]

* Neem Processing Plant. Women Group. MOAP

█ [REDACTED]

* Antika Company Limited Rice Milling facility. MOAP matching grant

- [REDACTED]

* AUB Dassana Cereal Processor. MOAP matching grant

█ [REDACTED]

* Progressive Unity Women Farmers' Cooperative. MOAP matching grant

- **Focus Group 4:** 9 members

* Kagalston Mango Farm. MOAP

- [REDACTED]

*2nd quarterly Review Meeting EU-GAP. PCU, MOAP, REACH, NAO, EUD

- **Focus Group 5:** 24 staff members

* PPRSD-MoFA. MOAP

█ [REDACTED]
█ [REDACTED]
█ [REDACTED]
█ [REDACTED]
█ [REDACTED]

* Department of Feeder Roads, Wa

█ [REDACTED]

2.2. WA WEST DISTRICT

* District Municipal Assembly. MOAP-REACH-IWMI

█ [REDACTED]
█ [REDACTED]
█ [REDACTED]
█ [REDACTED]
█ [REDACTED]
█ [REDACTED]
█ [REDACTED]

█ [REDACTED]

- * Siiru Community Demo Plot - REACH
 - **Focus Group 6:** 35 farmers
- * Buka Community Demo Plot - REACH
 - **Focus Group 7:** 24 farmers
- * Wa West Organic Groundnut Producers Association. MOAP
 - **Focus Group 8:** 11 farmers,

2.3 WA EAST DISTRICT

- * District Municipal Assembly. MOAP-REACH-IWMI
 - [REDACTED]
- * Duri Aggregator Farm. MOAP
 - [REDACTED]
- * Mac Adams CA Farm (140 acres). REACH
 - [REDACTED]

2.4 NADOWLI-KALEO DISTRICT

- * Matco Mango Plantation. MOAP.
 - [REDACTED]
- * Nadowli Kaleo-Jirapa Agro Input Dealers Association > (GAIDA). MOAP
 - **Focus Group 8:** 4 members.

2.5 JIRAPA DISTRICT

- * District Municipal Assembly. MOAP-REACH-IWMI
 - **Focus Group 9:** 22 staff
- * Gbetuori Community Demo Plot - REACH
 - **Focus Group 10:** 18 farmers
- * Piyri Community Demo Plot - REACH
 - **Focus Group 11:** 24 farmers
- * Chapuri Agrodealers. MOAP
 - **Focus Group 12:** 10 agrodealers
- * Suntaa VSLA MOAP
 - **Focus Group 13:** 30 farmers
- * Nadowli -Jirapa Agro Input Dealers Association > (GAIDA). MOAP
 - **Focus Group 14:** 4 members.
- * Guinness Ghana Value Chain. Inputs Revolving Fund. MOAP
 - [REDACTED]

2.6 NANDOM DISTRICT

* Municipal Assembly. MOAP-REACH-IWMI

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

* Napaal 3 Women’s VSLA Groups - REACH

- **Focus Group 15:** 38 women

2.7. LAWRA DISTRICT

* Zukpire Community CA Demo Plot - REACH

- **Focus Group 16:** 26 farmers

* Methor Vegetable farmer Group - MOAP

- **Focus Group 17:** 6 farmers

* Babile Agriculture Research Station. MoFA. CA with REACH and TECAS

- [REDACTED]
- [REDACTED]

2.8. SISALLA WEST DISTRICT

* Bulu. Women Group VSLA and Demo Plot - MOAP

- [REDACTED]
- [REDACTED]
- **Focus Group 18:** 59 beneficiaries

2.9. SISALLA EAST DISTRICT

* Municipal Assembly. MOAP-REACH-IWMI

- [REDACTED]

* Agro inputs dealers Association (SEMAIDA). MOAP

- [REDACTED]
- [REDACTED]
- [REDACTED]

* Bandle Community CA Demo Plot - REACH

- [REDACTED]
- **Focus Group 19:** 14 farmers

2.10 DAFFIAMA BUSSIE ISSA DISTRICT

* Tomato Greenhouses at Tabiase

- [REDACTED]

2.11 SAWLA-Tuna-Kalba DISTRICT

* District Municipal Assembly. MOAP-REACH-IWMI

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- **Focus Group 20:** 4 staff

2.12 NORTH GONJA DISTRICT

* District Municipal Assembly. MOAP-REACH-IWMI

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- **Focus Group 21:** 7 staff

* North Gonja Organic Cashew Farmers/ Beekeepers Association (NGOCFA)

- [Redacted]
- [Redacted]
- [Redacted]
- **Focus Group 22:** 19 beneficiaries

2.13 MAMPRUGU-MOAGDURI DISTRICT

* District Municipal Assembly. MOAP-REACH-IWMI

- [Redacted]
- [Redacted]

* Integrated Water and Agricultural Development Ghana (IWAD). MOAP

- [Redacted]
- [Redacted]
- [Redacted]

2.14 BOLE DISTRICT

* Cocoa Research Institute Ghana (CSIR), Bole Sub Station. MOAP

- [Redacted]

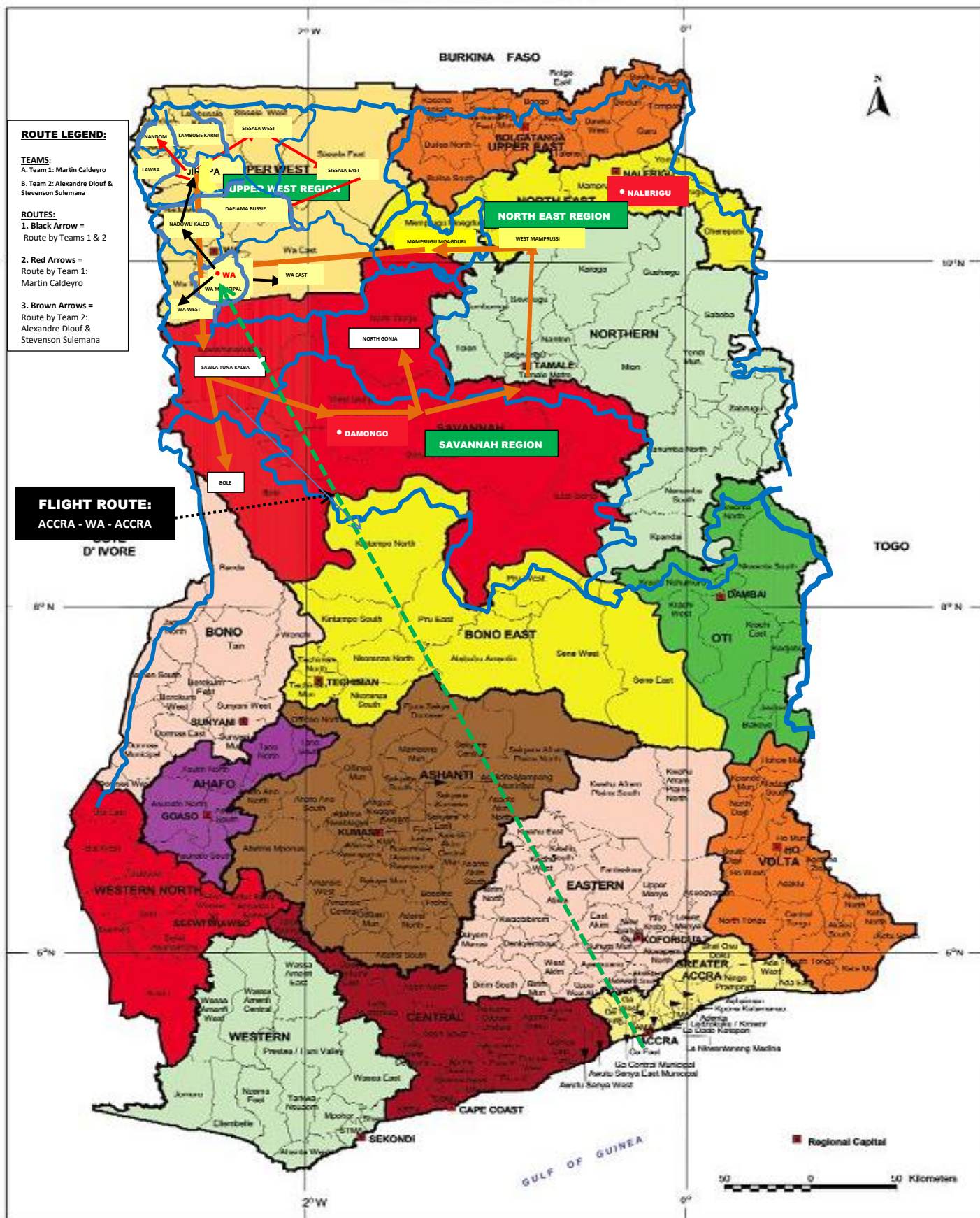
3. Summary Focus Groups

District	Institution/Group Visited	Focus Group	Number/Function
Accra	PPMED-MoFA	FOCUS GROUP 1: staff	6 staff
Wa Town	MOAP staff Wa	FOCUS GROUP 2: staff	15 staff
	REACH staff Wa	FOCUS GROUP 3: staff	13 staff
	MOAP-Women Group. Progressive Unity Women Farmers' Cooperative.	FOCUS GROUP 4: members	9 beneficiaries
	2 nd quarterly EUGAP Review Meeting: PCU, MOAP, REACH, NAO, DUE	FOCUS GROUP 5: staff	24 staff
Wa West	REACH-Demo Plot Siiru	FOCUS GROUP 6: members	34 beneficiaries
	REACH-Demo Plot Buka	FOCUS GROUP 7: members	24 beneficiaries
Nadowli-Kaleo	MOAP -Agro-Dealers	FOCUS GROUP 8: members	4 beneficiaries
	Municipality Assembly	FOCUS GROUP 9: staff	22 staff
Jirapa	REACH-Demo Plot-VSLA. Gbetuori	FOCUS GROUP 10: farmers	18 beneficiaries
	REACH-Demo Plot. Piyri	FOCUS GROUP 11: farmers	24 beneficiaries
	MOAP Chapuri. Crop protection service	FOCUS GROUP 12: agro-dealers	5 beneficiaries
	MOAP VSLA. Gbare. Suntaa	FOCUS GROUP 13: members	30 beneficiaries
	MOAP Agro input dealers	FOCUS GROUP 14: members	4 beneficiaries
Nandom	MOAP Demo Plot. Women Group - VSLA. Napaal	FOCUS GROUP 15: women	38 beneficiaries
Lawra	REACH-Demo Plot Zukpire	FOCUS GROUP 16: farmers	26 beneficiaries
	MOAP-Methor Vegetable	FOCUS GROUP 17: farmers	6 beneficiaries
Sissala West	MOAP-Women group-VSLA. Bulu	FOCUS GROUP 18: members	59 beneficiaries
Sissala East	REACH Demo Plot-Bandie	FOCUS GROUP 19: farmers	14 beneficiaries
Sawla	District Planning Unit-Sawla	FOCUS GROUP 20: staff	4 staff
North Gonja	District Planning Unit-North Gonja	FOCUS GROUP 21: staff	7 staff
	MOAP VSLA-Sinsina Community	FOCUS GROUP 22: women	19 beneficiaries

4. Summary distribution of interviews.

	Farmers/beneficiaries	Staff	Total
Accra	0	23	23
Field Visit	33	81	114
22 Focus Groups	314	91	405
Total	347	195	542
%	64%	36%	100%

Annex 9: Itinerary for MTE Field Visit (Districts)



Annex 10: List some Bibliography consulted.

Document/ Attachment Name
EU docs
EU-GoG NIP 2014-2010+ annexes
Ghana policies, etc
Medium-Term National Development Policy Framework (MTNDPF)
Food and Jobs (IFJ): An Agenda for Transforming Ghana's Agriculture (2018-2021)
National Climate Change Adaptation Strategy (NCCAS)
Ghana Climate Change Master Plan and the Nationally Updated Nationally Determined Contribution under the Paris Agreement (2020-2030). Sept 2021
National Gender Plan and the Gender and Agricultural Development Strategy
Planting for Food and Jobs, Planting for Export and Rural Development, Rearing for Food and Jobs, One-District-One Factory, One-District-One-Warehouse, 2022 to 2025 Medium-Term Development Policy Framework
Organigramme of MOAP, REACH and PIP
MOAP docs
Financing Agreement EU-GoG 039-064 + TAPS
Addendum 1 (Dec 2019). modifications are reflected in the exchange of letters
FA logframe
Delegation Agreement -GIZ-2017-384-211
Description of the Action 11/04/2017
Addendum 1 (Dec 2019)
Addendum 2 (Dec2021)
Addendum 2- Description of the Action 07/02/2021 (Period 2017-2023)
Annual Report 2020
Draft Annual Report 2021
Result Framework in word
Financial Reports 2020 and 2021
NIRAS service contract (CTR 2019- 412-108)
NIRAS Addendum 1, 2 and 3
NIRAS Draft Final Report 09/10/2021 (not approved yet).
NIRAS financial reports
Service Contracts
Joint Steering Committee minutes 1 to 7
Tors of Joint Steering Committee
Tors and/or structure of PCU
REACH docs
Financing Agreement EU-GoG 039-673 + TAPS
Addendum 1 (June 2018)
Delegation Agreement -GIZ 398-231. Component 1&2
TAP Delegation Agreement -GIZ Component 1&2
Addendum 1 (Dec 2021)
GiZ Draft Annual Report 2020 Component 1&2
GIZ Financial Reports 2020 (unreadable)
GIZ Draft Financial Report 2021 Component 1&2
Result Framework
Grant Contract EU-IWMI + CSIR Fed 2019 397-558 Component 3

Annual Report August 2020-July 2021
Financial Report August 2020-July 2021
Financial Data August-December 2021 (not available yet)
Logic Frame Component 3
Baseline Study for Districts

Productive Investment Programme (Savanah Project) (PIP)

Financing Agreement EU-GoG 037-881 + TAPS

Addendum 1 Budget + new TAPS 08/2020

Addendum 2 Period Extension Dec 2020

PIP Irrigation AWMP logframe

PIP Transport Sector Improvement Project -Logframe

PIP Transport Sector Improvement Project - Additional Financing (P1693570) WB

PIP Access to Finance Project logframe

And many other documents

Annex 11: MOAP + REACH + PIP chronogram and milestones

Annex 11 : Chronogram and milestones of MOAP, REACH and PIP Programmes and its Projects Components

Programme/Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	...-2035
1. MOAP Financing Agreement (FED/2016/039-064)	Dec 2016: General Election Action Fiche Formulaton	07/01/2017: New Government FA EU-GoG signed 23/01/2017	*1st JSC: 19/04/2018 *2nd JSC: 4/12/2018	Addendum 1: 05/12/2019: Budget reallocation and TAPS modification for PP in R1,2 and 6 * 3rd JSC: 22/07/2019	COVID lockdown ? N+3: 23/01/2020 *4th JSC: 4/02/2020 *5th JSC: 25/11/2020 * PCU: Nov 2020	*6th JSC: 20/05/2021 *7th JSC: 16/11/2021	*1st Special JSC:16/11/2021		End implementation phase 22/01/2024		FA End of Execution 23/01/2026
2. Contract: MOAP-NW GIZ FED/2017/384-211)		Delegation Agreement Signed 28/04/2017 EU Stat-up 28/04/2017 GIZ Start up 01/01/2017		* Add 1: 30/12/2019. Implementation period 80 months, Unifies Phase 1 and 2. New TAPs, logframe and Budget		Add 2: 20.12.2021, TAP, logframe and Budget			End of Project implementation 2nd phase 31/12/2023		
3. Contract: TA MOAP NIRAS (FED/2019/412-108)				* Service Contract signed: 18/12/2019	* Actual Start up: 14/02/2020 Add 1: 14/02/2020 change TL	Add 2: 04/02/2021: Budget reallocation and increase to readjust execution & new activities Add 3: 12/05/2021. Budget reallocation to readjust ongoing activities and support PCU End of Project: 31/07/2021					
4. REACH Financing Agreement (FED/2017/039-673)	Action Fiche Formulaton	Nw Action Fiche Formulaton. De 2017	FA EU-GoG 30/01/2018 Add 1: 29/6/2018. Zone modification from SADA to NDA			N+3: 30/01/2021				End Implementation on 30/01/2025	End Execution 30/01/2027
5. Contract: REACH R 1&2 GIZ FED/2018/398-231)			01/09/2018: Retroactive start	Delegation Agreement * Actual Start up: 01/04/2019		Add 1: 16/12/2021			End of Project implementation 31/12/2024		
6. Contract: REACH R.3 IWMI FED/2019/397-558)				* Grant Contract signed 29/01/2019 * Baseline Data collection Dec 2019	* June 2020: Baseline Report for 6 Districts					End of Project 28/01/2025	
7. PIP Financing Agreement (FED//037-881)	Formulaton Mission ?		FA EU-GoG signed 30/01/2018		* Add 1:05/08/2020 Budget reduction and TAP change * Add 2:01/12/2020 Extension Period	N+3: 30/01/2021					Implementation End 30/01/2033 Execution end 30/01/2035
8. Contract: PIP-Transport Infrastructure-WB (FED/402-868)			Administrative Contract EU-WB signed 14/12/2018							End of Project 30/01/2025	
9. Contract: PIP-Agric Water Management-AFD (FED/421-758)						Contribution Agreement: Signed : 26/01/2021	EU-MoF: 31/03/2022				End of Project 25/01/2027
10. Contract : PIP-Private Investment in Agriculture-FMO (FED/421-747)						Contribution to AIP -AgiFi Signed 29/01/2021 * Actual Start up:					Implementation End 30/01/2033