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FINAL EVALUATION

ADWUMA PA: GHANA

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This report describes the final evaluation of Adwuma Pa: Empowering Vulnerable Women and Girls within the Cocoa Supply Chain Project in Ghana. The project was implemented by CARE International, Ghana, and its sub-grantees (YOTA and CRI). Fieldwork for this evaluation was conducted in October 2023.

Sistema's, Familia y Sociedad (SFS), with Lead Evaluator, Godwin Kojo Ayenor (PhD), conducted this independent evaluation in collaboration with the project team and stakeholders and prepared the evaluation report according to the terms specified in its contract with the United States Department of Labor (US-DOL). The independent evaluation was supported by the SFS project team, including Manager, Dwight Ordóñez, and Quality Control Specialist, Mark McGinty.

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TABLE OF CONTENTS

ACKNOWLEDGEMENT	3
LIST OF ACRONYMS	6
EXECUTIVE SUMMARY	9
1. PROJECT CONTEXT AND DESCRIPTION	18
2. EVALUATION PURPOSE	19
2.2. EVALUATION PURPOSE AND SCOPE	19
2.3. INTENDED USERS	20
2.4. EVALUATOR	20
2.5. EVALUATION CRITERIA	21
2.6. METHODOLOGY	21
2.7. EVALUATION QUESTIONS AND DATA SOURCES	21
2.8. EVALUATION SCHEDULE	21
2.9. DATA COLLECTION METHODS	22
2.10. DATA ANALYSIS	23
2.11. ETHICAL AND PRIVACY CONSIDERATIONS	23
3. EVALUATION RESULTS	24
3.1 RELEVANCE AND COHERENCE	24
3.1.1 DESIGN VALIDITY	24
3.1.2 VALIDITY OF THE THEORY OF CHANGE	26
3.1.3 GENDER INEQUALITY AS ROOT CAUSE OF CHILD LABOR	27
3.1.4 ROLE OF COMMUNITY ACTION PLANS	28
3.1.5 EQUITY IN COMMUNITY ACTION PLAN	28
3.2 EFFECTIVENESS AND EFFICIENCY	29
3.2.1 OVERVIEW OF ACHIEVEMENTS OF THE ADWUMA PA PROJECT	30
3.2.2 KEY APPROACHES AND ACHIEVEMENTS	31
3.3 IMPACT AND SUSTAINABILITY	36
3.2.3 DEVELOPMENT AND ADOPTION OF LOCAL BY-LAWS TO REDUCE CHILD LABOR	37
3.3.1 SUSTAINABILITY OF ACHIEVED IMPACT	39
4. LESSONS LEARNED AND PROMISING PRACTICES	41
4.1 LESSONS LEARNED	41
4.2 PROMISING PRACTICES	41

5. CONCLUSION	42	
5.1 RELEVANCE AND COHERENCE	42	
5.2 EFFECTIVENESS AND EFFICIENCY	42	
5.3 IMPACT AND SUSTAINABILITY	42	
6. RECOMMENDATIONS	43	
ANNEX A. LIST OF DOCUMENTS REVIEWED	46	
ANNEX B. FIELD ITINERARY	48	
ANNEX C. STAKEHOLDER WORKSHOP AGENDA AND PARTICIPANTS	51	
ANNEX D. TERMS OF REFERENCE	52	
ANNEX E: EVALUATION DESIGN MATRIX	71	
ANNEX F. LIST OF PROJECT ACTIVITIES UNDERTAKEN AND ACHIEVEMENTS AT ENDLINE		90
ANNEX G: HOW ADWUMA PA RESPONDED TO INTERIM EVALUATION RECOMMENDATIONS		102
ANNEX H: GRAPHICAL REPRESENTATION OF THE ADWUMA PA'S RESULTS FRAMEWORK		107

LIST OF ACRONYMS

CAP	Community Action Plan
CARE	Cooperative for Assistance and Relief Everywhere
CDC	Community Development Committee
CEA	Complementary Education Agency
CL	Child Labor
CMEP	Comprehensive Monitoring and Evaluation Plan
Cocobod	Cocoa Board of Ghana
CRI	Child Rights International
DoC	Department of Cooperative
FER	Final Evaluation Report
FGD	Focus Group Discussion
FL	Forced Labor
GAAPACL	Ghana Accelerated Action Plan Against Child Labor
GAWU	General Agricultural Workers Union of Ghana
GCPC	Gender Child Protection Committee
GEA	Ghana Enterprises Agency
GoG	Government of Ghana
ILAB	Bureau of International Labor Affairs

ILO	International Labor Organization
KII	Key Informant Interview
LBC	License Buying Company
LE	Lead Evaluator
LRV	Labor Rights Violations
MEAL	Monitoring, Evaluation, Accountability & Learning
M&E	Monitoring and Evaluation
MELR	Ministry of Employment and Labor Relations
MGPCPC	Municipal Gender & Child Protection Committee
MOCA	Mobilizing Community Action and Promoting Opportunities for Youth in Ghana's Cocoa-Growing Communities Project
MoFA	Ministry of Food and Agriculture
NPA2 /NPA II	National Plan of Action Phase II for the Elimination of the Worst Forms of Child Labor in Ghana (2017-2021)
NGO	Non-governmental Organization
NSCCL	National Steering Committee on Child Labor
OCFT	Office of Child Labor, Forced Labor, and Human Trafficking
OSH	Occupational Safety and Health
RRCs	Right and Responsibility Clubs
SHS	Senior High School
SO	Supporting Outcome

ToC	Theory of Change
TOR	Terms of Reference
TPR	Technical Progress Report
USDOL	United States Department of Labor
VSLA	Village Savings and Loan Association
WFCL	Worst Forms of Child Labor
YOTA	Youth Opportunity and Transformation in Africa

EXECUTIVE SUMMARY

BACKGROUND AND CONTEXT

The Government of Ghana (GoG) recognizes the detrimental impact of child labor (CL), the worst forms of child labor (WFCL), forced labor (FL), and other labor rights violations (LRVs) on children and the country's socioeconomic growth.¹ To combat these issues, the government has implemented policies, legal and constitutional frameworks² aimed at eliminating CL, FL, and other LRVs. There is a focus on addressing these issues among rural women and vulnerable girls, including those who work in cocoa supply chains³.

The United States Department of Labor's (USDOL) Office of Child Labor, Forced Labor and Human Trafficking (OCFT), in pursuit of its commitment to addressing child labor, forced labor and other labor challenges, awarded the Cooperative for Relief and Assistance Anywhere (CARE) with a \$5 million cooperative agreement in 2018 to implement the Adwuma Pa, Empowering Women and Girls in Supply Chains project. The overall project-level objective is to reduce the risk of child labor, forced labor, and other violations of labor rights for vulnerable women and girls working within Ghana's cocoa supply chain. To this end, the project has established the following two outcomes.

- Outcome 1: Improved economic participation of women and girls vulnerable to CL, FL and other violations of labor rights within Ghana's cocoa supply chain;
- Outcome 2: Improved business practices by private sector actors to protect against CL, FL and other violations of labor rights for vulnerable women and girls working within the cocoa supply chain in Ghana.

The Adwuma Pa project began in November 2018 and ended in November 2023, after being granted a one-year non-cost extension. Adwuma Pa was implemented in partnership with Ofi, a Ghanaian food ingredient supplier, Child Rights International (CRI), and Youth Opportunity and Transformation in Africa (YOTA). CRI and YOTA are Ghanaian non-governmental organizations (NGOs) that received a sub-award agreement, with CARE as the lead implementing authority of the Adwuma Pa project.

The project targeted 5,000 women and adolescent girls at risk of child, forced, and exploitive labor practices from 80 cocoa-growing communities across four districts in three regions. The four districts, with 20 selected communities each, were: Tano South and Asunafo North, which are both in Ahafo region; Bibiani-Anhwiaso-Bekwai in the Western North region; and Asikuma-Odoben-Brakwa in the Central region of Ghana.

KEY EVALUATION RESULTS

The main evaluation findings, conclusions and recommendations are captured under the criteria: relevance and coherence, effectiveness and efficiency, and impact and sustainability with their corresponding evaluation questions, set as part of the evaluation's analytical framework (Annex E):

Relevance and Coherence

The Adwuma Pa project's aim was to mitigate CL, FL, and labor rights violations among vulnerable women and adolescent girls living within the cocoa supply chain. The notable strategies and results include:

1. Equity in Community Action Plan (CAP), addressing root-causes and gender dimensions of child labor:

¹ Ghana's Accelerated Action Plan Against Child Labor (GAAPACL) – National Action Plan (NPA 3) for Elimination of Child Labor (2023 -2027). GoG, UNICEF and ICI. 2023

² Government of Ghana, 1992 Constitution, Children's Act (1998, amended in 2016).

³ Ayenor, G.K. (2021). Interim Evaluation of Adwuma Pa Project in Ghana. September 2021. CARE Int. USDOL

- Adwuma Pa project's commitment to equity was evidenced by tailored interventions addressing the specific needs of women and adolescent girls throughout the project's duration.
- The project demonstrated a commitment to inclusivity in Community Action Plans (CAPs), and ensured adequate representation of women and adolescent girls' needs.
- Vocational skills training and educational clubs, particularly designed for vulnerable adolescent girls aged 15-17, showcased a focus on empowerment.
- Formation of women-led cocoa cooperatives enhanced women's decision-making roles. Economic empowerment opportunities provided women opportunities to earn their own money and helped them become active participants in household and community decision-making. Thereby, effectively contributing to addressing gender disparities within the cocoa supply chain in project locations.

2. Design validity and contextual relevance:

- The project's alignment with national priorities as captured in Ghana's Accelerated Action Plan Against Child Labor (GAAPACL-NPA 2023 - 2027) ⁴, validates its contextual relevance.
- Targeting poverty as a root cause of child labor is substantiated by the findings of a baseline study, ensuring the interventions remained grounded in evidence.

3. Gender inequality as a root cause of child labor:

- Deliberate focus on women and adolescent girls recognized their specific vulnerabilities and the interconnectedness between gender-specific challenges and child labor in the cocoa supply chain.
- Economic empowerment activities not only improved the individual lives of women and adolescent girls but contributed to shifting societal perceptions and power dynamics, as reported by project participants.

5. Relevance to decentralized Government institutions and community context:

- Alignment with local priorities gained support from District Assemblies and government bodies, emphasizing the need for continued national-level engagement.

6. Validity of the Theory of Change (ToC):

- The project's ToC centered on economic empowerment to reduce child labor risks which has proven to be coherent and valid.
- Adaptations made during the COVID-19 pandemic underscore the project's flexibility and its ability to incorporate risk mitigation measures.

⁴ The GAAPACL document states that CL is simply an affront to the wellbeing of children everywhere and a threat to attaining SDG 8.7. It encourages all stakeholders to support and collaborate in taking immediate and effective measures to prevent and eradicate CL, FL, WFCL, modern day slavery and human trafficking including recruitment and use of child soldiers. It aims at aligning all national and international interventions to end child labour in all its forms in Ghana, by 2025. Hence, it serves as the guiding document for effective and efficient mobilisation of duty bearers at all levels to align their implementation efforts, provide resources, collaborate and share lessons towards eliminating child labour in Ghana. It builds on the lessons learned from the implementation of the National Plan of Action 1 (NPA1, 2009-2015) and National Plan of Action 2 (NPA2, 2017-2021).

- Overall, the project strategies remain relevant and coherent with national priorities. Maintaining consistency with Ghana's National Plan of Action (NPA II, 2017-2021) and the recently launched the GAAPACL-NPA 3, 2023-2027), the project exhibits robust contextual relevance

Effectiveness and Efficiency

The Adwuma Pa project, while facing challenges posed by COVID-19 and related disruptions, has demonstrated remarkable adaptability and effectiveness in surpassing set targets. Specifically focused on reducing child labor, enhancing education, and empowering women and adolescent girls living within cocoa communities, the project has showcased a collaborative multi-stakeholder approach as pivotal contributors to its sustainability and positive community impact. Notable strategies and results include:

1. Effectiveness and efficiency of the CMEP:

- The Comprehensive Monitoring and Evaluation Plan (CMEP) played a crucial role in tracking progress and ensuring the project met its targets, including efficient use of resources.
- Despite unexpected economic changes and staff departures, the project's adaptability to evolving contexts, including post-COVID challenges and geopolitical events, facilitated its overall positive evaluation.

2. Achievements by Adwuma Pa project:

- Success in achieving over 90% of all project targets at the output level, aimed at reducing child labor (CL), forced labor (FL), and other labor rights violations (LRVs) among project participants in targeted communities. As per self-reporting and available records the project has helped reduce child labor among its direct participants from 68.4% to 42%⁵ against the set target of 48%, according to the project's children monitoring data base. This information was further triangulated by feedback from FGDs and key-informant interviews (KIIs). (i.e., MGCPs, women and adolescent girls).
- Educational clubs, literacy activities, and vocational training surpassed targets, positively impacting vulnerable adolescent girls and women. Indeed, as a result of project's awareness-raising activities through live radio programs, in-person sensitization and community dialogues on the relevance of children and adolescent girls' education, a total of 421 drop-out children in the project areas went back to school. Similarly, it was reported in September 2023 that a total of 656 cases were prevented from dropping out of school as result of the project's raising activities.⁶
- Microenterprise and vocational training contributed to improved economic participation, job opportunities, and decent work for women and adolescent girls. with 1,201 girls receiving vocational training with some receiving certification from TVET institutions and 3,780 women and adolescent girls receiving business start-up support.
- Community engagement activities, such as dialogues and Village Savings and Loan Associations (VSLAs), heightened awareness and involvement, with 137 VSLAs formed or strengthened, and 5,081 community members successfully involved in community dialogues on rights and economic empowerment. The community engagement activities provided the needed support for effective collaboration, which contributed in addressing some of the root causes of CL, reducing CL, FL and other LRVs, by improving access to quality education, strengthening social protection systems,

⁵ Adwuma Pa Technical Progress Report, April-September 2023, page 8

⁶ Adwuma Pa Technical Progress Report (TPR), April – September 2023.

enhancing livelihood opportunities for families, and promoting decent employment opportunities for youth.

3. Gender-focused approaches:

- The project effectively deployed a gender-equality framework, addressing specific risks and economic vulnerabilities faced by women and adolescent girls. This was verified by women and girls' success in accessing education opportunities, vocational training, and technical and soft skills.
- Activities like educational clubs, theater for development, and community dialogues positively influenced adolescent girls' access to education. This was demonstrated by 1,509 girls becoming members of 41 rights-based educational clubs where they could access mentorship and training. Similarly, a total of 9,103 community members taking part in community gender dialogue sessions improved household decision making and participation for women and adolescent girls in the selected cocoa areas.
- Economic strengthening activities, including training in functional literacy and microenterprise activities, leading to 2,151 women-led businesses registered with the Ghana Enterprises Agency. This registration will facilitate formalization of their businesses and enable them to access available support services, certain valued clients, and become more credible and fully integrated into the local economy.

4. Collaborative multi-stakeholder approach:

- Collaborative efforts, including an annual learning event among key labor and gender focused stakeholders facilitated shared learning and reflection, led to discussions that influenced government policies on how to comprehensively approach CL in cocoa communities.
- Government recognition, as reflected in the National Plan of Action (GAAPACL/NPA 3), underscores the importance of collective efforts across sectors, and different levels of actors in decision-making, as well as the need for their active involvement.

5. Continued impact and positive trajectory:

- The project's consistently surpassed its targets in various program areas, which indicates that it is on its way to potentially achieve a positive and lasting impact (Annex F).
- Improved agency observed in women and girls significantly contributed to heightened economic participation and expanded opportunities in targeted cocoa-growing communities.

The Adwuma Pa project's effectiveness and efficiency in overcoming challenges, achieving substantial targets, and fostering collaboration among key stakeholders including government officials, community leaders and a key private sector actor (i.e., OFI) within the cocoa supply chain, underscore its success. The results achieved provides valuable insights (for continued success and sustainability) in combating child labor and empowering vulnerable communities.

Impact and Sustainability

The Adwuma Pa project used a robust impact and sustainability framework that acknowledged the evolving needs of each community and employed deliberate strategies to ensure interventions endured beyond the project's lifespan. The sustainability plan revolved around institutional integration, multi-stakeholder approaches, and

participatory strategies that have potentially led to sustainable outcomes, including the development of local by-laws. Notable strategies and results include:

1. Sustainability strategy:

The project deployed a comprehensive sustainability strategy that emphasized the formation of community committees and public/private partnerships. This strategy was pivotal for maintaining a long-term impact, particularly regarding the project's aim of reducing child labor, forced labor, and other labor rights violations against women and adolescent girls. The Sustainability Plan evolved over the project lifecycle, aligning with changing contexts and learning. Meanwhile, the core objective remained consistent to sustain the project impact beyond its lifespan. The plan promoted a four-step framework, focusing on sustained capacity, motivation, linkages, and resources. The sustainability strategy was pivotal because:

a. The formation and/or revival of over 80 community committees such as the CDCs, and the GCPCs fostered local ownership and continuous engagement in the implementation of project's objectives. By involving the community in these decision-making processes, the project built sustainable mechanisms for addressing labor rights violations even after the project's conclusion and

b. Collaboration with public and private entities extended the reach and potential impact of the project beyond the community level. For example, public agencies provided policy support, regulatory frameworks, and enforcement mechanisms (i.e., By-laws) to address labor rights violations, while private sector partnerships (i.e., Ofi) offered a permanent opportunity to leverage resources, expertise, and opportunities within the emerging Ofi's gender-responsive cocoa supply chain for economic empowerment.

2. Institutional integration:

- Successful integration of project interventions into permanent public and private sector institutions was identified as crucial for sustained impact post-project culmination, evidenced by the creation of public/private partnerships to combat child labor and forced labor by working with Ofi, community and municipal committees aimed at strengthening relevant public private partnerships. Ensuring the continuation of gender-focused policies and procedures by partner companies (i.e., Ofi) remains integral for sustainability.

3. Impact and sustainability:

- The Adwuma Pa project has improved labor practices, and empowered women and adolescent girls. The success is attributed to multi-stakeholder and gender-focused approaches, exhibiting adaptability and robust Comprehensive Monitoring and Evaluation (CMEP) strategies.

4. Development and adoption of Local By-Laws:

- The project facilitated the development and adoption of community by-laws, reflecting impactful community-led activities, aligned with formal governance structures.
- A bottom-up approach to child protection, with enacted by-laws at the community level, received official approval and passing, fostering sustainability.

5. Elements for sustainable impact:

- Capacity building of women and adolescent girls, formation of community committees, and the long-term benefits of education and vocational training were identified as elements for sustainable impact. The formation of women-led cocoa cooperatives is expected to contribute to long-term impact, fostering economic sustainability.

6. Challenges and remedial steps:

- Challenges in implementing the Sustainability Plan such as addressing gaps in the information and skill needs of adult learners for community mobilization were addressed through remedial steps - refresher training courses and stakeholder engagement.

7. Mainstreaming interventions and policy changes:

- Stakeholders in decentralized government institutions expressed interest in mainstreaming project interventions into permanent public and private sector institutions to permanently address gender equality concerns. Corporate policy changes, such as the review and amendment of Ofi's policies and procedures, contributed to ongoing sustainable changes in the company's cocoa supply chain.

8. Public/Private Partnership and community engagement:

- The project's success in creating sustainable public/private partnerships to combat child labor and forced labor can be sustained with long-term commitment and clarification of roles. Active engagement of cocoa-growing communities in identifying challenges and solutions established a strong basis for sustainability, emphasizing the importance of inclusivity.

9. Interventions with lasting impact:

- Interventions with lasting impact include vocational training, women-led cooperatives, and the development and adoption of district by-laws targeting child labor reduction. The successful facilitation of district by-laws indicates a significant achievement, that would require a second phase of the project for proper enforcement, compliance, and replication nationwide.

The project's comprehensive impact and sustainability strategies have yielded positive outcomes, with a strong emphasis on institutional integration, community engagement, and lasting interventions.

Table 1. Performance Summary

Performance Summary	Rating
Outcome 1: Improved economic participation of women and girls vulnerable to child labor, forced labor and other violations of labor rights within Ghana's cocoa supply chain.	
Sub-outcome 1.1: Vulnerable Ghanaian women & girls improved understanding of rights and access to protection against CL, FL within cocoa supply chain in Ghana	Achievement: High Sustainability: Above Moderate
Sub-Outcome 1.2: Enhanced knowledge and skills by vulnerable women and girls	Achievement: High Sustainability: Moderate
Sub-Outcome 1.3: Increased opportunities for advancement for vulnerable women and girls	Achievement: High Sustainability: Low
Outcome 2: Improved business practices by private sector actors to protect against child labor, forced labor, and other violations of labor rights for vulnerable women and girls working within Ghana's cocoa supply chain.	

Performance Summary	Rating
Sub-outcome 2.1: Improved understanding and knowledge of private sector actors on gender and labor rights and protections and to identify, track, and address labor rights issues within cocoa supply chain.	Achievement: Above Moderate Sustainability: Above Moderate

LESSONS LEARNED

1. Empowering adolescent girls with vocational training business start-up support, and education reduces their susceptibility to child labor and promotes skill development that contributes to sustainable, long-term change.
2. Establishing women-led cooperatives increases women's participation in the cocoa supply chain and decision-making processes, strengthening women's stake in the economic activities of their communities.
3. Developing community-driven action plans help address specific local needs and challenges, with the potential for wide-scale implementation, and is a model for community engagement and empowerment.
4. The multi-stakeholder partnership model with the private sector, similar to the CARE-Ofi model, reinforces the implementation of impactful interventions, underlining the importance of strategically engaging the private sector in social impact activities.
5. Weak coordination amongst key stakeholders continues to be a major challenge in the fight against child labor, requiring continued long-term support primarily from Government, followed by community leaders, Civil Society Organizations (CSOs), and donors, for broader impact, emphasizing the necessity for strengthened partnerships and coordination for future projects.

PROMISING PRACTICES

1. Engaging local communities in the design and implementation of interventions ensures that solutions are tailored to specific needs and contexts, enhancing the project's relevance and effectiveness.
2. Flexible and adaptive strategies have helped respond to unforeseen challenges, reinforcing resilience in dynamic environments.
3. Capitalizing on partnerships for sustainability, by including community committees and public/private partnerships in the project's sustainability strategy, is a forward-thinking approach that builds on the partnerships model, helping achieve long-term impact.
4. Integrating gender equality principles into the organizational frameworks of public and private sector institutions is fundamental for sustainable gender-responsive change in cocoa supply chains and helps contribute to systemic change.
5. Prioritizing capacity building and advocacy, especially through innovative mediums like radio broadcasts, is an effective strategy for long-term positive change. This approach not only empowers communities but also ensures widespread dissemination of crucial information.
6. Bringing stakeholders together and developing a platform helped them communicate and address issues more efficiently. This includes stakeholders such as the police (law enforcement), child protection services, education services, etc. Their services sometimes extended to the entirety of the municipality/district.
7. Interventions targeting women and adolescent girls spurred others in the community to create their own opportunities. This also spurred interest by surrounding communities as well.

CONCLUSION AND KEY RECOMMENDATIONS

The Adwuma Pa project's demonstrated relevance, coherence, and effectiveness in addressing child labor issues and positioned them well to make notable achievements. While highlighting these achievements, the report emphasizes the need for enhanced coordination primarily led by GoG and other actors at the national level, and future inclusion of young boys in activities for a more comprehensive impact. It is recommended that given the project's strengths and achievements, a second phase may be considered by USDOL, aimed at consolidating, improving and enhancing the sustainability of the emerging models.

Recommendations:

Addressed to USDOL:

1. Fund a Second Phase of the Adwuma Pa project

Replicate and scale up successful results and best practices of the Adwuma Pa project (see below) in a second phase or new project.

2. Promote Effective Multi-Stakeholder Models for Enhanced Impact:

Prioritize multi-stakeholder partnership models such as community committees and public/private partnerships, as a central part of any new project, for joint planning, implementation and learning for enhanced impact and sustainability. These approaches are effective in reducing the risk of child labor and other labor rights violations against women and girls.

3. Prioritize Promising Practices and Sustainable Outcomes:

Focus on activities that have proven successful, in particular, the empowerment of women and adolescent girls, improving labor practices, the adoption and effective implementation of community by-laws on child labor, and enhanced governance mechanisms, such as Municipal Gender and Child Protection Committees.

Addressed to the Grantee:

4. Align with National Priorities and Strengthen National Coordination:

Adopt a comprehensive approach for eradicating child labor that prioritizes close collaboration with the national child labor ecosystem, such as the NSCCL. Regularly assess and adapt initiatives to align with national priorities and plans, such as the GAAPACL/NPA 3 and other pertinent frameworks, to remain responsive to evolving national goals and objectives.

5. Broaden Inclusion Strategies and Community Action Plans:

Integrate young boys into any project scope, acknowledging that child labor affects both genders. Broaden CAPs to include the perspectives of vulnerable young boys, in addition to women and girls, to ensure a balanced approach that addresses a broader range of child protection needs.

6. Integrate Gender-Focused Approaches:

Ensure equity-and gender-equality principles and approaches tailored to meet the specific needs of vulnerable women and adolescent girls are maintained in any future project. Focus priorities on women's economic empowerment, addressing societal perceptions, vocational skills training, educational clubs, women-led cocoa cooperatives, community engagement, dialogue, and activities like Village Savings and Loan Associations (VSLAs).

7. Strengthen the Gender Focus of Local Authorities and Businesses:

Develop strategies for the integration of gender sensitivity into local authorities and the private sector through policy development and changes in practices.

8. Put in Place Comprehensive Sustainability Strategies:

Develop and implement comprehensive and deliberate sustainability strategies built on multi-stakeholder approaches (community committees and public/private partnerships), participatory strategies, legal reform and institutional integration to ensure results endure beyond the project's lifespan.

Addressed to USDOL and the Grantee

9. Support Comprehensive Monitoring and Evaluation Plans:

- USDOL: Allocate specific funds for the development and implementation of a Comprehensive Monitoring and Evaluation Plan (CMEP), and set clear milestones, timebound performance indicators and a reporting schedule.
- CARE: Develop a realistic CMEP with detailed methods for data collection, analysis and reporting, engage stakeholders in the process, and ensure dedicated staff, that are trained and have access to sufficient resources, are responsible for its implementation.
- USDOL & CARE: Jointly use the CMEP to regularly track progress, inform timely decision making and make necessary adaptations to unforeseen challenges such as disasters, economic crises or staff turnover.

1. PROJECT CONTEXT AND DESCRIPTION

The cocoa sector provides employment to a majority of smallholder farmers and remains one of the major foreign exchange earners of the Ghanaian economy. However, Ghana and Cote D'Ivoire together earn only about 6% of the USD 120 billion income generated annually from cocoa.⁷

A multi-dimensional poverty study conducted in 2020 revealed that 28.2% of all children under 17 years of age in Ghana live in poverty.⁸ The study indicated that a striking 73.4% of children are classified as multi-dimensionally poor. Child poverty in Ghana is much more prevalent in rural areas (44.5%) than in urban settlements (9.8%). Generational poverty is one of the root causes of CL, FL, WFCL and other LRVs.

Results of the Adwuma Pa baseline study showed that poverty is prevalent in the four selected project areas (listed below). The total average monthly household (five persons) income is as low as (GH¢438/USD 75.52). The survey also reported that due to poverty caused by low income per household, about a high percentage of livelihood service participants had at least one child engaged in child labor and Hazardous child labor (HCL), 58.7% and 45.9%, respectively. Poverty, among other factors, prevented these households from removing their children from child labor activities⁹. The baseline study also analyzed women's access to microfinance services (i.e., loans, deposits, insurance, and training) and concluded that only 8.8% of them had access in the targeted locations.

The Government of Ghana (GoG) recognizes the negative effects of child labor (CL), the worst forms of child labor (WFCL), forced labor (FL) and other labor rights violations (LRVs) against the wellbeing of children and the nation's socioeconomic development. The GoG's policies, legal and constitutional frameworks seek to be fully aligned with the elimination of CL, FL and other LRVs, against vulnerable rural women and adolescent girls¹⁰. The latest GoG strategic National Plan of Action 3 (NPA 3) sets out implementation priorities for combating all forms of child labor and the WFCL in all sectors. It builds on the lessons learned from the implementation of the NPA1 (2009-2015) and NPA2 (2017- 2021).

The UNESCO Institute for Statistics published a report in 2021 on children's work and education in Ghana and concluded that 13% (927,591) of children aged 5-14 are working. Out of these, 79.2% are in agriculture, and 13.3% combine work with school¹¹.

The United States Department of Labor's (USDOL) Office of Child Labor, Forced Labor and Human Trafficking (OCFT), in pursuit of its commitment to address child labor, forced labor and other labor challenges including in the cocoa sector in Ghana, awarded the Cooperative for Relief and Assistance Anywhere (CARE) with a \$5 million cooperative agreement in 2018 to implement the Adwuma Pa project. The phrase "Adwuma Pa" means "business ethics" in the Akan language and symbolizes for the local community the project's aim to economically empower vulnerable women and girls within the cocoa supply chain in Ghana. The overall project-level objective is to reduce the risk of child labor, forced labor, and other violations of labor rights for vulnerable women and

⁷ Zegers M. and Ayenor G.K. (2020). Ending Child Labor and Promoting Sustainable Cocoa in Cote d'Ivoire and Ghana. European Commission

⁸ National Development Planning Commission (NDPC), Statistical Service, UNICEF (2020). A multi-dimensional child poverty in Ghana. Accra: NDPC.

⁹ Adwuma Pa, (2021). Final Report of baseline Study of Adwuma Pa Project. JMK Consulting, April 2012, CARE Int. Ghana.

¹⁰ Ghana's Accelerated Action Plan Against Child Labor (GAAPACL) – National Action Plan (NPA) for Elimination of Child Labor (2023 -2027). GoG, UNICEF and ICI. 2023.

¹¹ https://www.dol.gov/sites/dolgov/files/ILAB/child_labor_reports/tda2021/Ghana.pdf

girls working within Ghana’s cocoa supply chain. To this end, the project has established the following two outcomes.

- Outcome 1: Improved economic participation of women and girls vulnerable to CL, FL and other violations of labor rights within Ghana’s cocoa supply chain
- Outcome 2: Improved business practices by private sector actors to protect against CL, FL and other violations of labor rights for vulnerable women and girls working within cocoa supply chain in Ghana.

The project’s goal was to target 5,000 vulnerable women and adolescent girls in 80 cocoa-growing communities across four districts in three regions of Ghana. The four districts, with 20 selected communities each, are: Tano South and Asunafo North, which are both in Ahafo region; Bibiani-Anhwiaso-Bekwai in the Western region; and Asikuma-Odoben-Brakwa in the Central region of Ghana.

According to Zegers and Ayenor (2020),¹² lack of significant change in child labor prevalence is due to efforts and interventions not being structurally embedded within functioning institutional support systems that are permanent to ensure sustainability at the decentralized level. This is critical because CL/FL in cocoa occurs most commonly—by far—at the community level, mostly in small-holder farms. Children who labor in cocoa production primarily work on their own family farms. Forced laborers are usually internal and cross-border migrant workers¹³, although some may also work in their communities of origin.

The lack of economic empowerment of women and adolescent girls within the cocoa supply chain is a key challenge holding back progress because they make these females more susceptible to all forms of violations and abuse. Therefore, increasing economic participation and empowering vulnerable women and adolescent girls are essential to reducing child labor, forced labor, and other violations of labor rights in Ghana’s cocoa supply chain.

This Evaluation Report provides evidence and analysis in the form of findings, challenges, opportunities, strategic recommendations, and lessons learned to inform decision-making towards any future project within similar context and circumstances. The recommendations take account of the effectiveness and management efficiency in the implementation of activities during the project period under review. The Final Evaluation is also aimed at assessing whether the project achieved its set outcomes, and whether expected gains recorded are likely to be sustainable and contribute to the overall goal of reducing child labor in selected cocoa producing communities in Ghana. It is expected that identified promising practices and lessons learned may be useful in the global fight against child labor.

2. EVALUATION PURPOSE

2.2. EVALUATION PURPOSE AND SCOPE

The purpose of this final performance evaluation includes the following:

- Determine whether the project, which is concluding its activities, has met its objectives and outcomes, and addressed encountered risks, challenges, and opportunities.
- Assess the effectiveness of the project’s strategies and its strengths and weaknesses during implementation by the end of project (with particular attention to equity and inclusion, wherever

¹²Zegers M. and Ayenor G.K. (2020). Ending Child Labor and Promoting Sustainable Cocoa in Cote d’Ivoire and Ghana. European Commission

¹³ A ‘migrant worker’ is a person who either migrates within their country of origin (internal migration) or outside it (crossing an international border) to pursue employment. Responsible Business Alliance (2021), RBA Trafficked and Forced Labor “ –Definition of Fees” January 2021. (Accessed August 23, 2023). <https://www.responsiblebusiness.org/media/docs/RBADefinitionofFeesJan2021.pdf>

relevant).

- iii. Assess the intended and unintended effects of the project.
- iv. Assess lessons learned and emerging practices from the project in implementation (e.g., strategies, models of intervention, and experiences) and develop conclusions and recommendations that may be applied in current or future projects in the focused country(ies) and/or in projects designed under similar conditions or target sectors; and
- v. Assess which outcomes or outputs can be deemed sustainable.

The evaluation team gathered information from a diverse range of project stakeholders and institutions who participated in and were intended to benefit from the interventions. The evaluation covered the project design, theory of change (ToC), activities, outputs, outcomes, and methods of implementation until November 2023. The Lead Evaluator (LE) consulted a diverse range of project stakeholders and institutions who participated in and were intended to benefit from the interventions. Moreover, the evaluator strived to take a balanced account of the geographic coverage across the four districts covered by the project and included a diverse demographic sample of participants and stakeholders, to the extent practicable.

2.3. INTENDED USERS

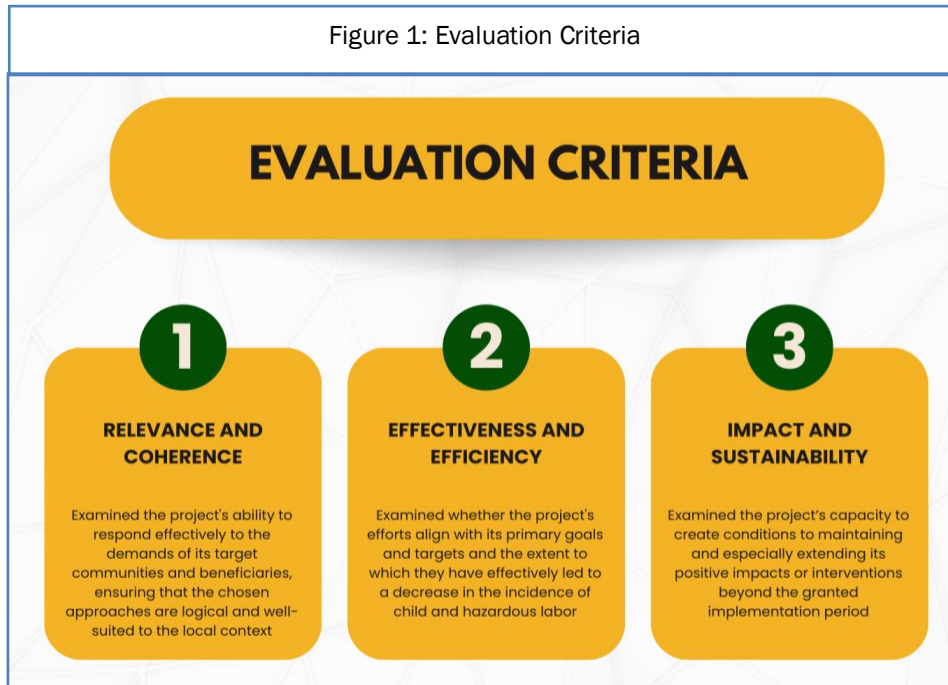
The evaluation report provides USDOL/OCFT, the grantee, participants and other project stakeholders or actors, including the GoG, who have a concern, interest and/or influence on the labor rights problem a comprehensive assessment on the project's performance, its effects on project participants, and an understanding of the factors driving the project results. The evaluation results, conclusions and recommendations will serve to inform stakeholders in the design and implementation of subsequent phases or future projects as appropriate.

2.4. EVALUATOR

The Lead Evaluator was responsible for developing the methods in consultation with SFS, USDOL, and the project staff; directly conducting key informant interviews (KIIs) and focus groups discussions (FGDs) and facilitating other data collection processes; analysis of the data gathered; formulation of evaluation findings, conclusions, and recommendations; presenting feedback on the initial results of the evaluation to the national stakeholder meeting and preparing the evaluation report.

2.5. EVALUATION CRITERIA

The following are the key evaluation criteria applied for the final performance assessment of the project:



2.6. METHODOLOGY

The overall evaluation methodology combined qualitative and quantitative methods in a complementary manner anchored on a systems approach¹⁴. It embraced multi-stakeholder processes, participatory tools and some key principles under the Monitoring, Evaluation, Accountability and Learning (MEAL) framework including ethical approaches and respecting the privacy of participants¹⁵. Research instruments such as the evaluation questions, geographic locations within project sites sampled and criteria for their selection, key participants interviewed for data collection, data analysis tools and techniques of the study, are all described below.

2.7. EVALUATION QUESTIONS AND DATA SOURCES

The evaluator used the following key sources of data collection: (1) document review, (2) secondary data, (3) FGDs and (4) a combination of in-person and remote KIs including the use of a Google questionnaire to gather some quantitative data for analysis and triangulation to address the specific evaluation questions in the Terms of Reference (ToR) (Annex D).

2.8. EVALUATION SCHEDULE

The sampling of communities was done in consultation with CARE Adwuma Pa project staff using as criteria for selection of project locations to be visited, the following: a) proximity; b) accessibility; and c) combining high and

¹⁴ The systems approach focuses on identifying interrelationships, dependencies, and feedback loops to analyze dynamics, identify patterns, and make informed planning decisions. This approach acknowledges that changes in one part of the system can have ripple effects on other parts, and that the system is more than the sum of its individual components. It provides a holistic perspective to problem solving and decision making.

¹⁵ <https://www.evalcommunity.com/career-center/meal/>

low performing communities. Table no. 1 shows the four selected communities from the two Municipalities: Tano South and Bibiani-Anhwiaso-Bekwa.

Table 1. Project Locations in the Districts and Sampled Communities

Region	District	Community	Remarks
Ahafo	Tano South	Tuogyankrom	All key Actors (MGPCs, CDCs, girls, women, RRCs and community GPCs, and institutional representatives from the Assemblies were interviewed
		Akrobo	Same as above
Western North	Bibiani-Anhwiaso-Bekwai	Adupri	Same as above
		Abokyikrom	Same as above

Fieldwork was conducted between October 15–30, 2023. Identified targeted groups (i.e., CDCs, district institutional actors, beneficiaries, members of Right and Responsibility Clubs (RRCs), and other participants) were interviewed.

During the site visits, the evaluator conducted KIIs and FGDs with CARE Staff in Kumasi, participants (beneficiaries), and other stakeholders including institutional actors within Municipal Gender and Child Protection Committees (MGPCs) in their respective locations. One of the two key sub-grantees and implementing partners, namely: CRI was interviewed. The other sub-grantee (YOTA) was reluctant to grant an interview notwithstanding several attempts¹⁶.

A stakeholder workshop to wrap up the “field data collection” activities was undertaken on October 27, 2023.

2.9. DATA COLLECTION METHODS

The methodology for data collection and analysis was mainly qualitative but complemented with some quantitative data as appropriate. The evaluator’s focus was to comprehensively address the evaluation questions using various sources of evidence, including both primary and secondary data, i.e.: a) Documents (interim evaluation report, Technical Progress Reports (TPRs), CMEP Plan and other sources, Audits, etc); b) Qualitative data obtained from KIIs through mainly in-person and in few instances by the use of virtual audio/phone means as necessary; and, c) FGDs conducted through in-person field visits (except the remote interview held with USDOL’s senior project management team).

The evaluation questions were adapted to fit each stakeholder group based on their roles, relevance, and appropriateness to the study. Table 2 presents the categories of stakeholders interviewed.

Table 2. Categories of Stakeholders Interviewed

Stakeholder Group	Participants	% Female
USDOL ILAB	3	33.3

¹⁶ According to YOTA management, there are some pending issues between YOTA and CARE to address. Until then, YOTA will not participate in the interview process for the final evaluation.

Stakeholder Group	Participants	% Female
Ministry of Employment and Labor Relations	2	100
CARE Project Staff	4	25
CARE Country Office	1	100
Ofi Ghana Limited	1	0
YOTA	0	0
CRI	1	100
Institutional Actors under District Assemblies	25	32
Master Craft Persons	12	100
Beneficiary Girls Randomly Selected from 4 Communities	20	100
Beneficiary Women Randomly Selected from 4 Communities	20	100
Communities (CAP, GCPCs, CDCs, VSLA, Cooperatives, RRCs etc.)	254	85

The total number of all community members with which the evaluator interacted within community meetings was 254, and 216 of them were females. The total participants of the validation workshop were 25, bringing the grand total of all categories of participants in the evaluation to 279.

During the stakeholder validation workshop, representatives from the two other municipalities that were not selected for the field visits participated. The CARE Project Director, Madam Kafui and some of her team members also participated in the validation workshop.

2.10. DATA ANALYSIS

Data collected were triangulated at different levels. Within a community (girls, women, and CDC etc.), and outside the community. They were triangulated with the same categories of participants in four other communities within the two municipalities selected. At the stakeholder level, data gathered from these entities were triangulated amongst different stakeholder categories (i.e., CARE, CRI and Assemblies).

The triangulated data from various sources were analyzed within the context of the ToC and the evaluation criteria, which became key analytical tools to appreciate the extent of achievements of the outcomes during implementation. Similarly, the delays and challenges faced by the project, as well as the best practices were assessed to filter the evaluation's findings, conclusions, recommendations, lessons learned and emerging practices against the evaluation questions and the ToR.

2.11. ETHICAL AND PRIVACY CONSIDERATIONS

To mitigate bias during the data collection process and give informants maximum freedom of expression, the evaluator and his research assistant were mainly the only ones present during KIIs. However, when interviewing young women and adolescent girls the evaluator ensured that they were always accompanied by another female. Interviews were conducted in a safe environment for the participants to share information. No interview began without the informed consent from each respondent. Participants were informed that they had the right to skip any question with which they were not comfortable to answer or stop the interview at any time.



Project participants

CARE INTERNATIONAL

3. EVALUATION RESULTS

The evaluation results present the key findings based on triangulated data as described above. The key results are presented under each of the evaluation's complementary criteria (figure 1).

3.1 RELEVANCE AND COHERENCE

This section describes the extent to which the project design is appropriately and adequately addressing the key causes of child labor among adolescent girls and women in Ghana's cocoa supply chain.

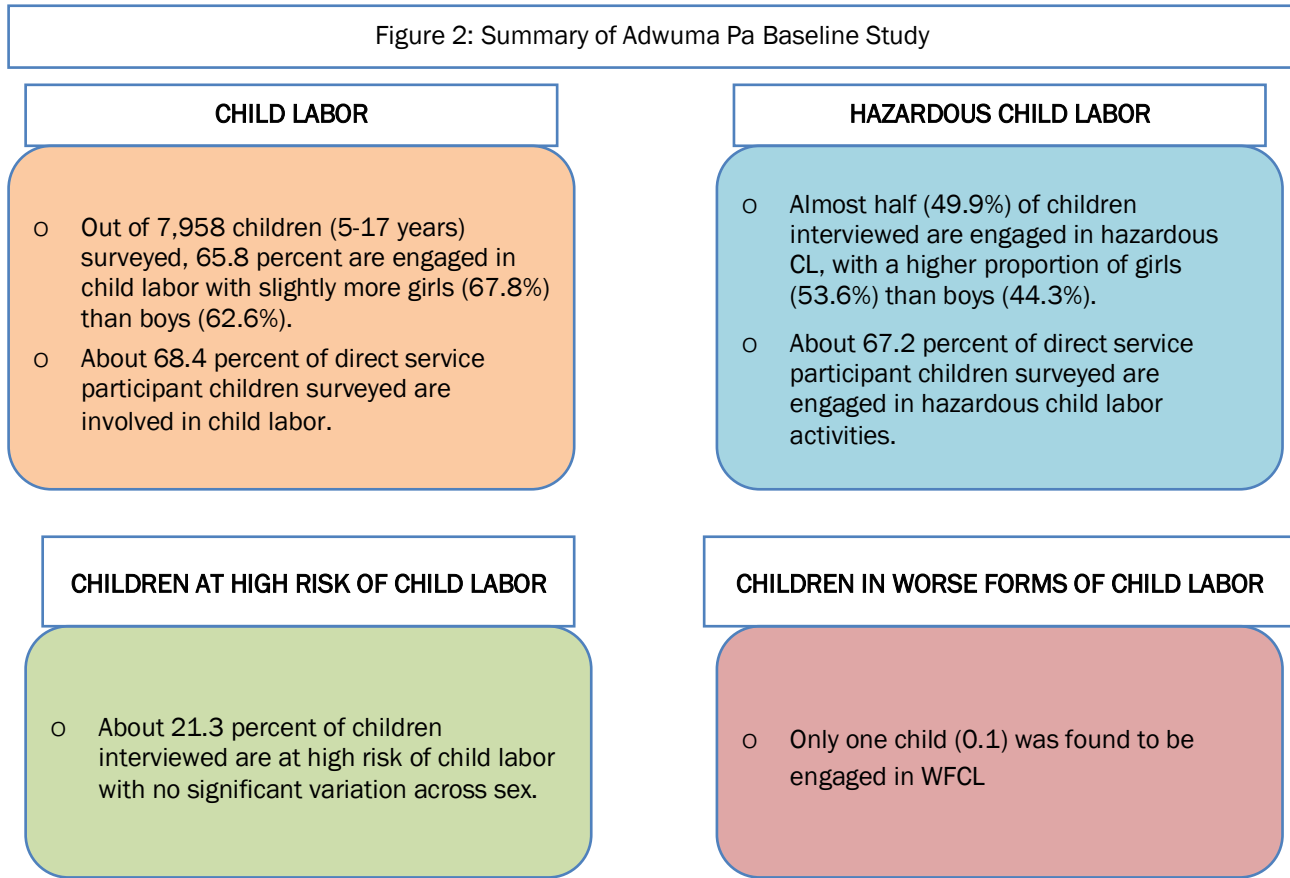
3.1.1 DESIGN VALIDITY

The Adwuma Pa project was contextually well-grounded in the realities of the prevailing situation at inception and aligned with Ghana's socio-economic development objectives. The project's overall goal of economic empowerment for women and adolescent girls to reduce the risk of CL, FL, and other LRVs is consistent with national priorities.

Ghana's second National Plan of Action (NPA II 2017-2021) acknowledged the devastating effects of child labor, WFCL, FL and other LRVs on the economic development and social stability of the country. The NPA II sought to strengthen the technical capacity of key decentralized institutions. To an extent it enhanced public awareness and mobilized key stakeholders and social partners to empower local communities including vulnerable girls and women.¹⁷

Adwuma Pa's emphasis on reducing the risk of CL and other LRVs among vulnerable adolescent girls (15-17 years old) and women (18 years and older) in cocoa growing areas aligns with the OCFT solicitation and the newly launched five years Ghana's Accelerated Action Plan Against Child Labor (GAAPACL) 2023-2027. One of the pillars of the GAAPACL-NPA III is to take concrete actions in collaborating with all sectors and stakeholders (i.e., donors and CSOs). The expected effective collaboration is to address some of the root causes of CL, such as improving access to quality education, strengthening social protection systems, enhancing livelihood opportunities for families, and promoting decent employment opportunities for the youth.

¹⁷ NPA II (2017) National Plan of Action II for the elimination of the Worst Forms of Child Labor in Ghana (2017-2021).



From socio-cultural, equity and gender perspectives, adolescent girls form a majority of children in several WFCL situations. However, due to their informal nature, these situations are at times hidden from the public view and worsened by low media attention and public visibility¹⁸.

The Adwuma Pa baseline study report provided further evidence in support of the pre-analytical choices made for project locations, based on prevalence rates of CL, FL, WFCL and other violations (figure 2 above).

Despite the achievements of the project at the community and decentralized levels (local government level)¹⁹, the connection of Adwuma Pa to GoG’s relevant structures at the national level could have been more intensive.²⁰ The immediate former Chairperson of NSCCL, paid a field visit to the Adwuma Pa project. During the interview held with her on November 22, 2023, she had the following to say:

¹⁸ Ayenor, G.K. (2021). Interim Evaluation of Adwuma Pa Project in Ghana. September 2021. CARE Int. USDOL.

¹⁹ As captured in the GAAPACL/NPA 3: To improve efforts and achieve evidence-based reduction of child labour in Ghana, stakeholders envisage a stronger and a more efficient operations and coordination of child labour activities in the country. The operational structure is thus organised at the national, regional, district and community levels. Apart from the national level or central government, the rest especially at District and Municipal levels operate at the decentralized level.

²⁰ Ghana’s NPA II had identified that the main causes of child labor in Ghana are underpinned by localized socio-economic vulnerabilities and poverty, especially in the rural communities. Child labor by nature is multi-sectoral. Hence, the formation of the National Steering Committee on Child Labor (NSCCL), which has national representatives from all the relevant ministries, departments, and agencies, including Agriculture, Education, Health, Gender & Social Protection and others. The Ministry of Employment and Labor Relations (MELR -www.melr.gov.gh) chairs the NSCCL in Ghana.

“The MELR and NSCCL expressed the desire to monitor CARE International’s Adwuma pa project work. They established a close relationship with the District Assemblies (decentralized level of governance), which helped them select communities. At the community level, volunteers formed committees to address issues. These committees they set up, the CDCs and GCPCs, significantly improved relationships between families and within the community”

Chairperson of NSCCL

Lack of proper coordination among stakeholders to avoid working in “silos” was one of the weaknesses identified during the interim evaluation. It seems to have only been adequately addressed at the local government level; strong connection at the national level needs to improve. The phenomenon of lack of proper coordination among key stakeholders is often a major gap in the fight against child labor in Ghana and this needs to be addressed to achieve broader impact.²¹ The current NPA 3, has prioritized stakeholder and sectoral coordination to effectively meet set target in SDG 8.7

3.1.2 VALIDITY OF THE THEORY OF CHANGE

Child labor in cocoa occurs more frequently on farms in rural communities, where poverty is one of the driving factors that increases the vulnerability of girls and women to labor exploitation. A lack of strong decentralized institutional service providers to create awareness and provide protection and enforcement of existing laws make female’s even more vulnerable to exploitation, especially when they lack basic empowerment to make economic choices. Poverty perpetuates child labor, and vice-versa.²²

CARE proposed a valid and relevant theory of change (ToC), and it was captured in the CMEP, which include a visual presentation of the results framework²³ to ultimately achieve Adwuma Pa’s objective of reducing the risk of CL, WFCL, FL and other LRVs for vulnerable women and adolescent girls within Ghana’s cocoa supply chain²⁴:

*If economic participation of vulnerable women and girls within the cocoa supply chain **improves** and if business practices of cocoa supply chain private sector actors **improves** then **the risk of child labor forced labor and other violations of labor rights for vulnerable women and girls working within Ghana’s cocoa supply chain will reduce** because of CARE’s evidentiary track record for the necessity of working directly with women and girls within supply chains in West Africa and beyond as a basis for replication.²⁵*

In turn, the above ToC was reflected in the following upper levels of a results framework:

²¹ Zegers M. and Ayenor G.K. (2020). Ending Child Labor and Promoting Sustainable Cocoa in Cote d’Ivoire and Ghana. European Commission

²² *ibid*

²³ Annex H; Graphical representation of the results framework captured in CMEP.

²⁴ Adwuma Pa. Comprehensive Monitoring and Evaluation Plan (CMEP). April, 2020.

²⁵ CARE (2018). Adwuma Pa Project: Empowering Women and Girls in Supply Chain (FAO-ILAB-18-07)

The Adwuma Pa's ToC provided a coherent and valid rationale for reducing the risk of child labor in the targeted communities. The project's assumptions were translated into creating a required enabling environment to strengthen awareness creation, the formation of Gender Child Protection Committees (GCPCs) and the Community Development Committees (CDCs), etc. (under Outcome 1), and promoting the improvement of business practices in the private sector's cocoa value chain, and enhancing understanding of gender, labor rights, protections and skill development among targeted women and adolescent girls (under Outcome 2).

Given the results of the baseline study as reported in the previous section, the project's focus on economic empowerment of vulnerable girls (15-17 years old) and women is appropriate. Providing the vulnerable rural female population in cocoa farming communities with vocational skills and opportunities for improved livelihoods has had a positive generational effect on reducing the risk of CL, WFCL, FL and other labor rights violations.

The Adwuma Pa project used this ToC to guide its targeting of direct participants, select communities, and develop the proposed socioeconomic development interventions for the women and adolescent girls targeted.

The unplanned and unintended activities that were implemented by the Adwuma Pa project in response to the Covid-19 pandemic were commendable which included requesting a no cost extension of 12-months period to ensure the successful completion of project activities.

3.1.3 GENDER INEQUALITY AS ROOT CAUSE OF CHILD LABOR

The project's clear thematic areas, including Gender Equality (GE) and Women's Economic Empowerment (WEE), explicitly address gender inequalities. These thematic areas are integral to the project's ToC and intervention logic. By focusing on empowering women and adolescent girls through vocational skills training, microenterprise development, and education, the project directly confronts gender disparities and inequities in the cocoa supply chain.

Hence, the project set a goal of targeting 2,500 women and 2,500 adolescent girls to raise their awareness on labor rights violations and build their vocational capacity. The following findings from the baseline study justified the pre-analytic choices and assumptions made in designing the ToC to address prevalent gender inequality gaps:

- a. Considering the high prevalence of child labor and HCL in the project districts, the study stressed the need for Adwuma Pa to intensify community engagement and sensitization activities, including the formation of Child Rights/Protection Clubs (CPCs) to sensitize both parents/caregivers and children on the effect of CL and HCL on education, wellbeing, and children's future prospects.
- b. The study also stressed the need for Adwuma Pa to ensure learner-centered and gender-responsive vocational training programs to stimulate the interest of adolescent girls and women above the minimum working age to pursue the identified vocation as a career.
- c. The findings reported higher unpaid employment and self-employment rates for women, with almost two-thirds (67.4%) of the women not obtaining any income from their employment and dependent on others for their sustenance.
- d. Women faced several forms of exploitation by businesses in the districts. These included deplorable working conditions (17%) as they are forced to work longer than agreed times; women receiving wages smaller than the statutory minimum wage (75%); women experiencing unfair deductions from their wages (16%); and not receiving wages regularly on fixed dates due to lack of funds among employers (21%).
- e. The study suggests a need for more engagement of businesses in the districts to improve business practices regarding violations of labor rights for vulnerable women and girls working especially in the cocoa supply chain.
- f. Most households (96.6%) consider vocational/ apprenticeship training to be beneficial for girls.

CARE's multi-stakeholder approach was anchored on its Gender Equality Framework which integrated the following three complementary components:

- I. **Build Agency:** Where human consciousness, self-esteem, aspirations, skills, and capabilities are encouraged to develop.
- II. **Transformation Structures:** To deal with discriminatory social norms, customs, values, and exclusionary practices (non-formal) and laws, policies, procedures and services (formal sphere).
- III. **Change Relations:** Harmonize the power relations through which people live their lives through intimate relations and social networks, and group membership and activism, and citizen and market negotiations.

The Adwuma Pa project's gender strategy, which aimed at contributing to the socioeconomic empowerment of women and adolescent girls, was appropriately and adequately responsive to the needs and aspirations of the women and girls targeted in the ToC. As mentioned in the Interim report, the rural girl-child is easily sacrificed in favor of the rural boy-child from the same household when critical choices are made for the progress of only one of them due to resource constraints.

It is also worth restating that traditionally (since the post-colonial era), the Ghanaian male spouse – as head of the household – keeps the proceeds from the sale of cocoa beans, while the female-spouse mostly stays home without access to any income. Therefore, economic empowerment opportunities provided by the project enabled women to earn their own money, enhance their dignity, self-esteem and dealt with discriminatory and harmful social and gender norms, helping change their status and place in the family and community relations.

3.1.4 ROLE OF COMMUNITY ACTION PLANS

Community Action Plans (CAPs) have played a pivotal role in addressing root causes of child labor, forced labor, and other labor violations at the community and household level. This is because the CAPs provided the opportunity to capture women and girls' specific economic empowerment needs and galvanized community and other stakeholders' support to collectively contribute to making them development their enterprises and vocational skills to earn their own money. These plans were also practical tools for community engagement and action.

They have facilitated a bottom-up approach to addressing specific challenges within each community, ensuring that interventions are tailored to the unique needs and dynamics of each community. In some cases, resulting in the development of local by-laws against CL, FL, and other violations.

3.1.5 EQUITY IN COMMUNITY ACTION PLAN

Community action plans and their flexible adaptation to different needs (i.e., level of literacy) of the women and girls towards implementation, have been instrumental in addressing the root causes of CL, FL, and LRVs, with a strong emphasis on equity and meeting the unique needs of women and adolescent girls. This participatory approach aligns with the GoG's broader goals captured in the NPA 1, 2 and 3, where the aim is to significantly reduce child labor and improve labor practices, thereby creating a situation in all cocoa-growing communities to protect children from becoming victims of CL, FL, and other forms of labor abuses.

“The new Action Plan (2023 - 2027 demonstrates the commitment and responsibility of the Government of Ghana in protecting and advancing the rights of every child. It represents another significant milestone of progressing towards SDG Target 8.7 action plan”

Deputy Minister of Employment and Labor Relations,²⁶

Through the support provided by the Adwuma Pa project, all 80 communities developed their CAPs. Some were regularly reviewed based on changing circumstances without any prompting, but others needed a bit of handholding for some time. After a while, all the communities became comfortable with the use of their participatorily developed CAPs in addressing CL, GBVs and other LRVs. At the beginning, some were ambitious and less representative of the various needs of community members. However, the over-bearing presence of the needs of males and elders was balanced with the interest of other identifiable groups especially those of women and adolescent girls in the respective communities. Subsequent reviews made the CAPs more realistic and less ambitious without leaving out key activities to reduce risk of CL and other LRVs.

They also captured infrastructural needs such construction of mechanized boreholes, water pumps; enactment of by-laws against CL, FL, other LRVs and gender-based violence (GBV), etc. Budgeting and fund raising remained a challenge. However, the collaborative linkages the project built with the various assemblies facilitated a situation where few of the activities required substantial resources and support for the CAPs were captured in districts' medium-term plans.

Gender dialogue was key in making the CAPs more participatory by including all identifiable groups to enhance inclusiveness, where specific needs of women and adolescent girls were adequately, appropriately, and equitably captured. The needs of adolescent girls and women were balanced in a fair way. Below is an example explained by the CARE Project Director:

“Generally, the CAPs incorporated the needs of men, women, youth, and girls. There were instances during the action planning processes where the interests and needs of women and men did not align. In such cases, consensus-building was used to arrive at a decision. However, it was realized that the interests and needs of women and girls were almost always consistently aligned over the years. The needs of the women and the girls during the CAPs development and review processes have mostly been aligned—about 98% of the time”.

- CARE Project Director

Whereas males usually looked for means to immediately make more money, the needs of women and adolescent girls tended to be aligned with ensuring the education of all family members before meeting their economic empowerment needs. The needs of women and adolescent girls frequently mirrored each other.

These achievements notwithstanding, future projects to address gender inequalities and the associated risks of becoming victims of CL, FL, and other LRVs should endeavor to include vulnerable young boys. Stakeholders interviewed, especially the young girls, have been the leading crusaders and activists for the inclusion of young boys in any such future project.

3.2 EFFECTIVENESS AND EFFICIENCY

This section evaluates the effectiveness and efficiency of the Adwuma Pa project including the CMEP in supporting project's implementation and the attainment of expected targets. Subsequent sections delve into gender-focused approaches enhancing access to education, vocational training, and technical skills for women and adolescent girls, the impact of these approaches on labor rights and overall well-being of women and

²⁶ <https://www.unicef.org/ghana/press-releases/new-ghana-accelerated-action-plan-against-child-labour-2023-2027-launched>

adolescent girls. It also discusses the role of project strategies including the enactment of by-laws in sustaining the gains achieved.

The CMEP was suitably designed for Monitoring and Evaluation (M&E) purposes. The planned activities were sequential and logical, and they were ably adaptable for execution within an ever-changing context. Dominant among them are the features of the post-Covid economic downturn and ensuing food insecurity that affected inflation by an estimated 60%, as the Ghanaian cedi depreciated against the USD by 30%, a situation that was further aggravated by the Russian-Ukraine war.

Despite these significantly unexpected changes to the Ghanaian economic context, the key project assumptions and line of reasoning did not vary to warrant substantial adjustment of the ToC. The depreciation of the Ghana cedi against the US Dollar rather favored the Adwuma Pa project, where some gains or savings were made through the exchange rate by the holders of US Dollars. However, it is worth noting that the required activities to feed the corresponding results framework under ToC were extremely ambitious.

Coupled with the initial delays in implementation including the development of the baseline report (eventually submitted in April 2021), it was only prudent that the project- was extended. Multi-stakeholder engagements and the participatory approaches employed in implementation appear to have made up for the delays. A pragmatic adjustment of the CMEP was carried out in the face of unexpected and multiple project staff departures, including M&E officers and Project Directors. The latter brought concrete challenges in meeting the high standards of the CMEP requirements. Despite these difficult circumstances and challenges, the Adwuma Pa project staff managed to execute, monitor, evaluate and learn. These difficulties did not appear to have a significant impact on accurate reporting of the achievements and the accountability of the planned outcomes of the project.

Overall and despite the initial challenges encountered, the design, management, and implementation of the CMEP have proven effective for tracking the achievement of Adwuma Pa's planned targets.

3.2.1 OVERVIEW OF ACHIEVEMENTS OF THE ADWUMA PA PROJECT

As previously mentioned, the Adwuma Pa project was launched In November 2018, and an interim evaluation was undertaken between February-March 2021. A 12-month extension was granted by USDOL, bringing the close out date to November 2023. In retrospect, given the difficulties encountered during earlier stages, by end of project life the Adwuma Pa project has achieved significant results. In terms of its overall interventions to reduce CL, FL, and other LRVs, the project achieved (90% plus of its targeted outputs). The achievements reported are summarized below (Figure 3), meanwhile, a more detailed table is provided in Annex F.



The project’s achievements as per Annex F (as obtained from the TPRs and triangulated with several sources) have been commendable, as in most cases Adwuma Pa targets were exceeded. The in-person field visits by the evaluator, and other similarly reported experiences (USDOL’s International Relations Officer of the Office of CL, FL, and Human Trafficking and the CARE Board of Directors) seem to confirm these good results. However, only time can further vindicate the quality of training and or capacity building activities undertaken.

As stated by a project participant:

“If you still cannot provide the basic needs and education for your children as women after all Adwuma Pa has done, then call yourself lazy...It means nobody else can help you, because you are not serious...Nananom, (Chiefs and elders), I make a profit of GHS 400.00 (equivalent to \$33.98) from my bread making business every week...which is a lot money in communities like ours... so you can understand why I have moved my children to better schools...”

Empowered woman, Bankromesa Community

3.2.2 KEY APPROACHES AND ACHIEVEMENTS

A multi-stakeholder process construct anchored on the CARE gender-equality framework (build agency, transform structures and change relations), was used by the project to effectively and efficiently respond to the specific risks (CL, FL, other LRVs and GBVs) and economic vulnerabilities of women and adolescent girls in the 80 targeted communities as shown in the summary of project activities achieved and their subsequent impact stories (see Annex F, outcome indicators and participants’ testimonies).

Concentrating on key gender-focused approaches, to address some evaluation questions (4, 4a-4d -please refer to the ToR in Annex D), the evaluator delved into the project’s achievements across a selection of outcomes, sub-outcomes and outputs.

Improved Access to Quality Education, Vocational Training, and Technical and Soft Skills for Women and Girls (Outcome 1):

Educational Clubs for Vulnerable Girls

The establishment of 41 rights-based educational clubs exceeded the set goal (Output 1.1.3), creating a conducive environment for mentorship programs and semester-long community-led initiatives. Successful training of patrons and club members for all 41 clubs showcased the project's commitment to achieving its gender-focused targets, thereby enhancing access to improved education for girls.

According to the September 2023 TPR and testimonies from the field meetings, the activities of the educational clubs directly reached 4,084 adolescent girls and youth with the possibility of impacting 8,168²⁷ other youth to assert their rights to education, participation, protection from all forms of harassment, exploitation, and abuse. One of the club members informed:

“I feel proud, I now speak publicly, I am confident. I know what I want to be, and I have learnt a lot... For the first time, I travelled to the city. I want to be like the ladies we met. I must attend that beautiful university that we visited today... that is my promise to myself.”

RRC Member, Boame Nkwanta Community, August 2023

Additionally, the Project’s awareness creation activities via GCPC interventions, live radio discussions on the relevance of adolescent girls, in-person sensitization and community dialogues on the need to send children of school-going ages back to school, achieved relevant results. A total of 421 school drop-out adolescent girls in the project areas went back to school as a result of awareness-raising through the RRC, GCPC, and continuous sensitization carried out aims at ensuring that returning dropout girls stay successfully to complete their education. It was also reported in September 2023 that a total of 656 cases were reportedly prevented from dropping out of school as result of the project’s awareness-raising activities (output 1.1.1).²⁸ Key stakeholders from the decentralized government institutions in the educational sector recognized the impact of the activities of the educational clubs in project target-areas.

“These girls are positively influencing hundreds and hundreds of their friends and peers with the education they are receiving from their club activities. In no time, believe me, no child in these communities can be taken for granted.”

Girls Education Officer, Ghana Education Service, Tano South Municipal

²⁷ Projection of 8,168 was based on the assumption that at least each adolescent girl from the directly reached 4084 participant is expected to impact on an additional person.

²⁸ Adwuma Pa Technical Progress Report (TPR), April – September 2023.

Women and girls trained in functional literacy and numeracy

The functional literacy and numeracy program (Output 1.2.1) trained participant women and adolescent girls in all the 80 communities with the support of the Complementary Education Agency (CEA). However, there were varied success levels at different locations. As a result, some women now confidently undertake their own cash transactions, knowing they cannot be short-changed anymore by unscrupulous service providers. The Adwuma Pa project has trained and empowered women and adolescent girls with basic literacy and numeracy skills relevant to their needs. There were a plethora of such testimonies of economic empowerment and financial inclusiveness especially by participating women who had never had a formal education.

“Please tell them how helpful this program is to us, especially us the women who have never been to school. Now, we can read and write, know how to calculate profit from capital, sort our children’s hospital cards by ourselves without asking for help from others anymore, and record our business transactions. Nobody dares cheat us anymore with the money calculations.”

Woman from Amanbete community

Improved Labor Right Protections for Agricultural Communities

Despite collective efforts and concrete action-oriented results as documented by the Adwuma Pa project, prevailing countrywide labor right protections systems are still weak, especially in rural agricultural communities. However, the project successfully created awareness, and strengthened or formed GCPCs and CDCs in 80 cocoa-growing communities to improve labor right protections. It linked these organizations with decentralized government institutions and created a platform for collective actions to prevent, monitor, evaluate, report, mediate and holistically address labor abuse, CL, FL, GBVs, and labor abuse and exploitation.

Awareness-Raising Activities

The project's achievements exceeded expectations, by successfully sensitizing 26,656 individuals (target was 10,000) in 80 communities on labor rights and protection (Output 1.1.1). Community dialogues, a cornerstone of the initiative, garnered exceptional support from CDCs and GCPCs, surpassing predetermined goals. Timely development, printing, and dissemination of information materials achieved a commendable 100% completion by March 2021. Leveraging district/community radio stations, the project significantly surpassed its target, reaching an estimated 6,729,755²⁹ community members.

GCPCs and CDCs Training

Comprehensive training sessions for district and community GCPCs on child labor and forced labor were conducted, accompanied by the successful implementation of reporting systems in each district (Output 1.1.2). The establishment and activation of four district GCPCs and CDCs in 80 communities enabled the formation of a robust network. The project facilitated impactful linkages between key stakeholders, fostering collaboration with the private sector, radio stations, and project officers.

Efforts to enhance labor rights protections also materialized through community gender dialogues that reached 9,103 community members, achieving 95% of the original target. The results from the KIIs and FGDs confirmed the depths of knowledge acquired on labor rights protection against CL, FL and other LRVs, endorsing the extent of the project’s effectiveness in disseminating information, and their subsequent comprehension.

²⁹ Awareness-raising statistics through live radio and Community Information Center Airings is provided by the radio stations using their estimated reach – (Technical Progress Report 9 April – September 2023)

Improved Access to Quality, Well-Paying jobs, and Decent Work for Women and Girls

The gender-based economic empowerment interventions have improved the quality, and access to well-paying jobs, and decent work for women and adolescent girls (Sub-Outcomes 1.2 & 1.3).

Women Trained in Microenterprise Activities

The project supported the formation and training of 112 new Village Savings and Loan Associations (VSLAs) that are saving the profits from the micro-enterprise/entrepreneurial services they received from the project (Output 1.2.2). The microenterprise trainings, business start-up, support formation of Village Savings and Loan Association (VSLA), and registration of their business models enhance the advancement of women and adolescent girls who otherwise had been historically and traditionally excluded from financial systems, made positive impact on their lives, and family members. Women earning their own source of independent income as per the project's intervention under Outcome 1, are empowered socio-economically to partially address some of the pre-existing gender inequality gaps. The VSLA serve as the main source of readily available and accessible credit for diversification and expansion of women-led businesses, easier access to credit to support their children education, and access to cheaper loans to hire appropriate labor – and not child laborers. Thanks to VSLA women have acquired some degree of autonomy, decision-making power, and some level of economic independence,

To the extent that these interventions can permanently level the playing field in favor of disadvantaged women and adolescent girls, when it comes to family decision-making is a significant achievement. “According to the women participants they are now gaining respect from men in their household to the extent that, their input is sought during household decision-making processes”³⁰.

Here is what was reported by a participant (a woman from Gyasikrom) as it summarizes some key aspects of the gender inequality gap the Adwuma project sought to tackle:

“We were of little regard to the men in this community until Adwuma Pa came. Adwuma Pa has helped us with the materials we needed to start production with after they took us through the trainings. Now, we have our own businesses and money to take care of ourselves and our families. We have sent our children back into the classrooms. Our husbands now know they must consult us when it comes to decision making in our families. Adwuma Pa, you are our savior. We cannot stop saying thank you to you.”

Kakari J. from Gyasikrom, Participant

The project surpassed targets by providing technical, management, and financial training for 3,065 vulnerable women, well beyond the initial goal of 2,500. Notably, 2,151 women successfully registered their businesses to enable them access support and services to formalize their enterprises, indicating a substantial impact on economic empowerment.

Girls Trained in Life Skills and Provided with Vocational Training

The project aimed to place 1,200 eligible adolescent girls into vocational training, and effectively placed 1,201 girls (Output 1.2.3/4). Establishing linkages with key institutions like the Council for Technical and Vocational

³⁰ Adwuma Pa Technical Progress Report (October 2022 – March 2023, page 40)

Education and Training, the National Vocational Training Institute, YOTA Ghana, and Mastercraft Persons further fortified the impact of vocational training activities.

These gender-sensitive intervention strategies (i.e., Vocational Training, Women-Led Cooperative, VSLA etc.) together with the life skills acquired are indispensable components that have improved these girls' standard of living and improved their perception of life as well as built their self-confidence. The project's gender strategy enhanced adolescent girls' general knowledge on labor and children's rights, assessed these participants' training needs, and provided them with vocational skills and free start-up packages. These interventions have promoted gender equity in the cocoa growing communities and contributed to reducing the risk of CL (including WFCL), FL, and other labor rights violations. An adolescent participant who benefited from these interventions expressed her gratitude as captured in project's TPR follows:

“Thanks to CARE and YOTA, I am now very confident. I say no to anyone and everything that has the possibility to destroy my future. I go all out for the right things that will give me a better tomorrow.”

Female beneficiary, Derma Nkwankyire community

The activities of the adolescent girls Educational Clubs also called Rights and Responsibility Clubs (RRCs) via Theatre for Development, child rallies, and informal discussions with peers did not only address child protection related topics, but they also contributed to keeping adolescent girls in schools, improving access for those excluded and even bringing back some school dropouts

In summary, it can be said that the Adwuma Pa project was successful in implementing gender-focused approaches which in turn facilitated it surpassing some of its intended targets across various outputs. The project demonstrates a very positive impact on vulnerable women and adolescent girls in cocoa-growing communities. The sustainability of community structures, coupled with consistent achievements in education, vocational training, and economic empowerment, underscores the project's effectiveness.

Improved business practices by private sector actors to protect against child labor, forced labor, & other violations of labor rights for vulnerable women & girls working within cocoa supply chain in Ghana (Outcome 2)

Outcome 2 focused on advocacy interventions and systems strengthening for Ofi to identify, prevent and address CL, FL, other LRVs and GBV and promote equity and social inclusion. The project was successful in improving understanding and knowledge of private sector actors on labor rights and protections, and to identify, track and address labor rights issues within the cocoa supply chain (Sub-Outcome 2.1).

The approach enhanced gender responsiveness and improved labor rights in business practices against CL, FL and other LRVs for vulnerable women and adolescent girls working within the cocoa supply. The project has demonstrated effectiveness and efficiency in fostering gender-responsive and socially inclusive business practices within the cocoa supply chain in Ghana.

The project made the following notable achievements:

- **Strategic GESI Commitment by Ofi Leadership:** Ofi's leadership showcased a clear commitment to Gender, Equity, and Social Inclusion (GESI), resulting in the development of a robust 5-year GESI Strategy (2024-2028). The strategy outlines goals for gender-equitable institutional practices, an inclusive workplace, and a supply chain fostering diversity and equality. It is expected to commence implementation in 2024, driving Ofi's business and sustainability objectives with a clear emphasis on women's empowerment and international standards.
- **Enhanced Women Participation through OFIS:** A targeted awareness initiative led to 126 new women being registered on the Ofi Farmer Information System (OFIS). Collaborations with women cooperatives facilitated

direct procurement of cocoa beans, bypassing middlemen, and increasing profits for women farmers. Positive testimonials from Ofi staff, highlight the project's empowerment impact, widening Ofi's supply base, for example:

- **Institutional Shifts and Enhanced GESI Knowledge:** Ofi staff experienced positive shifts and increased confidence due to institutional commitment and improved GESI knowledge. Refresher training provided a transformative experience for staff, emphasizing the importance of GESI in core business practices. As reported by the project, anticipated benefits include increased cocoa productivity, maintenance of cocoa volume, improved company perception, and a strategic advantage in the industry³¹.
- **Private Sector Actors Trained on Labor Rights and Protections:** Activity 2.1.2.2 successfully conducted in-person refresher training sessions for 188 OFI Staff, Farmers, and Purchasing Clerks, surpassing the target by 17.5%. Training covered labor rights, Gender Equality and Women's Voice (GEWV), child labor implications, and strategies for gender mainstreaming. Pre & post-training surveys demonstrated a significant 96% agreement on the necessity of gender equality and social inclusion for Ofi.
- **Advocacy for Stronger Labor Rights and Protections:** Ongoing advocacy efforts by CARE Ghana, with one of the activities focusing on an Independent Appraisal of Ofi's adherence to best labor practices across its supply chain. Consultations with Ofi leadership have set the stage for the appraisal, scheduled for October 2023, contributing to the overall goal of promoting best business practices and GESI integration.

The achievements above reflect a holistic approach, encompassing strategic planning from the improved gender policy adopted from the project, which has increased women's participation, institutional shifts, comprehensive training, and ongoing advocacy for stronger labor rights and protections. The project's impact extends beyond immediate gains, positioning Ofi as a leader in gender equality and social inclusion (GESI) and enhancing its sustainability program within the cocoa industry.

“The Gender Equity and Social Inclusion (GESI) trainings facilitated by the project for Ofi staff have been very useful and has empowered us to the extent that, we now have access to more female cocoa farmers and source cocoa beans directly from women cooperatives, thus widening the Ofi supply base.”

Head of Sustainability, Ofi

3.3 IMPACT AND SUSTAINABILITY

The Adwuma Pa project has had relevant impact among communities, GoG and the private sector, primarily due to its multi-stakeholder and gender-focused approaches, robust CMEP, and adaptive strategies. The project has not only made a significant impact on introducing and institutionalizing strategies to reduce child labor and improving labor practices, and the development and adoption of local by-laws, but it has also empowered women and adolescent girls, enhancing their access to education, skills, and economic opportunities. Continuous engagement with local authorities and communities is key to sustaining the project's achievements and further reducing child labor.

During the interim evaluation, there was limited implementation of planned interventions. The interim evaluation also identified gaps for proper consolidation and contextualization of the sustainability plan. A multi-stakeholder

³¹ Adwuma Pa Technical Progress Report April – November 2023.

process approach, collective learning, and result-oriented actions through horizontal (*within community and level of governance*) and vertical (*decentralized towards national levels*) was suggested to facilitate a more structural integration of impact into permanent institutions. The need to skillfully deepen bottom-up capacity building and grass-roots organizational approaches (i.e., GCPC and CDCs) was highlighted for implementation of interventions, by communities and local governance systems that would allow for all-inclusiveness and sustain the expected outcomes.

The current sustainability plan of the Adwuma Pa is slightly different from the version analyzed in 2021. It has been a functional plan that has evolved over the project life cycle. The core objective of the plan, to create conditions to sustain the project's impact beyond the life of the project has not changed³² The plan's line of reasoning is hinged on the following four-step framework:

1. **Sustained Capacity:** Building sustainability via the identification of technical and managerial capacity gaps among stakeholders regarding how to address CL, FL and other LRV, and partnering with stakeholders and other relevant cocoa supply chain actors to bridge these capacity gaps.
2. **Sustained Motivation:** Building social sustainability by motivating stakeholders and service providers.
3. **Sustained Linkages:** Building institutional sustainability by working with and through government, private sector, and other organizations.
4. **Sustained Resources:** Building sustainability through better resource and financial linkages.

In summary, the project's sustainability plan evolved in line with a changing context through learning and action, to become more responsive to the needs of Adwuma Pa participants and stakeholders. No major challenges were encountered to warrant substantial changes³³.

3.2.3 DEVELOPMENT AND ADOPTION OF LOCAL BY-LAWS TO REDUCE CHILD LABOR

The project guided the development and implementation of CAPs, where 25%, or 20 out of the 80 revitalized or newly developed community structures, including CDCs and GCPCs, gained the capacity to formulate and enact by-laws³⁴. These locally driven regulations have been seamlessly integrated into the municipal or district level social protection platforms in some of the selected areas (i.e., Asunafo North). The enacted by-laws have received official approval and passing into law by the respective Regional Coordinating Council (RCC), solidifying their status as statutory by-laws, exemplified by the Asunafo North Municipal Assembly and its corresponding RCC³⁵ to strengthen their enforcement against CL, FL and other LRVs. This landmark achievement of the project underscores the project's effectiveness in fostering community-led initiatives and mainstreaming them with formal governance structures. In addition to the 20 communities, 407 other communities which are part of the Asunafo North Municipality will benefit from the enacted by-law.

In line with the interim evaluation recommendation³³ to deepen interagency collaboration at the district levels, CARE Ghana strengthened the common platform for State Agencies, Local Government Authority, Private Sector and Traditional Authority that it had created. The platform focusses on promoting a well-coordinated response to Child Labor (CL), Forced Labor (FL) and other Labor Rights Violations (LRVs).

As part of the sustainability strategy, child protection state agencies namely the Department of Labor, Department of Social Welfare and Community Development, Ghana Health Service, Ghana Education Service, Commission on Human Rights and Administrative Justice, National Commission on Civic Education, Domestic

³² Adwuma Pa Sustainability Strategies – draft Project Document. March 2021

³³ Idem.

³⁴ Adwuma Pa Technical Progress Report – October 2022 – March 2023

³⁵Asunafo North Municipal Assembly Promotion of Academic/Vocation and Moral Standards of Children Bye-Law 2023

Violence Victim Support Unit of the Ghana Police Service, The Courts, the District Assemblies, the Traditional/Christian/Islamic Council etc. were strengthened in case identification, reporting and tracking using an electronic case tracking and monitoring system within and beyond the project areas. As a result of this common platform, these inter-agencies no longer work in silos because of the linkages created. Thus, more meaningful impact is being made by the establishment of the platforms in the project districts (i.e., B-A-B, Asunafo North) and beyond in the fight against CL, FL and other LRVs. A clear example is the development and adoption of by-laws promoted by the participating GCPC from the project areas together with the local Authorities (i.e., Asunafo North) for approval and enactment by the Regional Coordinating Council (RCC). This is expected to strengthen the implementation of the CAP in terms of enforcement their agreed by-laws against CL, FL and other LRVs.

The development and adoption of by-laws are poised to have a profound impact on curtailing the incidence of child labor. They not only provide a legal framework to deter exploitative practices but also serve as a tool for raising awareness and fostering community engagement. Moreover, these by-laws as evidenced in its contents (page 52 – 55 of the Asunafo North Municipal Assembly Promotion of Academic/Vocation and Moral Standards of Children By-Law 2023³⁶, can trigger positive ripple effects, by addressing broader social protection needs.

The development and adoption of by-laws represent a pivotal step towards mitigating child labor in Ghana and evidence of impact contributed by the project. The Adwuma Pa project has yielded notable impact by empowering communities and establishing robust linkages with decentralized governance institutions, particularly the Municipal/District Gender and Child Protection Committees (M/DGCPCs) focusing on children, women, and social protection (CL, FL and other LRVs). This represents a paradigm shift, based on a bottom-up approach for the enactment of all-inclusive and more practical child protection by-laws.

Through their implementation, communities are empowered to establish protective measures, ensuring not only the reduction of child labor - but also addressing associated challenges, fostering sustainable development, and safeguarding the holistic development of Ghana's future generations (i.e., girls).

As a pioneering initiative, it is important to elucidate the critical processes that culminated in the enactment and approval of community by-laws, facilitated by the Adwuma Pa project:

- i. A key recommendation in the interim evaluation report suggested the need for establishing a multi-stakeholder platform at the decentralized governance level (i.e., district) and to connect it to the corresponding communities on one hand, and to strengthen their linkage with existing national stakeholders (i.e., NSCCL).
- ii. In response to the above, the Adwuma Pa project organized on August 3, 2021, an annual learning event. The purpose of this activity was to create a platform to share among relevant stakeholders' key results, lessons learned, challenges, and promising practices in addressing poverty, child labor, and gender inequalities within the cocoa supply chain. Participants were representatives from the Ministries, Departments and Agencies (MDAs): - the Child Labor Unit of the MELR, the Ministry of Gender Children and Social Protection, GEA, CEA, Ghana Education Service, Ghana Police Service etc.), ILO, Fairtrade Africa, Grameen Foundation and other development partners, and private sector.
- iii. The learning and sharing event resulted in:
 - a. Key approaches, results/achievements, key challenges, lessons shared among event participants.

³⁶ *ibid*

- b. Better ways of improving collaboration in addressing poverty, gender inequalities, child labor, labor rights violations, inadequate social protection, limited access to education within the cocoa and other sectors of the Ghanaian economy discussed.
- c. Best practices shared for possible adaptation by various stakeholders working within the rural areas to address all forms of child labor, poverty, lack of access to quality education, inadequate social protection, gender inequality and limited child protection systems.
- d. Representatives from the MDAs agreed that the Adwuma Pa approach which combined direct activities with effective monitoring systems, is likely to yield better results than those that applied the monitoring systems and capacity strengthening only.
- e. The stakeholders committed to share with their respective organizations and institutions key lessons picked from the engagement process and to forge stronger ties through frequent related engagements.
- f. Integrating the lessons learnt to re-strategize implementation of the Adwuma Pa project included incorporating in the CAPs the need to enact participatory community by-laws and work together with the various stakeholders on the district platforms for approval and publication.

It appears that the collaborative efforts initiated by Adwuma Pa project provided opportunities for shared learning and reflection on resultant actions or decisions that might have partly influenced or reinforced government's use of multi-stakeholder approaches and collaboration to address the complex social protections issues. Hence, the new national plan of action (NPA 3, June 2023) underscores the importance of collaboration with various sectors to address the root causes of child labor³⁷. This assertion is anchored by the statement made during the interview of the immediate former Head of Child Labor. She specifically said that the lessons learned from participating in the Adwuma pa project's post-interim evaluation event including the need for multi-stakeholder coordination at all levels (i.e., local and national) greatly influenced the next plan of action (GAAPACL -NPA 3).

“Child labor is not a problem that can be tackled by a single entity or sector alone. We need sectors like Child Protection, Education, Health, Social Protection, Nutrition, WASH, Youth Employment and Livelihood Development to work together to tackle the underlying causes of child labor. The plan is exactly aiming to do that. All children should have a childhood filled with love and care until they reach their full potential.”

The Head of the Child Labor Unit of the Ministry of Employment and Labor Relations

3.3.1 SUSTAINABILITY OF ACHIEVED IMPACT

Elements that will prove sustainable over time include the capacity building of women and adolescent girls, and the long-term benefits of education and vocational training. The continued presence of VSLAs, women-led cocoa cooperatives and the sustainability of microenterprises will contribute to long-term impact. The project's commitment to sustainability is also evident in the successful formation and functioning of GCPCs, and CDCs. These community structures, demonstrating resilience and longevity, serve as tangible indicators of sustained impact. Regarding the evaluation questions concerning impact and sustainability (Annex D), the following are the key issues arising issues that provide some direct responses:

- **Deployment of Sustainability Strategy:** The project deployed a sustainability strategy that ensured the lasting impact of its interventions. This strategy includes capacity building, community engagement, and the

³⁷ Adwuma Pa Technical Progress Report (April – September 2023).

formation of community committees to continue addressing child labor, forced labor, and gender inequality beyond the project's end.

- **Challenges and Remedial Steps:** Challenges encountered in implementing the sustainability plan were addressed through remedial steps. For example, for adult learners' refresher training courses on indispensable skills were provided; likewise, specific measures were implemented to address identified gaps in community mobilization; stakeholder engagement was strengthened to overcome obstacles and ensure long-term sustainability.
- **Mainstreaming Interventions:** There has been relevant stakeholder interest to mainstream some of the project's interventions into permanent public and private sector institutions. However, in the case of public institutions, the major challenge for the institutionalization of the project's approaches into plans and in turn to sustain them is a lack of resources for their implementation and consolidation.
- **Ofi Policies and Procedures:** Ofi policies and procedures have been reviewed and amended at various levels of the company to address gender equality concerns identified. Sustainable changes have been adopted to improve gender equity (i.e., where 30 % of management staff now are females), and reduce CL, FL and LRVs throughout the company's cocoa supply chain in Ghana.
- **Public/Private Partnership:** The project's success in creating sustainable public/private partnerships to combat child labor and forced labor in cocoa-growing communities can be sustained and replicated if stakeholders' long-term commitment to the budding partnerships with public institutions (i.e., MGPCs, GEA, DoC etc.) and private sector (i.e. CARE Adwuma Pa, Ofi) is maintained.
- **Community Engagement:** The role of cocoa-growing communities in identifying challenges and opportunities through the project's performance period was vital especially during the development of the CAPs. The project allowed participants to actively showcase their planning and resource mobilization skills, where they actively contributed to project design and implementation of their respective CAPs. They have inherently developed in-built mechanisms to sustain the relations, structures, and systems they collectively constructed. Similarly, the project's engagement with participants from diverse backgrounds in identifying challenges and solutions itself, established a strong basis for sustainability. Inclusivity is essential in ensuring that interventions are relevant and sustainable for all actors.
- **Interventions with Lasting Impact:** The project interventions that are most likely to have a lasting impact on participants, their households, and their communities related to addressing child labor, forced labor, and gender inequality include vocational training, women-led cooperatives, and the formation of labor protection committees (CDCs and GPCs). Whereas the vocational training develops skills of adolescent girls as means of their livelihood, and the women-led cooperatives equally earn their incomes from their enterprises. Both targeted groups become economically empowered and less susceptible to violations and inequalities in the context of functioning labor protection committees such as the CDC and GPCs.

4. LESSONS LEARNED AND PROMISING PRACTICES

Within the specific context of challenges and opportunities of Adwuma Pa project, the experience introduced valuable lessons and practices that can serve as emerging models for others working in the cocoa supply chain. They emphasize the importance of community engagement, gender-focused approaches, and sustainable public/private partnerships in addressing child labor, forced labor, and gender inequality.

4.1 LESSONS LEARNED

1. Empowering adolescent girls with vocational training business start-up support, and education reduces their susceptibility to child labor and promotes skill development that contributes to sustainable, long-term change.
2. Establishing women-led cooperatives increases women's participation in the cocoa supply chain and decision-making processes, strengthening women's stake in the economic activities of their communities.
3. Developing community-driven action plans help address specific local needs and challenges, with the potential for wide-scale implementation, and is a model for community engagement and empowerment.
4. The multi-stakeholder partnership model with the private sector, similar to the CARE-Ofi model, reinforces the implementation of impactful interventions, underlining the importance of strategically engaging the private sector in social impact activities.
5. Weak coordination amongst key stakeholders continues to be a major challenge in the fight against child labor, requiring continued long-term support primarily from Government, followed by community leaders, Civil Society Organizations (CSOs), and donors, for broader impact, emphasizing the necessity for strengthened partnerships and coordination for future projects.

4.2 PROMISING PRACTICES

These emerging practices underscore the importance of community involvement, tailored interventions for vulnerable groups, robust evaluation mechanisms, adaptability, sustainable strategies, gender integration, and capacity building for successful and impactful activities:

1. Engaging local communities in the design and implementation of interventions ensures that solutions are tailored to specific needs and contexts, enhancing the project's relevance and effectiveness.
2. Flexible and adaptive strategies have helped respond to unforeseen challenges, reinforcing resilience in dynamic environments.
3. Capitalizing on partnerships for sustainability, by including community committees and public/private partnerships in the project's sustainability strategy, is a forward-thinking approach that builds on the partnerships model, helping achieve long-term impact.
4. Integrating gender equality principles into the organizational frameworks of public and private sector institutions is fundamental for sustainable gender-responsive change in cocoa supply chains and helps contribute to systemic change.
5. Prioritizing capacity building and advocacy, especially through innovative mediums like radio broadcasts, is an effective strategy for long-term positive change. This approach not only empowers communities but also ensures widespread dissemination of crucial information.
6. Bringing stakeholders together and developing a platform helped them communicate and address issues more efficiently. This includes stakeholders such as the police (law enforcement), child protection services, education services, etc. Their services sometimes extended to the entirety of the municipality/district.

7. Interventions targeting women and adolescent girls spurred others in the community to create their own opportunities. This also spurred interest by surrounding communities as well.

5. CONCLUSION

The following conclusions highlight the importance of tailoring interventions to the community, maintaining adaptive strategies, and focusing on sustainability through institutional integration and community engagement to ensure lasting impact.

5.1 RELEVANCE AND COHERENCE

The project's overall objective of reducing the risk of CL, FL, and other violations of labor rights for vulnerable women and girls within the cocoa supply chain remained **consistent with national priorities**. NPA II (2017-2021) and GAAPACL-NPA 3 (2023-2027).

The project **tailored its strategies** to comprehensively address the specific needs of vulnerable groups (adolescent girls and women), through targeted vocational training, education, and microenterprise support, reinforcing the relevance of interventions.

The **community-centric** approach deployed in engaging communities in the design and implementation of action plans enhanced the coherence of interventions within the local context, leading to more effective and sustainable outcomes.

5.2 EFFECTIVENESS AND EFFICIENCY

After COVID-19 and other related challenges that caused notable delays that directly affected the project's initial performance, the Adwuma Pa project has currently surpassed almost all set targets.

As per self-reporting and other project records, the project has helped reduce child labor among direct participants from 68.4% to 42%³⁸ against its set target of 48%, according to the project's monitoring data base. This information was triangulated by field visit findings.

The Adwuma Pa project has demonstrated effectiveness, adaptability, and success in achieving its goals, particularly in reducing child labor, improving education, and empowering women and adolescent girls. The collaborative multi-stakeholder approach and the development of local by-laws contributed to the project's sustainability and positive impact on communities.

- **Monitoring and Evaluation:** A robust Comprehensive Monitoring and Evaluation Plan (CMEP) was crucial in tracking progress and ensuring targets were met. Regular assessment and adaptive strategies enhanced effectiveness.
- **Adaptive Management:** Being flexible in adjusting strategies based on encountered challenges ensured greater efficiency. It was vital to address deviations from planned outcomes promptly to maintain efficiency.

5.3 IMPACT AND SUSTAINABILITY

Adwuma Pa's sustainability plan has evolved in response to emerging needs. This was part of deliberate strategies to ensure that the interventions live beyond the project.

³⁸ Adwuma Pa Technical Progress Report, April-September 2023, page 8

To sustain the achievements and impact of the project, it remains critical that the decentralized government agencies institutionalize CL, FL, LRVs and other labor right regulations into their respective frameworks, and that they include these topics within their medium-term development planning and budgeting systems. These processes can lead to the fuller empowerment and integration of the CDCs, GCPCs and their respective communities into permanent governance assemblies.

When it comes to sustainable processes, multi-stakeholder and participatory approaches are key. However, achieving these outcomes requires intentional investments of time, social learning and action, and resources, to be fully integrated and established within governance systems.

6. RECOMMENDATIONS

The following recommendations aim to address the complex intersection of gender and labor rights issues within the cocoa supply chain and provide actionable steps and suggestions as to how stakeholders can design relevant, coherent, effective, efficient and sustainable impact projects in the future.

These recommendations aim to enhance equity, the alignment with national priorities, improve gender-focused approaches, inclusivity, community relevance, monitoring and evaluation, achievements, sustainability strategies, institutional integration, and continued collaboration.

Table 3. Recommendations

No.	Recommendation and Page Number Reference	Addressed to
1	<p>Fund a Second Phase of the Adwuma Pa project</p> <p>Replicate and scale up successful results and best practices of the Adwuma Pa project (see below) in a second phase or new project.</p> <p>Pages: 35, 39 & 40</p>	USDOL
2	<p>Promote Effective Multi-Stakeholder Models for Enhanced Impact</p> <p>Prioritize multi-stakeholder partnership models such as community committees and public/private partnerships, as a central part of any new project, for joint planning, implementation and learning for enhanced impact and sustainability. These approaches are effective in reducing the risk of child labor and other labor rights violations against women and girls.</p> <p>Page: 43</p>	USDOL
3	<p>Prioritize Promising Practices and Sustainable Outcomes:</p> <p>Focus on activities that have proven successful, in particular, the empowerment of women and adolescent girls, improving labor practices, the adoption and effective implementation of community by-laws on child labor, and enhanced governance mechanisms, such as Municipal Gender and Child Protection Committees.</p> <p>Pages: 35, 39 & 40</p>	USDOL

No.	Recommendation and Page Number Reference	Addressed to
4	<p>Align with National Priorities and Strengthen National Coordination:</p> <p>Adopt a comprehensive approach for eradicating child labor that prioritizes close collaboration with the national child labor ecosystem, such as the NSCCL. Regularly assess and adapt initiatives to align with national priorities and plans, such as the GAAPACL/NPA 3 and other pertinent frameworks, to remain responsive to evolving national goals and objectives.</p> <p>Pages: 18, and 24.</p>	CARE
5	<p>Broaden Inclusion Strategies and Community Action Plans:</p> <p>Integrate young boys into any project scope, acknowledging that child labor affects both genders. Broaden CAPs to include the perspectives of vulnerable young boys, in addition to women and girls, to ensure a balanced approach that addresses a broader range of child protection needs.</p> <p>Pages: 26, 29, 37 & 40</p>	CARE
6	<p>Integrate Gender-Focused Approaches:</p> <p>Ensure equity-and gender-equality principles and approaches tailored to meet the specific needs of vulnerable women and adolescent girls are maintained in any future project. Focus priorities on women’s economic empowerment, addressing societal perceptions, vocational skills training, educational clubs, women-led cocoa cooperatives, community engagement, dialogue, and activities like Village Savings and Loan Associations (VSLAs).</p> <p>Pages: 29, 34, 35, 36 & 37</p>	CARE
7	<p>Strengthen the Gender Focus of Local Authorities and Businesses:</p> <p>Develop strategies for the integration of gender sensitivity into local authorities and the private sector through policy development and changes in practices.</p> <p>Pages: 27, 28, 29, 34, 35, 36 & 37</p>	CARE
8	<p>Put in Place Comprehensive Sustainability Strategies:</p> <p>Develop and implement comprehensive and deliberate sustainability strategies built on multi-stakeholder approaches (community committees and public/private partnerships), participatory strategies, legal reform and institutional integration to ensure results endure beyond the project's lifespan.</p> <p>Pages: 39 & 40</p>	CARE

No.	Recommendation and Page Number Reference	Addressed to
9	<p>Support Comprehensive Monitoring and Evaluation Plans:</p> <ul style="list-style-type: none"> • USDOL: Allocate specific funds for the development and implementation of a Comprehensive Monitoring and Evaluation Plan (CMEP), and set clear milestones, timebound performance indicators and a reporting schedule. • CARE: Develop a realistic CMEP with detailed methods for data collection, analysis and reporting, engage stakeholders in the process, and ensure dedicated staff, that are trained and have access to sufficient resources, are responsible for its implementation. • USDOL & CARE: Jointly use the CMEP to regularly track progress, inform timely decision making and make necessary adaptations to unforeseen challenges such as disasters, economic crises or staff turnover. <p>Pages: 26, 29, 30 & 36</p>	USDOL & CARE

ANNEX A. LIST OF DOCUMENTS REVIEWED

ADWUMA PA REPORTING DOCUMENTS

- USDOL Solicitation: FOA-ILAB-15-09
- CARE Ghana 's Technical Proposal – FOA-ILAB
- Grant Award
- Adwuma Pa Project Document
- Comprehensive Monitoring and Evaluation Plan, April 2020
- Semi-annual Technical Progress Reports: April 2020 – September 2020 to April-September 2023
- MOCA Project Midterm Evaluation. Sistema's Familia y Sociedad for USDOL. February 2018
- SAVABE Project Midterm Evaluation Report. Madagascar
- Zegers M. and Ayenor G.K. (2020). Ending Child Labor and Promoting Sustainable Cocoa in Cote d'Ivoire and Ghana. European Commission
- National Development Planning Commission (NDPC), Statistical Service, UNICEF (2020). A multi-dimensional child poverty in Ghana. Accra: NDPC.
- Adwuma Pa, (2021). Final Report of baseline Study of Adwuma Pa Project. JMK Consulting, April 2012, CARE Int. Ghana.
- https://www.dol.gov/sites/dolgov/files/ILAB/child_labor_reports/tda2021/Ghana.pdf
- Zegers, M; Iskarpatyoti, B.; Talla, C.; Ortega A.; Zahin, M.; Hoffman, V.; Ayenor G.K., & Thierry, D. (2023). Draft Progress Indicators: Research on Efforts to Eliminate Child Labor and Forced Labor in the Cocoa Sector in High-Risk Countries. USDOL. September 2023.

ADWUMA PA TRAINING AND RESEARCH MATERIALS

- Baseline survey. CARE International. By JMK Consulting. April 2021
- CARE Adwuma Pa Ghana's Community Sensitization Guide – Labor & Child Rights and Protection Against Labor and Child Rights Violations
- Integrated Soft Skills Manual – Adwuma Pa Project
- CDC Training Guide on Roles and Responsibility
- CDC Leadership Training Guide
- Training Guide in Conflict Management
- Overview of Presentation on Collaboration between CARE-Ofi to reduce Child Labor
- Training in Group Dynamics and Team Building

BACKGROUND DOCUMENTS

- National Plan of Action for the Elimination of the Worst Forms of Child Labor (NPA1; 2009-2015)
- National Plan of Action for the Elimination of the Worst Forms of Child Labor Phase 2 (NPA2; 2017-2021)
- NORC Study Report

- Ghana' Accelerated Action Plan Against Child Labor (GAAPACL) – National Action Plan (NPA) for Elimination of Child Labor (2023 -2027). GoG, UNICEF and ICI. 2023.
- Harkin–Engel Protocol (2001). Protocol for the Growing and Processing of Cocoa Beans and their Derivative Products in a Manner that Complies with ILO Convention 182 Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labor. (September 19, 2001)
- US Department of Labor, Declaration of Joint Action to Support the Implementation of the Harkin-Engel Protocol (September 13, 2010)

ANNEX B. FIELD ITINERARY

SN	Date	Activity	Time (GMT)	Key Stakeholders and/or Remarks
1.	15/10/23 Sunday	Evaluator & Assistant travels to Kumasi	12-14:00 hrs	
2.	16/10/2021 Monday	<p>Hold an interview/meeting with CARE Int. Staff in Kumasi Office –</p> <p>Discuss methodology, confirm field schedules and address knowledge gaps through data collection with CARE.</p> <p>Interview private sector partner, Ofi and if others in Kumasi</p>	<p>8:30 - 15:00 hrs.</p> <p>15:30-17:30 hrs.</p>	<p>PD, Private Sector, Training, Gender and M & E and other Staff</p> <p>Ofi Project Management,</p>
3.	17/10/23 Tuesday 10/02/23	<p>Travel to Bechem – Tano South</p> <p>Stakeholder interviews and/or Focus Group Discussions (FGDs) in Tano South Municipal Assembly (Bechem):</p> <ul style="list-style-type: none"> • Municipal Gender and Child Protection Committee (MGPCPC). • Department of Social Welfare and Community Development (DSWCD) • National Commission on Civic Education (NCCE) • Commission on Human Rights and Administrative Justice (CHRAJ) • Business Advisory Centers (BAC) • Director Ghana Enterprise. Agency (GEA) • Complimentary Education Agency (CEA) • Ghana Health Service (GHS) • CDCs from the 3 selected communities • Identifiable International/National NGOs / CSOs operating in the area 	<p>6:30 - 8:30 hrs</p> <p>9:00 – 14:00 hrs</p>	<p>Coordinating and Planning Director (CPD) and Key Stakeholders of Assembly - as listed in Activity Column (of this 5th row).</p>

SN	Date	Activity	Time (GMT)	Key Stakeholders and/or Remarks
		Conduct KII with the Master Craft Person (MCPs)	15:00 -17:30 hrs	One of 3 selected communities will be visited
4.	18/10/2021 Wednesday	Bechem: Tano South: Select 2 Communities (Expected High and Low Impact areas) within Tano South: Visit 2 communities to conduct FGD Travel Back to Kumasi	10:00 -15:00 hrs 15:00 - 16:30 hrs	Two remaining Communities
5.	19/10/23 Thursday	Travel from Kumasi to Bibiani Hold Stakeholder interviews and/or Focus Group Discussions (FGD) with Bibiani-Anhwiaso-Bekwai Municipal Assembly – as per the stakeholder list submitted including CDCs from the 3 selected Communities.	6:30-8:00 hrs 9:00 - 12:00 hrs	CARE Staff and Key Stakeholders of Assembly - as listed for Tano South.
		Conduct KII with the Master Craft Person (MCPs)	15:00 -17:30 hrs	One of 3 selected communities will be visited
6.	20/10/23 Friday	Bibiani-Anhwiaso-Bekwai (BAB): Select 2 Communities (Expected High and Low Impact areas) within BAB: Visit 2 communities to conduct FGD Travel Back to Kumasi	9:00-15:30 hrs 15:30 - 17:00	Ofi Staff; Evaluation Team and CARE Staff Two remaining Communities
7.	21/10/23 Saturday	Work in Kumasi – Preliminary Data gap analysis and field report writing	9:00 -16:00	
8.	22/10/23 Sunday	Work in Kumasi	8:00 - 13:00hrs	CARE Staff and Evaluation Team
9.	23/10/23 Monday	Child Rights International (CRI)Meet	09:30 - 11:00 hrs	CRI in Accra

SN	Date	Activity	Time (GMT)	Key Stakeholders and/or Remarks
10.	24/10/23 Tuesday	Virtual Interview sub-grantees: Youth Opportunities and Transformation in Africa (YOTA) <ul style="list-style-type: none"> Country Director, Head of Programs (ACD) and Adwuma Pa Project Director 	12:00 – 13:30 hrs 15:00 – 16:30 hrs	YOTA Contact persons on Adwuma pa Project CARE Country Director & Team
11.	25/10/23 Wednesday	<ul style="list-style-type: none"> Hold a call with USDOL Project Management Hold virtual and/or via Phone or even in-person meetings with some key Regional and National Stakeholders (to be determined)	9 am – 10:30 am All day	CARE-Country Director Key Regional and National Actors
12.	26/10/23 Thursday	Begin to prepare preliminary findings for stakeholder workshop		
13.	27/10/23 Friday	Hold Workshop to share preliminary finding with project management and Key stakeholders	9:00-15:00 hrs	CARE Staff, CDCs, Actors from the 4 Assemblies
14.	28/10/23 Saturday	Travel to Accra	9:00 - 14:00 hrs	
15.	30/10/23 Monday	Debrief Country Director (CD) and Assistant Country Director (ACD) via virtual meeting	16:00 – 17:00 hrs	Evaluator and CARE Snr. Management

ANNEX C. STAKEHOLDER WORKSHOP AGENDA AND PARTICIPANTS

STAKEHOLDER VALIDATION WORKSHOP CARE ADWUMA PA PROJECT			
FINAL SESSION ON DATA COLLECTION & VALIDATION FINAL INDEPENDENT EVALUATION			
Date	Time	Session: Part I Plenary Work by Stakeholders from the 4 Districts/Municipal Assemblies of Project location	Responsibility
27/10/23	10.30am - 10.35am	Welcome & Introductions	CARE Adwuma Pa Project Director- & Staff
	10:35am – 10:40am	Explanation of Group Work	Lead Evaluator – Dr. Godwin K. Ayenor
	10:40am - 11.10am	Group Work	All Participants
	11:10am - 11.30am	Presentation of Results of Plenary by the 4 Groups from the 4 District/Municipal	All Participants
	11:30- 11:40am	<ul style="list-style-type: none"> 10 Minute Break 	All Participants
	Time	Session: Part II Presentation of Preliminary Findings to all Stakeholders including CARE Adwuma Pa & Implementing Partners	Responsibility
	11.40 – 12.10pm	Presentation of Preliminary Findings from Interim Evaluation	Lead Evaluator – Dr. Godwin K. Ayenor
	12.10 – 12: 30pm	<ul style="list-style-type: none"> Questions and Comments Discussions 	All Participants
	12:30pm – 12:35pm	Concluding remarks	Lead Evaluator – Dr. Godwin K. Ayenor CARE Project Director
			End of Program and Departure

ANNEX D. TERMS OF REFERENCE

TERMS OF REFERENCE

Final Version | September 28, 2023

FINAL EVALUATION

ADWUMA PA: GHANA

SUBMITTED TO

United States Department of Labor
Bureau of International Labor Affairs
200 Constitution Ave. NW
Washington, DC 20210
www.dol.gov/ilab

PREPARED BY

Sistemas, Familia y Sociedad (SFS)

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Background and Justification

The Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) is an office within the Bureau of International Labor Affairs (ILAB), an agency of the U.S. Department of Labor (USDOL). ILAB's mission is to promote a fair global playing field for workers in the United States and around the world by enforcing trade commitments, strengthening labor standards, and combating international child labor, forced labor, and human trafficking.

OCFT works to combat child labor, forced labor, and human trafficking around the world through international research, policy engagement, technical cooperation, and awareness-raising. Since OCFT's technical cooperation program began in 1995, the U.S. Congress has appropriated funds annually to USDOL for efforts to combat exploitive child labor internationally. This funding has been used to support technical cooperation projects in more than 90 countries around the world. Technical cooperation projects funded by USDOL support sustained efforts that address child labor and forced labor's underlying causes, including poverty and lack of access to education.

The approach to this evaluation will be in accordance with DOL's Evaluation Policy³⁹. OCFT is committed to using the most rigorous methods applicable for this qualitative performance evaluation and to learning from the evaluation results. The evaluation is conducted by an independent third party, and in an ethical manner, that safeguard the dignity, rights, safety and privacy of participants. The quality standards underlying this evaluation are: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.⁴⁰ Additionally, a broader set of evaluative criteria or domains may also be considered depending on the evaluation's learning objectives, including themes of design, alignment, replicability, experience, unintended effects, consequence, equity and resource use.⁴¹ In conducting this evaluation, the evaluator will also uphold the American Evaluation Association Guiding Principles for Evaluators.⁴² OCFT will make the evaluation report available and accessible on its website.

The United States Department of Labor (DOL), through its Bureau for International Labor Affairs (ILAB), has contracted with Sistemas, Familia y Sociedad (SFS) under order number 1605C2-23-F-00034 to conduct performance evaluations of technical assistance projects in Ghana and Ethiopia.

The present terms of reference (TOR) pertain to the final performance evaluation of the Adwuma Pa Project in Ghana, implemented by CARE International. This document serves as the framework and guidelines for the evaluation. It is organized into the following sections:

1. Background and justification
2. Purpose, Scope, and Audience

³⁹ For more information on DOL's Evaluation Policy, please visit: <https://www.dol.gov/asp/evaluation/evaluationpolicy.htm>

⁴⁰ From Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use by the Organization for Economic Development's Development Assistance Committee (OECD-DAC) Network on Development Evaluation. DOL determined these criteria are in accordance with the OMB Guidance M-20-12. For more information, please visit: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

⁴¹ *Evaluative Criteria: An Integrated Model of Domains and Sources*. American Journal of Evaluation, Rebecca M. Teasdale, 2021, Vol. 42(3) 354-376.

⁴² For more information on the American Evaluation Association's Guiding Principles, please visit: <https://www.eval.org/p/cm/ld/fid=51>

3. Evaluation Questions
4. Evaluation Design and Methodology
5. Evaluation Team, Management, and Support
6. Roles and Responsibilities
7. Evaluation Milestones and Timeline
8. Deliverables and Deliverable Schedule
9. Evaluation Report
10. Annexes

Project context

West Africa is the largest producer of cocoa in the world⁴³ with Ghana providing 21% of total world production.⁴⁴ The majority of Ghana's cocoa farmers are self-employed and operate small-scale farms (2–5 hectares). Ghana has ratified most key international laws and conventions related to child labor and forced labor, including prohibitions against child labor and forced labor and a minimum age for work and for hazardous work that comply with international labor standards, except for important gaps in the prohibition of commercial sexual exploitation of children and of using children in illicit activities. Institutional mechanisms have been established for enforcement of these laws and regulations, but gaps exist in the authority of the Ministry of Employment and Labor Relations (MELR), including an insufficient number of labor inspectors and a lack of authority to assess penalties, which hinder the implementation of child labor and forced labor laws. Under Ghanaian law, children can assist on a family farm but are not allowed to be taken from school for fulltime labor, work under hazardous conditions, or be forced to carry supplies and equipment that is beyond their capacity to handle safely.⁴⁵ All three rules are habitually broken.

Child labor, forced labor, and other labor violations within the cocoa supply chain in Ghana are a persistent problem. In 2018, cocoa production was one of the sectors with the highest rates of child labor, with children performing tasks such as land clearing, using machetes and cutlasses for weeding, collecting cocoa pods with a harvesting hook, breaking cocoa pods, working in the vicinity of pesticide spraying, and carrying heavy loads of water.

Business practices along many points of the cocoa supply chain continue to exploit vulnerable individuals within the Ghanaian cocoa industry. These exploitative business practices affect both women aged 18+ and girls aged 15–17. Girls make up approximately half of the child laborers in the cocoa supply chain.⁴⁶ Ghanaian girls are also encouraged to do additional unremunerated housework unlike the boys of the family.⁴⁷ When girls enter their middle-to-late teens, this exploitative practice becomes more challenging as more family resources are often spent on boy's education over that of girl's education. As for women aged 18+, they are also either underpaid or

⁴³ FAO. 2015. "Chocolate Stats." 1–3.

⁴⁴ SWAC/OECD. 2007. "Atlas on Regional Integration in West Africa: Cocoa." 1–16.

⁴⁵ ILO. 2006. "National Labor Law Profile: Ghana."

⁴⁶ Gender analysis within the cocoa supply chain in Ghana. Oxfam Research Reports, November 2020: <https://www.cocoainitiative.org/sites/default/files/resources/Oxfam%20Gender%20analysis%20Ghana%20Nov20%20%281%29.pdf>

⁴⁷ Nkansah, T. 2018. Cocoa Sustainability Initiative Semi-Annual Report. CARE: Accra, Ghana.

simply unrecognized for their role in cocoa production.⁴⁸ Ghanaian women and girls are deprived of benefits that should accrue to them from the increase in U.S. demand for chocolate products—including lack of access to land, resources, information, and training to increase productive capacity and profitability.⁴⁹

Ghana is also one of the most gender inequitable countries for reproductive health, empowerment, and economic status. Out of 188 countries, Ghana ranks 139 on their gender inequality index.⁵⁰ These structural factors complicate the situation for Ghanaian women within the cocoa supply chain.⁵¹ Although half of the land is cultivated by women, Ghanaian women own smaller, lesser-quality land holdings than their male counterparts.⁵² Gender inequalities in Ghana are dictated by both customary laws and social practices, including inheritance rights.⁵³ Ghanaian women work primarily on family farms in which social norms dictate specific gender roles.⁵⁴ Women are heavily involved in harvest and post-harvest activities but are constrained from access to, and a role in, working with local markets.

A recent study by Harvard University has found that compared with male cocoa farmers, female cocoa farmers in Ghana are 25% less likely to have received training in the past year. Ghanaian women are also 20% less likely to have received a loan in the past year and almost 40% less likely to have a bank account. A Ghanaian woman farmer is 30–40% less likely than a similarly situated man to use critical farm inputs (e.g., fertilizer, agro-tech).⁵⁵

CARE’s problem analysis argues that these intersecting levels of poor business practices, limited girl’s education, community behavioral norms, and women’s lack of training culminate in an increased risk that cocoa-based goods imported into the U.S. are being tainted by exploitative labor. This situation gives an unfair competitive advantage to cocoa producers who violate labor rights for artificially low prices. Responsible U.S. businesses and women and adolescent girls within cocoa production in Ghana are both harmed by this uneven playing field.

An interim evaluation was carried out in 2021, and made the following recommendations, pertaining to: (1) improve the Adwuma Pa projects’ implementation and achievement of results; and (2) inform USDOL’s decision-making and future steps.

Project objectives and timeframe

The USDOL Office of Child Labor, Forced Labor and Human Trafficking (OCFT), in pursuit of its commitment to addressing child labor, forced labor and other labor challenges in cocoa in Ghana,

⁴⁸ Knudsen, M. H., et. al. 2011. “[Land Distribution and Acquisition Practices in Ghana’s Cocoa Frontier.](#)” Land Use Policy 28, no. 32: 378–387.

⁴⁹ Nieburg, O. 2017. “[‘A Long Way to Go’ to Equality for Women Cocoa Farmers.](#)” Confectionary News. <https://www.confectionarynews.com/Article/2017/11/02/Women-cocoa-farmers-A-long-way-to-go-to-equality>

⁵⁰ UNDP. 2016. [Human Development Report](#); and UNDP. 2016. “[Table 5: Gender Inequality Index.](#)”

⁵¹ See also: FAO. 2012. “[Gender Inequalities in Rural Employment in Ghana: Policy and Legislation.](#)” 1–24.

⁵² Rüniger, Mechthild. 2006. “[Governance, Land Rights and Access to Land in Ghana—A Development Perspective on Gender Equity.](#)” Promoting Land Administration and Good Governance. 5th FIG Regional Conference.

⁵³ Sarpong, G. A. 2006. “[Improving Tenure Security for the Rural Poor: Ghana.](#)” LEP Working Paper #2: 1–26.

⁵⁴ Barrientos, S. 2013. “[Gender Production Networks: Sustaining Cocoa-Chocolate Sourcing in Ghana and India.](#)” Brooks World Poverty Institute Working Paper #186: 1–30.

⁵⁵ Hiscox, M. J., et.al. 2014. “[Gender Inequality in the Ghanaian Cocoa Sector.](#)” Harvard University Working Paper.

awarded the Cooperative for Relief and Assistance Anywhere (CARE) with a \$5 million cooperative agreement in 2018 to implement the Adwuma Pa project.

The phrase Adwuma Pa means “business ethics” in Akan language and symbolizes for the local community the project’s aim to economically empower vulnerable women and adolescent girls within the cocoa supply chain in Ghana. Geographically, the project is implemented in 80 cocoa-producing communities across four districts in three regions of Ghana, organized through the Adwuma Pa field office in Kumasi, which is in the center south of the country. The project targets include 5,000 direct participants (2,500 girls 15-17 years old and 2,500 women 18+ years old) and an additional 15,000 indirect participants. The 4-year cooperative agreement began in November 2018 and is scheduled to end in November 2023.

The overall project-level objective is to reduce the risk of child labor, forced labor, and other violations of labor rights for vulnerable women and girls working within Ghana’s cocoa supply chain. To this end, the project has established the following two outcomes and associated sub-outcomes:

Outcome 1: Improved economic participation of women and girls vulnerable to child labor, forced labor and other violations of labor rights within Ghana’s cocoa supply chain.

- Sub-Outcome 1.1: Improved understanding of rights and access to protections against CL, FL, and other violations of labor rights for vulnerable women and girls
- Sub-Outcome 1.2: Enhanced knowledge and skills of vulnerable women and girls
- Sub-Outcome 1.3: Increased opportunities for advancement for vulnerable women and girls

Outcome 2: Improved business practices by private sector actors to protect against child labor, forced labor, and other violations of labor rights for vulnerable women and girls working within Ghana’s cocoa supply chain.

- Sub-Outcome 2.1: Improved understanding and knowledge of private sector actors on gender and labor rights and protections to identify, track and address labor rights issues within the cocoa supply chain.

The Adwuma Pa project began in November 2018 and is expected to end in November 2023. Adwuma Pa is implemented in partnership with Ofi Ghana Limited, a Ghanaian food ingredients supplier, Child Rights International (CRI), and Youth Opportunity and Transformation in Africa (YOTA). CRI and YOTA are Ghanaian nongovernmental organizations that received a sub-award agreement, with CARE as the lead implementing authority of the Adwuma Pa project.

The project aims to target 5,000 vulnerable women and adolescent girls in 80 cocoa-growing communities across four districts in three regions of Ghana. The four districts, with 20 selected communities each, are: Tano South and Asunafo North, which are both in Ahafo region; Bibiani-Anhwiaso-Bekwai in the Western region; and Asikuma-Odoben-Brakwa in the Central region of Ghana.

Purpose and Scope of Evaluation

The purpose of this final performance evaluations includes, but may not be limited to, the following:

- Determine whether the project, which is concluding its activities, has met its objectives

and outcomes, and addressed encountered risks, challenges and opportunities.

- Assess the effectiveness of the project’s strategies and its strengths and weaknesses during implementation to the end of project (with particular attention to equity and inclusion, wherever relevant).
- Assessing the intended and unintended effects of the project.
- Assess lessons learned and emerging practices from the project (e.g., strategies, models of intervention and experiences) in implementation and develop conclusions and recommendations that may be applied in current or future projects in the focus country(ies) and/or in projects designed under similar conditions or target sectors; and
- Assessing which outcomes or outputs can be deemed sustainable.

The evaluation team will gather information from a diverse range of project stakeholders and institutions who participated in and were intended to benefit from the interventions. The evaluation will cover the project design, theory of change, activities, outputs, outcomes, and methods of implementation and implementation period until October 2023. The evaluator will consult a diverse range of project stakeholders and institutions who participated in and were intended to benefit from the interventions. Moreover, the evaluator will strive to take a balanced account of the geographic coverage across the four districts covered by the project and include a diverse demographic coverage of participants and stakeholders, to the extent practicable.

Intended users

The evaluation will provide USDOL/OCFT, the grantee, participants and other project stakeholders or actors who have a concern, interest and/or influence on the labor rights problem the project is intended to address, an assessment of the project’s performance, its effects on project participants, and an understanding of the factors driving the project results. The evaluation results, conclusions and recommendations will serve to inform stakeholders in the design and implementation of subsequent phases or future projects as appropriate.

The evaluation report will be published on the USDOL website, so the report should be written as a standalone document, providing the necessary background information for readers who are unfamiliar with the details of the project.

Evaluator

The evaluator will be responsible for developing the methods in consultation with SFS, USDOL, and the project staff; directly conducting interviews and facilitating other data collection processes; analysis of the data gathered; formulation of evaluation findings, conclusions and recommendations; presenting feedback on the initial results of the evaluation to the national stakeholder meeting and preparing the evaluation report.

The LE will carry out field work in Ghana to conduct interviews and focus groups discussion with relevant stakeholders. One member of the grantee’s team may help facilitate introductions for the LE, particularly in more formal government meetings.

Evaluation Questions

The evaluation will address the following questions using the Organization for Economic Co-operation and Development Assistance Committee (OECD-DAC) criteria.⁵⁶ ILAB's Theory of Sustained Change for Worker's Rights Programs and US DOL's criteria domains (relevance, design, alignment, replicability, experience, effectiveness, unintended effects, consequence, equity, resource use and sustainability) have provided further guidance to the selection of evaluation domains and questions.⁵⁷ With this in mind, the evaluator will apply a set of evaluation questions as follows:

Relevance & Coherence

1. To what extent has the project design, theory of change, and intervention logic appropriately and adequately addressed gender inequalities as part of the root causes of child labor among the project's selected cocoa-growing communities in Ghana?
 - a. What role did community action plans play in addressing root causes of child labor, forced labor, and other labor violations at the community and household level?
 - b. Were the community action plans equitable in nature and address the unique needs of women and adolescent girls?

Effectiveness & Efficiency

2. To what extent did Adwuma Pa's goals support effectively meeting the targets outlined in its Comprehensive Monitoring and Evaluation Plan (CMEP)? What contributed to meeting its targets? In cases where targets were not met, what were the reasons for failure?
 - a. Was the design, management, and implementation of the project's CMEP effective in tracking the achievement of planned outcomes?
3. Did the critical assumptions within the project's theory of change hold true? If not, how did the project management adapt their strategies to account for challenges and opportunities it encountered?
4. What key gender-focused approaches did the project implement that achieved:
 - a. improved access to quality education, vocational training, and technical and soft skills for women and adolescent girls?
 - b. Improved labor rights protections for agricultural communities?
 - c. improved access to quality, well-paying jobs and decent work for women and adolescent girls living in cocoa growing communities? What elements will prove sustainable overtime?
 - d. Improved agency for women as way to increase economic participation and other opportunities?

⁵⁶ Note that the OECD/DAC criteria have been revised as of January 2020: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>.

⁵⁷ <https://www.dol.gov/sites/dolgov/files/ILAB/TQsC-Guidebook-March-Updates-032723-Clean-508.pdf>

7. Was the project able to facilitate the development and adoption of district by-laws that support the use of effective strategies to reduce the incidence of child labor? If so, how? What could the project have done to better support adoption of district by-laws?

Impact & Sustainability

8. To what extent has the project's sustainability strategy been deployed? Has the project encountered challenges implementing the plan? If so, what remedial steps has the project taken?
9. Have the project's interventions been effectively mainstreamed by permanent public and private sector institutions? If so, are the interventions likely to be sustained after the project's end? By whom, and in what form?
 - a. Are the Ofi policies and procedures reviewed and amended by the project implemented at various levels of the company? Has the company made sustainable changes to improve gender equity and equality and reduce child labor and forced labor throughout its cocoa supply chain in Ghana?
 - b. Did the project successfully create sustainable public/private partnership to combat child labor and forced labor in cocoa growing communities?
 - c. What role have the cocoa-growing communities played in identifying challenges and opportunities through the project's performance period?
 - d. How were participants from diverse backgrounds engaged in identifying challenges and solutions?
10. Which of Adwuma Pa's interventions are most likely to have a lasting impact on participants, their households, and/or their communities related to addressing child labor, forced labor and gender inequality?
11. Are there emerging practices that others working in the cocoa supply chain could consider when addressing child labor, forced labor, and gender inequality?
 - a. Given challenges and opportunities arising from its implementing environment, how generalizable may these emerging practices be for the field at large?

Evaluation Design and Methodology

This final evaluation will assess the project's performance and achievements in meeting their objectives, the relevance of project services to target groups and institutions' needs, project efficiency, including resource use, effectiveness and impact (or potential impact and consequence) on project objectives, and the potential for sustainability. It will also capture promising practices, lessons learned, and emerging trends. Other areas of interest for this evaluation include insights as to why the project experienced delays with activities, and how well the project adapted and responded to the recommendations of the interim evaluation. The evaluator may identify further areas of inquiry that may be included in the analysis as appropriate.

Approach

To achieve the purpose and objectives of the evaluation, the evaluator will adopt an approach that focuses on three areas:

1. Assessment of contextual factors and realities: The evaluator will gather and assess contextual information (derived from the project team, a literature review and issues

emerging from interviews and other interactions), considering the project's objectives, and both USDOL and the Government of Ghana's priorities, and other partner agency interests and initiatives to check assumptions and the fit of the project's inputs and expected results.

2. Assessment of conceptual analysis and frameworks: The extent to which gender, equity and social inclusion for marginalized populations (identified through the literature review) is considered within project concepts and frameworks will be assessed.
3. Assessment of project performance: The evaluator will undertake a broader assessment to understand the extent to which project outcomes have been achieved and prospects for their sustainability and replicability.

The following principles will guide the evaluation:

1. Gender, equity, cultural sensitivity and 'Do No Harm' approaches will be integrated into the evaluation approach. Several approaches will be utilized to ensure the evaluation addresses gender, equity and cultural aspects, they include: equitable sampling with diverse socioeconomic, ethnic, cultural and regional populations; participatory approaches that ensure the involvement of young women and adolescent girls, their families and communities; gender, equity and cultural analysis to assess the different roles, contexts and norms relating to young women and adolescent girls involved in child labor and the broader intersection of gender, child labor and other labor rights violations; intersectional analysis to understand how various factors such as gender, socioeconomic status, culture, ethnicity and age intersect and impact the experiences of child labor among young women and adolescent girls; engagement of a wide variety of stakeholders working on gender and equity issues, including governmental bodies (including the Gender Ministry of Ghana), CSOs with gender related programs within selected project areas and community groups; and, rigorously applying ethical standards, ensuring interviews are confidential and use locally relevant and culturally sensitive methods, particularly ensuring the safety and well-being of young women and adolescent girls involved in the project.
2. Consultations will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders and participants, allowing additional questions to be posed that are not included in the TOR, whilst ensuring that key information requirements are met.
3. As far as possible, a consistent approach will be followed in each project site, with adjustments made for the different actors involved, activities conducted, and the progress of implementation in each locality.

Sampling strategy

The evaluator will adopt a purposive sampling strategy in conducting interviews and focus group discussions with a range of project stakeholders. The criteria for selection include identifying those stakeholders representing a wide range of both target ports and stakeholder organizations (government, Ministries, social partners, etc.).

Data collection

A mixed method approach to data collection (ensuring the proportionate representation of stakeholders and taking account of the inclusion of marginalized subsets of stakeholders) will be employed to collect both primary and secondary data through a review of project documents and relevant literature, semi-structured interviews, focus group discussions, and online survey.

Document review

Project documents will be reviewed throughout the evaluation process and will be used as a secondary source of data to triangulate with primary data collected. The evaluation will make use mostly of project documentation, but gray and scholarly literature may be identified as relevant as well. A list of documents reviewed will be annexed to the final report and can include the following:

- Funding Opportunity Announcement (FOA)
- PMP document and data reported in Annex A of the TPR
- Pre-situational analyses
- Project document and revisions
- Project budget and revisions
- Cooperative Agreement and project modifications
- Risk and Stakeholder Registers/Management Plans
- Sustainability and Exit Strategies
- Technical Progress and Status Reports
- Project Logic Models, Theories of Change and Monitoring Plans
- Work plans
- Correspondence related to Technical Progress Reports
- Management Procedures and Guidelines
- Research, reports, or materials produced
- Reports and statistics of relevant government bodies,
- Reports from international organizations such as the ILO or INGOs (ENS) that have produced research on child labor in Ghana, and,
- Other project files as appropriate.

Semi-structured interviews with stakeholders

The evaluator will conduct approximately 50 KIIs and 25 FGDs over 10 days with project stakeholders in Ghana. Remote interviews will be held by video or phone, as appropriate.

The evaluator will attempt to interview an equal distribution of male and female respondents amongst stakeholders that are both male and female. The evaluator will conduct a KII with the ILAB Project Manager and with representatives of all stakeholder and partner organizations.

Focus group discussions

The evaluators may conduct focus group discussions with a selection of stakeholders, such as representatives of social partners.

Exhibit 1: KII Data Collection Strategy

Stakeholder Type	Method	Potential Respondents
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		(To be identified by evaluator and grantee)
USDOL staff and USG stakeholders	Hold Meetings and Remote interviews	Direct Project managers (current & Past) and other indirect project supervisors as necessary
Grantee Personnel	FGDs, KII and an iterative process approach via informal and follow-up interactions	Staff of CARE (Headquarters – Country Director, Project Director and Field
Government Counterpart Personnel	FGDs and KIIs	Officers of various Government institutions at national and decentralized offices within project Sites
Other Projects Implementing Related Interventions	FGDs, KII and an iterative process approach via informal and follow-up interactions	Master Craft Persons, Participants, CDCs etc.
Employers and Workers Organizations	KIIs	Personnel of Ofi,
Other partner organizations involved in the implementation (sub-contractors) or collaborating with the project's activities	FGDs and KIIs	Sub-contractors YOTA CRI, and NGOs, CSOs and others (ILO, GALAB Project Ghana, Child Projection Project, Fairtrade Africa Ghana. Traditional Councils, and faith-based Organizations
Private Enterprises	KIIs	(To be identified)

Validation workshop with stakeholders

Following the field visits, a remote stakeholder meeting will be organized by the project and led by the evaluator to bring together a wide range of stakeholders, including the project staff and other interested parties to discuss the preliminary evaluation results. The list of participants to be invited will be drafted prior to the evaluator’s visit and confirmed in consultation with project staff during fieldwork. ILAB staff may participate in the stakeholder meeting virtually.

The meeting will be used to present the major preliminary results and any emerging issues, solicit recommendations, discuss project sustainability, and obtain clarification or additional information from stakeholders, including those not interviewed earlier. The agenda of the meeting will be determined by the evaluator in consultation with project staff. Some specific questions for stakeholders may be prepared to guide the discussion and possibly a brief written feedback form.

The agenda is expected to include some of the following items:

- Presentation by the evaluator of the preliminary main results
- Feedback and questions from stakeholders on the results
- Opportunity for stakeholders to meet to present their views on progress and challenges in their locality, including around sustainability
- Discussion of recommendations towards improving their usefulness and potential for future interventions.

A debrief call with USDOL will be held by the evaluator after the stakeholder workshop to provide USDOL with preliminary stakeholder feedback and solicit feedback as needed.

Approach to analysis

The evaluator will analyze both primary and secondary data collected to assess the performance of activities relative to expected results. The evaluator's analysis, which will involve both quantitative and qualitative data, will rely on descriptive statistics such as counts, tabulated proportions, and means, to identify common trends, patterns, and any changes in stakeholders' motivation, behavior, capacity, practices, policies, programs, relationships, or resource allocation as result of project activities. The evaluator will use project monitoring data and quantitative data collected during evaluation fieldwork triangulated with relevant qualitative data collected during interviews and FGDs, to articulate the evaluation findings.

Ethical considerations and confidentiality

The evaluator will observe utmost confidentiality related to sensitive information and feedback elicited during the KIIs and FGDs. To mitigate bias during the data collection process and give informants maximum freedom of expression, the evaluator will be the only one present during KIIs. However, when interviewing young women and adolescent girls the evaluator will always be accompanied by another female. Interviews will always be conducted in a safe space for the participant to share information. However, when necessary, the Grantee staff may accompany the evaluator to make introductions, facilitate the evaluation process, make respondents feel comfortable, and allow the evaluator to observe the interaction between project staff and the interviewees.

The evaluator will respect the rights and safety of participants in this evaluation. During this study, the evaluator will take several precautions to ensure the protection of respondents' rights:

- No interview will begin without written receipt of informed consent from each respondent.
- The evaluator will conduct KIIs and FGDs in a confidential setting, so no one else can hear the respondent's answers.
- The evaluator will be always in control of its written notes.
- The evaluator will transmit data electronically using secure measures.
- The evaluator will talk with respondents to assess their ability to make autonomous decisions and their understanding of informed consent. Participants will understand that they have the right to skip any question with which they are not comfortable or to stop at any time.

Roles and Responsibilities

The Contractor is responsible for accomplishing the following items:

- Providing all evaluation management and logistical support for evaluation deliverables within the timelines specified in the contract and TOR
- Providing all logistical support for international travel and internal air travel associated with the evaluation
- Providing quality control over all deliverables submitted to ILAB
- Ensuring the evaluator conducts the evaluation according to the TOR

The Evaluator will conduct the evaluation according to the TOR. The Evaluator is responsible for accomplishing the following items:

- Receiving and responding to or incorporating input from the grantees and ILAB on the initial TOR draft
- Finalizing and submitting the TOR and sharing concurrently with the grantees and ILAB
- Reviewing project background documents
- Reviewing the evaluation questions and refining them as necessary
- Developing and implementing an evaluation methodology, including document review, KIIs and FGDs, and secondary data analysis, to answer the evaluation questions
- Conducting planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and the grantee
- Deciding the composition of field visit KII and FGD participants to ensure the objectivity of the evaluation
- Developing an evaluation question matrix for ILAB
- Presenting preliminary results verbally to project field staff and other stakeholders as determined in consultation with ILAB and the grantee
- Preparing an initial draft of the evaluation report for ILAB and grantee review
- Incorporating comments from ILAB and the grantee/other stakeholders into the final report, as appropriate
- Developing a comment matrix addressing the disposition of all the comments provided
- Preparing and submitting the final report
- Participating in a Learning Event addressed to USDOL staff and other selected stakeholders, to share insights on the evaluation results.

ILAB is responsible for the following items:

- Launching the contract
- Reviewing the TOR, providing input to the evaluator as necessary, and agreeing on final draft
- Providing project background documents to the evaluator, in collaboration with the grantee

- Obtaining country clearance from U.S. Embassy in fieldwork country
- Briefing grantees on the upcoming field visit and working with them to coordinate and prepare for the visit
- Reviewing and providing comments on the draft evaluation report
- Approving the final draft of the evaluation report
- Participating in the pre- and post-trip debriefing and interviews
- Including the ILAB evaluation contracting officer's representative on all communication with the evaluator

The grantee is responsible for the following items:

- Reviewing the TOR, providing input to the evaluator as necessary, and agreeing on the final draft
- Providing project background materials to the evaluator, in collaboration with ILAB
- Preparing a list of recommended interviewees with feedback on the draft TOR
- Participating in planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and evaluator
- Scheduling meetings during the field visit and coordinating all logistical arrangements
- Providing all logistical support for land travel associated with the evaluation
- Reviewing and providing comments on the draft evaluation reports
- Organizing, financing, and participating in the stakeholder debriefing meeting
- Providing in-country ground transportation to meetings and interviews
- Including the ILAB program office on all written communication with the evaluator

Deliverables

The evaluation deliverables include a written report detailing the findings, conclusions and recommendations; a stakeholder workshop and oral briefing to USDOL; a one-page infographic of the evaluation findings; and a virtual learning event for USDOL staff and selected participants after completion of the evaluation.

Briefing

The LE will meet with ILAB staff to provide a post-fieldwork debrief after the fieldwork is completed, during which preliminary findings will be shared. A learning event may be held virtually with ILAB, the Grantee and other stakeholders to conclude the evaluation.

Written report

Approximately ten working days following the evaluator's finalization of fieldwork, a draft evaluation report will be submitted by the Contractor. The total length of the report will be approximately 30 pages, excluding annexes and will have the following structure and content.

1. Table of Contents
2. List of Acronyms
3. Executive Summary

4. Project Description
5. Purpose and scope of evaluation
6. Evaluation approach and method
7. Findings
8. Conclusions
 - a. Lessons learned
 - b. Best practices
9. Recommendations
10. Annexes
 - a. Summary of TORs
 - b. References
 - c. List of documents reviewed
 - d. List of interviewees and focus group discussion participants
 - e. Stakeholder workshop agenda and participants
 - f. Table of summary findings
 - g. Table of summary recommendations

The executive summary will be no more than five pages, and will provide an overview of the evaluation, summary of main findings and key recommendations. The findings section will respond to each of the evaluation questions, with supporting evidence. The format will not be in a question and response format, but the findings and discussion will be responsive to each evaluation question. The evaluator will strive to formulate no more than 10 key recommendations that are clearly linked to the findings, are specific to the intersection of gender and labor rights, and are action-oriented, directed to specific stakeholders, and are applicable and implementable in future USDOL projects. Recommendations should not consider implementation periods of beyond 5 years, due to U.S. Government Regulations. The annexed table of summary findings will provide each evaluation question and summary response. The annexed table of summary recommendations will feature each recommendation, a summarized reference to the evidence in the body of the report, and responsible stakeholder.

The first draft of the report will be circulated to USDOL/OCFT and the grantee individually for their review. The lead evaluator will incorporate comments from USDOL/OCFT and the grantee/other key stakeholders into the final reports as appropriate. Along with the revised report, the lead evaluator will provide a comment matrix, listing each comment and response.

While the substantive content of the results, conclusions, and recommendations of the report shall be determined by the lead evaluator, the report is subject to final approval by USDOL/OCFT in terms of whether the report meets the conditions of the TOR.

The electronic submission will include 2 versions: one version, complete with all appendices, including personally identifiable information (PII) and a second version that does not include PII such as names and/or titles of individuals interviewed.

Infographic

A one-page infographic summarizing the evaluation findings, conclusions and recommendations will be shared with USDOL.

Learning Event

A learning event will be organized for ILAB staff and a selection of partners/stakeholder. The goals of the learning event are to disseminate lessons learned and emerging good practices, inform of

insights on contextual and design issues, identify high leverage points to address root causes of problems, and engage ILAB staff and other practitioners.

Timeline

The tentative timetable is as follows. Actual dates may be adjusted as needs arise.

Task	Responsible Party	Date
Evaluation launch call	DOL/OCFT	September 7
Background project documents sent to Contractor	DOL/OCFT	Sept 11
Kick off Call with Grantee	DOL/SFS/ CARE	Sept 12
Draft TOR sent to DOL/OCFT and Grantee	SFS	Sept 12
Grantee provides stakeholder list and suggested evaluation sites	CARE	Sept 14
DOL/OCFT and Grantee provide comments on draft TOR and evaluation questions	DOL/OCFT and Grantee	Sep 18
Revised TOR sent to DOL/OCFT and Grantee	SFS	Sep 20
Contractor and Grantee work to develop draft itinerary and stakeholder list	SFS and Grantee	Completed by Sep 21
Logistics call - Discuss logistics and finalize field itinerary	Contractor, CARE DOL/OCFT	Sep 22
Fieldwork Budget submitted to DOL/OCFT	Contractor	Sep 21
Fieldwork Budget approved by DOL/OCFT	DOL/OCFT	Sep 27
Evaluation Design Matrix submitted to DOL/OCFT for review	SFS	Sep 26
Final TOR submitted to DOL/OCFT for approval	SFS	Sep 26
Final approval of TOR by DOL/OCFT	DOL/OCFT	Sep 27
Interview call with DOL/OCFT	Contractor	Sep 28
Fieldwork	Contractor	Oct 16-27
Stakeholder Workshop	Contractor	Oct 27
Post-fieldwork debrief call with USDOL	Contractor	Oct 31
Draft report (48-hour review draft) submitted to DOL/OCFT and Grantee	Contractor	Nov 12
Draft report (2-week review draft) submitted to DOL/OCFT and Grantee (Nov 10)	Contractor	Nov 17
DOL/OCFT and Grantee/key stakeholder comments due to contractor after full 2-week review	DOL/OCFT and Grantee	Dec 1
Revised report submitted to DOL/OCFT and Grantee	Contractor	Dec 8
Draft infographic document submitted to DOL/OCFT	Contractor	Dec 8
DOL/OCFT comments on draft infographic	DOL/OCFT	Dec 13
Final approval of report by DOL/OCFT	DOL/OCFT	Dec 15
Final infographic submitted to DOL/OCFT	Contractor	Dec 15
Final approval of infographic by DOL/OCFT	DOL/OCFT	Dec 20
Editing and 508 compliance by contractor	Contractor	Dec 22
Final edited report submitted to COR	Contractor	Dec 22
Final edited approved report and infographic shared with grantee	Contractor	Dec 22
Learning event with USDOL staff	Contractor	December 15 or January, TBD

List of stakeholders to interview and Proposed Sites

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Discussion of terms for overall assessment

ACHIEVEMENT

“Achievement” measures the extent to which a development intervention or project attains its objectives/outcomes, as described in its performance monitoring plan (PMP).

For assessing the achievement of program or project outcomes, the evaluator will consider the extent to which the objectives/outcomes were achieved and identify the major factors influencing the achievement or non-achievement of the objectives/outcomes.

Project achievement ratings should be determined through triangulation of qualitative and quantitative data. The evaluator should collect qualitative data from key informant interviews and focus group discussions through a structured data collection process, such as a survey or rapid scorecard. Interviews and focus groups can also provide context for the results reflected in the Data Reporting Form submitted with the Technical Progress Report (TPR). The evaluator should also analyze quantitative data collected by the project on key performance indicators defined in the Performance Monitoring Plan (PMP) and reported on in the TPR Data Reporting Form.

The evaluator should consider the reliability and validity of the performance indicators and the completeness and accuracy of the data collected. The assessment of quantitative data should consider the extent to which the project achieved its targets and whether these targets were sufficiently ambitious and achievable within the period evaluated. The assessment should also consider the extent to which the project achieved targets in an equitable manner and (if relevant) whether the targets for specific underserved groups were appropriate and sufficiently ambitious and achievable within the period evaluated.⁵⁸ The evaluator will assess each of the project’s objective(s) and outcome(s) according to the following scale:

- High: met or exceeded most targets for the period evaluated, with mostly positive feedback from key stakeholders and participants
- Above moderate: met or exceeded most targets for the period evaluated, but with mixed or neutral feedback from key stakeholders and participants
- Moderate: missed most targets for the period evaluated, but with mostly positive feedback from key stakeholders and participants
- Low: missed most targets for the period evaluated, with mostly neutral or negative feedback from key stakeholders and participants

SUSTAINABILITY

“Sustainability” is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. When evaluating the sustainability of a project, it is useful to consider the likelihood that the benefits or effects of a particular output or outcome will continue after donor funding ends. It is also important to consider the extent to which the project considers the actors, factors, and institutions that are likely to have the strongest influence

⁵⁸ The project team has identified gender as an equity issue within the project context. Other minorities or underserved groups may be identified by the evaluation team during the evaluation through analysis of the project context and interventions.

over, capacity, and willingness to sustain the desired outcomes and impacts. Indicators of sustainability could include agreements/linkages with local partners, stakeholder engagement in project sustainability planning, and successful handover of project activities or key outputs to local partners before project end, among others.

The project's Sustainability Plan (including the associated indicators) and TPRs (including the attachments) will be key (but not the only) sources for determining its rating. The evaluator should assess each of the project's objective(s) and outcome(s) according to the following scale:

- High: strong likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources⁵⁹ are in place to ensure sustainability
- Above moderate: above average likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are identified but not yet committed
- Moderate: some likelihood that the benefits of project activities will continue after donor funding is withdrawn and some of the necessary resources are identified
- Low: weak likelihood that that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are not identified.

In determining the rating above, the evaluator will also consider the extent to which sustainability risks were adequately identified and mitigated through the project's risk management and stakeholder engagement activities.

⁵⁹ Resources can include financial resources (i.e., non-donor replacement resources), as well as organization capacity, institutional linkages, motivation and ownership, and political will, among others.

ANNEX E: EVALUATION DESIGN MATRIX

Independent Final Evaluation of Adwuma Pa Project, Ghana

Evaluation Question Matrix

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
Relevance and Coherence			
<p>1. To what extent has the project design, theory of change, and intervention logic appropriately and adequately addressed gender inequality as part of the root causes of child labor among the project’s selected cocoa-growing communities in Ghana?</p> <p>a. What role did Community Action Plans (CAPs) play in addressing root causes of CL, FL and OFVs at community and household level?</p> <p>b. Were CAPs equitable in nature and address the unique needs of women and adolescent girls?</p>	<p>Methodology:</p> <p>Document review (TPR, CMEP, NORC Study, EU Child labor Report Nation Plan of Action and others)</p> <p>Field visits</p> <p>Interviews</p> <p>Evaluation Workshop</p> <p>Indicators/Sub-questions:</p> <p>Use of participatory approaches/tools to assess the extent of involvement of local stakeholders and participants in project diagnosis phase, planning, implementation, and monitoring</p> <p>Extent of clarity, consistency and coherence between project expected outcome and issues identified earlier as captured by the theory of change</p> <p>Extent of appropriateness of the project design including strategies for implementation.</p> <p>Appropriateness of the of locations and role of Community Action Plans (CAPs) in addressing root</p>	<p>Project management and staff</p> <p>Communities and Participants (Community leaders, Master Craft Persons, Youth Groups (including Women and girls), CAP?</p> <p>CDCs members</p> <p>Government and non-governmental agencies/partners</p>	<p>Project document</p> <p>CMEP</p> <p>Baseline studies</p> <p>TPRs</p> <p>Reports on capacity building activities, including CAPs, CDC training courses, stakeholders’ meetings.</p> <p>Research or other reports undertaken</p> <p>Field visits’ observations and notes.</p> <p>Interim Evaluation Report</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>causes of child labor, forced labor and other labor violations – at community and household levels?</p> <p>Were the CAPs equitable in nature and addressing the unique needs of women and adolescent girls?</p> <p>Were the logic interventions adequate or sufficient for the expected results?</p> <p>Extent of alignment of activities addressing gender inequalities (Outcomes/Outputs, indicators) adequate, relevant and coherent with the Objectives.</p> <p>Usefulness of project indicators and means of verification</p> <p>Were project assumptions and risks (COVID-19) mitigation measures adequate</p> <p>Consideration of available information on the socio-economic, cultural, and political situation</p> <p>Institutional arrangements, expectations, roles, capacity, and commitment of stakeholders.</p> <p>Did design consider expansion and upscaling or mainstreaming results? How?</p> <p>What signs, by end of project, are indicative of measures that exists or are likely to ensure sustainability?</p> <p>Quality of problems and needs analysis</p> <p>Degree of inclusion of gender differences</p>		

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>Targets achieved vs actual results expected – time spent –</p> <p>Effects of pandemic and Russian- Ukraine War on the Ghanaian economy and their expected impacts on project results and strategic responses from Project....?</p> <p>Were recommendations provided by interim report implemented?</p>		
Effectiveness and Efficiency			
<p>2. To what extent did Adwuma Pa’s goals support effectively in meeting the targets outlined in its Comprehensive Monitoring and Evaluation Plan (CMEP)?</p> <p>a. Was the design, management, and implementation of the project’s CMEP effective in tracking the achievement of planned outcomes?</p>	<p>Methodology:</p> <ul style="list-style-type: none"> Document review Field visits Interviews Evaluation Workshop <p>Indicators/sub-questions:</p> <ul style="list-style-type: none"> Use of CMEP as the framework for participatory project planning, monitoring and implementation Quality of problems and needs analysis Degree to which the CMEP facilitated the project in capturing gender inequalities regarding CL, FL and OFV in project design and implementation, with focus on sustainability of project outcomes. 	<ul style="list-style-type: none"> Project management and staff Communities, and beneficiaries (Community leaders, CAP members, VSLAs, CDCs, GEA/BAC, youth and women, schools) Facilitators Government and non-governmental agencies/partners 	<ul style="list-style-type: none"> Project document CMEP, Baseline studies TPRs, Reports on capacity building activities, including CAPs, VSLAs, skills training courses, stakeholders’ meetings. Research or other reports undertaken, Field visits’ observations and notes. Interim Evaluation Report

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>Validity and usefulness of the use of CMEP in meeting project targets and goals.</p> <p>Consideration of available information on the socio-economic, cultural, and political situation (and disaggregation by sex)</p> <p>Extent to which the use of CMEP facilitated planning data collection, monitoring and evaluation of awareness creation or systems established to address child labor, force labor and other forms of violations of labor rights in selected communities.</p> <p>Extent CMEP facilitated documentation of pointers and evidence of project’s activities through indicators on training of girls and women towards microenterprise skill development and economic empowerment.</p> <p>Did CMEP help in capturing gender concerns adequately represented in the development, interpretation and use of indicators in the project’s outputs?</p> <p>How far did the use of CMEP in the project enhanced gender empowerment and assisted the private sector actors in addressing CL, FL and violations of the rights of women in their operations?</p> <p>Were recommendations provided by interim report on the use of CMEP and the need to be streamlined was implemented?</p>		
<p>3. Did the critical assumptions within the project’s theory of change hold true? If not, how did the project management</p>	<p>Methodology:</p>	<p>Project management and staff</p>	<p>Project document CMEP</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
<p>adapt their strategies to account for challenges and opportunities it encountered?</p>	<p>Document review</p> <p>Field visits</p> <p>Interviews</p> <p>Evaluation Workshop</p> <p>Indicators/sub-questions:</p> <p>Briefly assess relevance and appropriateness of project activities in the face of the pandemic and Russian-Ukraine</p> <p>Number of District Child Protection Committees revived or formed as per project plan at end-project.</p> <p>% of Awareness-raising activities on rights and protections conducted per end project workplan</p> <p>% of GCPCs and CDCs trained on child labor, forced labor, and other labor violations and linked with appropriate stakeholders as per workplan</p> <p>% of educational clubs established for vulnerable girls</p> <p>% of Women & girls trained in functional literacy & numeracy as per workplan</p> <p>% of Women trained in microenterprise activities</p> <p>% of Girls trained in life skills</p> <p>% of Girls provided with vocational training</p>	<p>Communities and beneficiaries (Community leaders, CAP members, CDCs, GEA/BAC, youth and families, schools)</p> <p>Facilitators</p> <p>Government and non-governmental agencies/partners</p>	<p>Baseline studies</p> <p>TPRs</p> <p>Reports on skills training courses.</p> <p>Research or other reports undertaken</p> <p>Field visits´ observations and notes.</p> <p>Interim Evaluation Report</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>% of Start-up packages provided for women-led microenterprises or vocationally trained women and girls</p> <p>% of Village savings and loan associations (VSLAs) established</p> <p>% of Community gender dialogues conducted</p> <p>% of Women-led cocoa cooperatives and associations formed and registered</p> <p>% of Gender-related practices of Ofi reviewed</p> <p>% of Private sector actors (PSA) trained on labor rights and protections</p> <p>% of Advocacy for stronger labor rights and protections conducted by CARE Ghana</p> <p>Number of community members (youth and parents) who can identify two benefits of project or its training for beneficiaries</p> <p>Were recommendations provided by interim report on management strategies to take advantage of opportunities to be more effective and efficient, on one hand, and strategies to adapt to address challenges implemented?</p>		
<p>4. What key gender-focused approaches did the project implement that achieved:</p>	<p>Methodology:</p> <p>Document review</p> <p>Field visits</p>	<p>Project management and staff</p> <p>Communities and beneficiaries</p>	<p>Project document</p> <p>CMEP</p> <p>Baseline studies</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
<p>a. improved access to quality education, vocational training, and technical and soft skills for women and adolescent girls?</p> <p>b. improved labor rights protections for agricultural communities?</p> <p>c. improved access to quality, well-paying jobs and decent work for women and adolescent girls living in cocoa growing communities? What elements will prove sustainable overtime?</p> <p>d. Improved agency for women as way to increase economic participation and other opportunities?</p>	<p>Interviews</p> <p>Evaluation Workshop</p> <p>Indicators/Sub-questions:</p> <p>% of Women & girls trained in functional literacy & numeracy as per workplan</p> <p>% of Women trained in microenterprise activities</p> <p>% of Girls trained in life skills</p> <p>% of Girls provided with vocational training</p> <p>% of Start-up packages provided for women-led microenterprises or vocationally trained women and girls</p> <p>% of VSLAs established</p> <p>% of Community gender dialogues conducted</p> <p>% of Women-led cocoa cooperatives and associations formed, registered and receiving labor rights training</p> <p>% of Gender-related practices of Ofi reviewed</p> <p>Girls and women expectations regarding the vocational training and other microenterprise programs</p> <p>Number of Private sector actors (PSA) trained on labor rights and protections and implementing CL action plans</p>	<p>Government and non-governmental agencies/partners</p> <p>Communities and beneficiaries (Community leaders, CAP members, CDCs, youth and families) NBSSI, BAC and Ofi</p>	<p>TPRs</p> <p>Reports education activities</p> <p>Research or other reports undertaken</p> <p>Field visits´ observations and notes.</p> <p>Interim Evaluation Report</p> <p>Survey – Google Questionnaire</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>Number of activities undertaken on advocacy for stronger labor rights and protections conducted by CARE Ghana</p> <p>Were recommendations provided by interim report on increasing economic participation and empowerment of women implemented?</p>		
<p>5. Was the Adwuma Pa project able to facilitate the development and adoption of district by-laws that support the use of effective strategies to reduce the incidence of child labor?</p> <p>If so, how?</p> <p>What could the project have done to better support adoption of by-laws?</p>	<p>Methodology:</p> <ul style="list-style-type: none"> Document review Field visits Interviews Evaluation Workshop <p>Indicators/Sub-questions:</p> <ul style="list-style-type: none"> Timeliness in the delivery of activities in the context of pandemic Effectiveness in the delivery of project outputs (were they delivered as planned?) Quality and quantity of outputs delivered. Number and percent of communities that the project either established functional CAPs or promoted its own existing by-laws to address CL, FL and violations 	<p>USDOL/OCFT staff responsible for this evaluation and project</p> <p>CARE Ghana project management and staff</p> <p>Communities and beneficiaries (Community leaders, CDCs, VSLAs, CPCs, CAPs, NBSSI, BAC, girls and women targeted</p> <p>Other Government and non-governmental agencies/partners</p>	<p>Project document</p> <p>CMEP</p> <p>Baseline studies</p> <p>TPRs</p> <p>Reports on capacity building activities, including CAPs, VSLAs, skills training courses, stakeholders' meetings.</p> <p>Research or other reports undertaken</p> <p>Field visits' observations and notes.</p> <p>Interim Evaluation Report</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>Number and percent of community-approved CAPs with adopted or not local by-laws? If yes, how?</p> <p>Number and percent of beneficiary girls (15-17) trained and participating in acceptable work opportunities that resulted from either CAPs or project related program</p> <p>Number of VSLA established and functioning</p> <p>Number of women cooperatives formed and registered and receiving livelihood services</p> <p>Any activity or initiatives that the project could have done to promote women and girls' protection against CL, FL and OFVs?</p> <p>Were recommendations provided by interim report implemented?</p>		
<p>6. How effective have the project's efforts improved labor-related business practices by private sector actors to protect against child labor, forced labor, and other violations of labor rights within the cocoa sector?</p>	<p>Methodology:</p> <ul style="list-style-type: none"> Document review Field visits Interviews Evaluation Workshop <p>Indicators/Sub-questions:</p> <ul style="list-style-type: none"> Were recommendations provided by interim report implemented? 	<p>CARE project management and staff</p> <p>Communities and beneficiaries (Community leaders, CAP members, VSLAs, CDCs, youth and women.</p> <p>Government and non-governmental agencies/partners</p>	<p>Project document</p> <p>CMEP</p> <p>Baseline studies</p> <p>TPRs, Reports on capacity building activities, including CAPs, VSLAs, skills training courses, stakeholders' meetings.</p> <p>Research or other reports undertaken</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
			Field visits´ observations and notes. Interim Evaluation Report
7. How effective is the project’s livelihoods strategy (included in sub-outcomes 1.2 and 1.3) for improving the economic participation of vulnerable women and girls who receive training and/or start-up kits?	<p>Methodology:</p> <ul style="list-style-type: none"> Document review Field visits Interviews SWOT Analysis with project staff Evaluation Workshop <p>Indicators/Sub-questions:</p> <ul style="list-style-type: none"> Appropriateness of the livelihood improvement sectors, and the target groups and locations chosen to develop the projects based on the findings of baseline surveys Level of awareness regarding child labor and vulnerabilities of participating girls and women Relevant opportunities and threats regarding communities’ livelihood means identified Which decentralized institutional support systems exist to start ups including addressing technical financial and especially marketing needs 	<ul style="list-style-type: none"> USDOL/OCFT staff responsible for this evaluation and project WI Headquarters Project management and staff Communities and beneficiaries (Community leaders, CAP members, VSLAs, CPCs, CVET, Project Facilitators Government and non-governmental agencies/partners 	<ul style="list-style-type: none"> Project document CMEP Baseline studies TPRs Reports on capacity building activities, including CAPs, VSLAs, skills training courses, stakeholders’ meetings. Research or other reports undertaken Field visits´ observations and notes. Interim Evaluation Reports

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>Differences among project target-regions</p> <p>Are there concrete indicators (incomes) showing participating girls and women’s standard of living have improved?</p> <p>Validity of the project approach and strategies.</p> <p>Were recommendations provided by interim report implemented?</p>		
<p>8. To what extent did the project mitigate labor-related and overall project implementation risks because of Covid-19 and later the effects of the Russian -Ukraine war in target communities?</p>	<p>Methodology:</p> <ul style="list-style-type: none"> Document review Field visits Interviews Evaluation Workshop <p>Indicators/Sub-questions:</p> <ul style="list-style-type: none"> Timeliness in delivery of activities Effectiveness in the delivery of project outputs, (i.e., were they delivered as planned and if not so, because of the pandemic, then what mitigation measures were adopted? Quality and quantity of outputs delivered? Were any of the outputs delivered virtually due to Covid-19? How efficient was the organization, monitoring, management, implementation of the project before and 	<ul style="list-style-type: none"> USDOL/OCFT staff responsible for this evaluation and project CARE Project management and staff Community participants or beneficiaries, and Project Facilitators Government and non-governmental agencies/partners 	<ul style="list-style-type: none"> Project document CMEP Baseline studies TPRs Reports on program implementation activities including capacity building for beneficiaries and stakeholders Research or other reports undertaken Field visits’ observations and notes. Interim Evaluation Report

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>during the prevalence of Covid-19, and later within the effects of Russian-Ukraine war?</p> <p>Relevance of the project approach and strategies within context?</p> <p>Usefulness of project indicators and means of verification – should we have added some mitigation indicators?</p> <p>Did COVID-19 and later the Russian-Ukraine bring any changes – what are they - and how have they impacted on effective implementation?</p> <p>Consideration of available information on the socio-economic, cultural and political situation</p> <p>Quality of problems and needs analysis</p> <p>Degree of delays affecting programmed activities and which alternative options were explored?</p> <p>Targets vs actual results achieved and why variance? - analysis</p> <p>Were the assumptions required to translate project results into the project purpose verified? If not, why and how did this affect the project?</p> <p>Number and percent of communities that have established functional CAPs to address CL</p> <p>Number and percent of community-approved CAPs</p> <p>Were recommendations provided by interim report implemented?</p>		

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
<p>9. To what extent were the strategies and measures adopted by the project’s management in addressing the delays encountered by the project, and contributing to achieving its objectives and outcomes?</p>	<p>Methodology:</p> <ul style="list-style-type: none"> Document review Field visits Interviews Evaluation Workshop <p>Indicators/Sub-questions:</p> <ul style="list-style-type: none"> Timeliness or otherwise in delivery of activities Effectiveness in the delivery of project outputs, (i.e., were they delivered as planned? Apart from the pandemic, what caused delays? And what mitigation measures did the project adopt? How efficient was the organization, monitoring, management, implementation of the project before and during the prevalence of Covid-19? Relevance of the project approach and strategies within context? Usefulness of project indicators and means of verification – were some mitigation measures and their indicators added? 	<ul style="list-style-type: none"> USDOL/OCFT staff responsible for this evaluation and project CARE Project management and staff Community beneficiaries and Project Facilitators Government and non-governmental agencies/partners 	<ul style="list-style-type: none"> Project document CMEP Baseline studies TPRs Reports on program implementation activities including capacity building for beneficiaries and stakeholders Research or other reports undertaken Field visits’ observations and notes. Interim Evaluation Report

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>Besides COVID, what caused delays and has brought changes – and how have they impacted on effective implementation?</p> <p>Consideration of available information on the socio-economic, cultural and political situation</p> <p>Degree of delays affecting programmed activities and which alternative options were or are being explored?</p> <p>Targets vs actual results achieved and why variance? - analysis</p> <p>Were recommendations provided by interim report implemented?</p>		
Impact and Sustainability			
<p>10. To what has the project’s sustainability strategies been deployed?</p> <p>a. Has the project encountered challenges implementing the plan?</p> <p>b. If so, what remedial steps has the project taken?</p>	<p>Methodology:</p> <p>Document review</p> <p>Field visits</p> <p>Interviews</p> <p>Evaluation Workshop</p> <p>Indicators/Sub-questions:</p> <p>Extent of systematic participation of and consultations with national/local stakeholders in project designing, planning, implementation, and monitoring.</p>	<p>USDOL/OCFT staff responsible for this evaluation and project</p> <p>CARE Project management and staff</p> <p>CDCs</p> <p>Community’s beneficiaries and Project Facilitators</p> <p>Government and non-governmental agencies/partners</p>	<p>Project document</p> <p>CMEP</p> <p>Baseline studies</p> <p>TPRs</p> <p>Reports on capacity building activities, including CAPs, FGDs with CDC and analysis of training curriculum, stakeholders’ meetings.</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>Degree to which the project has worked with a gender perspective, reflected in project design and implementation, with focus on sustainability of project outcomes.</p> <p>To what extent have the national and local stakeholders improved their Institutional and organizational capacities to meet and continue to address CL challenges including girls' empowerment?</p> <p>Assess the extent of implementation of the approved sustainability plan. What activities or strategies were not implemented and why? Any optional or alternative steps taken, and why?</p> <p>Any evidence of institutionalized systems, practical actions that address CL, FL and other violations against women and adolescent girls, their economic empowerment</p> <p>Were recommendations on strategies including capacity building for community institutions and ownership to ensure sustainability of the project, in the interim report implemented?</p>	<p>Traditional Rulers and Faith based organizations</p> <p>Independent Observers account</p> <p>NGOs and CSOs</p>	<p>Research or other reports undertaken</p> <p>Interviews with Beneficiaries and other Key Informant Interviews</p> <p>Field visits' observations and notes.</p> <p>Interim Evaluation Report</p>
<p>11. Have the project's interventions been effectively mainstreamed by permanent public and private sector institutions? If so, are the interventions likely to be sustained after the project's end? By whom, and in what form?</p>	<p>Methodology:</p> <p>Document review</p> <p>Field visits</p> <p>Interviews</p>		<p>Project document</p> <p>CMEP</p> <p>Baseline studies</p> <p>TPRs</p> <p>Reports on capacity building activities,</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
<p>a. Are the Ofi policies and procedures reviewed and amended by the project implemented at various levels of the company? Has the company made sustainable changes to improve gender equity and equality and reduce child labor and forced labor throughout its cocoa supply chain in Ghana?</p> <p>b. Did the project successfully create sustainable public/private partnership to combat child labor and forced labor in cocoa growing communities?</p> <p>c. What role have the cocoa-growing communities played in identifying challenges and opportunities through the project's performance period?</p> <p>d. How were participants from diverse backgrounds engaged in identifying challenges and solutions?</p>	<p>Evaluation Workshop</p> <p>Indicators/Sub-questions:</p> <p>To what extent have the decentralized stakeholder institutions mainstreamed or demonstrated technical support to communities to maintain or improve on gains and impacts of “Adwuma Pa” Project?</p> <p>Similarly, to what extent were decentralized stakeholder institutions ready, capable and showed evidence of financially contributing to the sustainability of empowering vulnerable girls and women to reduce CL and sustain impacts achieved by Adwuma pa project at end-time?</p> <p>What factors impeded technical support and how can that be addressed in future?</p> <p>What factors limited financial support to sustain gains made and how can these be addressed in future?</p> <p>Any improvement of technical and institutional capacities to implement CAPs and combat CL</p> <p>Development of CAPs and their sustainable steps?</p> <p>CAPs Implementation</p> <p>Child Laborers/at risk with access to improved relevant education</p> <p>Households with improved sustainable livelihoods?</p> <p>Challenges and opportunities for leveraging resources for CAPs Implementation</p>		<p>including CAPs, FGDs with CDC and analysis of training curriculum and stakeholders' meetings.</p> <p>Research or other reports undertaken</p> <p>Interviews with Beneficiaries and other Key Informant Interviews</p> <p>Field visits ´ observations and notes. Interim Evaluation Report</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
	<p>Were there any good actions in leveraging resources for CAPs implementation and sustainability</p> <p>Any evidence of local actions and systems to support CAPs implementation, and whether local stakeholders actively participated in the entire project activities.</p> <p>What have the project’s community leaders’ done to increase the chance that its results become sustainable?</p> <p>What sustainable measures or changes to improve gender equity and equality have been established by private sector companies (i.e., Ofi) to reduce child labor and forced labor throughout its cocoa supply chain in Ghana?</p> <p>Any additional public-private partnerships to address CL?</p> <p>Any significant role or evidence played by the cocoa growing communities in identifying and addressing CL, FL and other violations against women and adolescent girls?</p> <p>Examine the approaches used in selecting participants from diverse background to identify the challenges of CL and solutions proffered to address them</p> <p>Were recommendations provided by interim report on Ofi and expansion of role implemented? If not, why?</p>		
<p>12. Which of Adwuma Pa’s interventions are most likely to have a lasting impact on</p>	<p>Methodology:</p> <p>Document review</p>		<p>Project document</p> <p>CMEP</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
<p>participants, their households, and/or their communities related to addressing child labor, forced labor and gender inequality?</p>	<p>Field visits</p> <p>Interviews</p> <p>Evaluation Workshop</p> <p>Indicators/Sub-questions</p> <p>To what extent have project participants and stakeholders repeatedly mentioned or referred to a particular or some intervention(s) as the most impactful or significant, grounded and integrated into their society to ensure eventual sustainability (e.g., communities/local governments involvement)</p> <p>Triangulate information of impacts (strategies, activities, institutions) with different stakeholders to ascertain the facts and/or evidence</p> <p>Assess the level of awareness regarding child labor, labor rights, education and extent of economic empowerment among girls and women beneficiaries.</p> <p>Views from key institutional and community stakeholders on project's results and whether they are sustainable.</p> <p>What technical and financial options exist or have been implemented to sustain impacts beyond the end of "Adwuma Pa" project? And why?</p>		<p>Baseline studies</p> <p>TPRs</p> <p>Reports on capacity building activities, including CAPs, FGDs with CDC and analysis of training curriculum and stakeholders' meetings.</p> <p>Research or other reports undertaken</p> <p>Interviews with Beneficiaries and other Key Informant Interviews</p> <p>Field visits' observations and notes.</p> <p>Interim Evaluation Report</p>
<p>13. Are there emerging practices that others working in the cocoa supply chain could consider when</p>	<p>Methodology:</p>	<p>CARE Project management and staff</p>	<p>Reports on capacity building activities,</p>

Evaluation Questions in ToR	Methodology and Proposed Indicator(s) to answer question, if applicable	Stakeholders and Sample per group of stakeholders (if applicable)	Data Source(s)/ Means of Verification
<p>addressing child labor, forced labor, and gender inequality?</p> <p>a. Given challenges and opportunities arising from its implementing environment, how generalizable may these emerging practices be for the field at large?</p>	<p>Document review</p> <p>Field visits</p> <p>Interviews</p> <p>Evaluation Workshop</p> <p>Indicators/Sub-questions</p> <p>To what extent have project participants and stakeholders repeatedly mentioned, adopted or intend to adopt a particular intervention or activity or strategies to combat CL in their companies, communities or local governments areas?</p> <p>Extent of geographical spread of a given practices either within a selected decentralized area of the project (i.e., Tano South) or in all locations visited.</p> <p>Extent to which project intervention(s) may have even influenced national discourse or practices or even interventions in the fight for gender equity, economic empowerment and fairer labor rights that promote protection for women and girls against CL and other forms of gender abuses.</p>	<p>CDCs</p> <p>Community's beneficiaries and Project Facilitators</p> <p>Government and non-governmental agencies/partners</p> <p>Traditional Rulers and Faith based organizations</p> <p>Independent Observers account</p> <p>NGOs and CSOs</p>	<p>including CAPs, FGDs with CDC and analysis of training curriculum and stakeholders' meetings.</p> <p>Research or other reports undertaken</p> <p>Interviews with Beneficiaries and other Key Informant Interviews</p> <p>Field visits' observations and notes.</p> <p>Interim Evaluation Report</p>

ANNEX F. LIST OF PROJECT ACTIVITIES UNDERTAKEN AND ACHIEVEMENTS AT ENDLINE

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
Outcome 1: Improved economic participation of women and girls vulnerable to CL, FL, and other violations of labor rights child labor			
Sub-outcome 1.1: Vulnerable Ghanaian women & girls improved understanding of rights and access to protection against CL, FL within cocoa supply chain in Ghana			
Output 1.1.1 Awareness raising activities on rights & protection conducted			
1.1.1.1 Sensitize 80 communities on labor rights & protection against CL, FL, and other violations (In person	Would have sensitized 80 communities on labor rights & protection against CL, FL, and other violations targeting 10,000persons.	Sensitized 80 communities on labor rights & protection against CL, FL, and other violations. 27,656 community members reached via awareness raising on labor rights and protections	Target overachieved due to engagement of trained stakeholders to support the activity in multiple teams.
1.1.1.2 Use community dialogues to establish community support (especially from CDCs and GCPCs) for rights and protections, as well as women's economic empowerment.	2,800 community members would have accessed community dialogues to establish community support (especially from CDCs and GCPCs) for rights and protections, as well as women's economic empowerment.	5081 community members accessed community dialogues to establish community support (especially from CDCs and GCPCs) for rights and protections, as well as women's economic empowerment.	Target overachieved due to the significance of the dialogues to their everyday lives. Stakeholder support also contributed to the achievement.

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
1.1.1.3 Develop, print & disseminate information, education & communication materials to communities	To be 100% completed by March 2021	100% of materials distributed to community members	Target achieved.
1.1.1.4 Use community/district radio stations or information centers to educate community on labor & child rights and protection against CL and other labor rights violations (LRVs)	28,000 community members to be reached as of September 30, 2023.	Achieved 6,501,394 community members reached as of September 30, 2023. (Male: 1154513; Female: 3315649)	Target overachieved.
Output 1.1.2: GCPCs and CDCs trained on child labor, forced labor and other labor violations and linked with relevant stakeholders			
1.1.2.1 Form or reactivate district and community level Gender and Child Protection Committees (GCPC)/ CDCs.	4 District-GCPC (DGPCPC) & 80 Community-GCPC (CGCPC) formed or re-activated by December 2020	4 District-GCPC and 80 functional Community Gender and Child Protection Committees formed, trained & implementing mandate	Target achieved.
1.1.2.2 Facilitate linkages between key private sector, radio stations, Community-GCPC, School teachers, and project field officers to District-GCPC	4 structures (GCPC, DGPCPC, CGCPCs, Radio stations) linked up to private sector (Ofi) by May 2021	Facilitated linkages between key private sector, radio stations, Community-GCPC, School teachers, and project field officers to District-GCPC in all 4 district/80 communities	Target achieved.

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
1.1.2.3 Train Community-GCPC and District-GCPCs on CL, FL, and other labor violation in the cocoa supply chain	4 District GCPCs & 80 Community GCPCs trained by March 2021	4 District GCPCs & 80 Community-GCPC and CDCs on CL, FL, and other labor violation in the cocoa supply chain trained	Target achieved. A refresher training was conducted for all 4 districts and 80 communities.
1.1.2.4 Set up a reporting system in each of the 4 districts to identify early/potential cases of CL, FL, and other labor violations	Reporting systems set up in each district by May 2021	Reporting systems set up in all 4 districts. M/DGCPCs developed and managing their own district specific database on CL/FL/LRV/GBV. 4 Municipal/District Gender and Child Protection Committees (M/DGCPCs) formed & capacities built in tracking CL, FL, LRVs and GBVs & monitoring activities of CGCPCs electronically using Kobo	Target achieved.
1.1.2.5 Form/reactivate CDCs in 80 project communities	CDCs would have been formed/re-activated in the 80 project communities.	CDCs formed/re-activated in the 80 project communities.	Target achieved. Covered under 1.1.2.1. and 1.1.2.3
Output 1.1.3 Educational clubs established for vulnerable girls			
1.1.3.1 Facilitate the creation of Rights and Responsibilities of Children (RRC) clubs and link them with community-level GCPCs.	40 Right Based educational clubs would have been established	41 Right Based educational clubs established with a club membership of 1,509	Target overachieved.
1.1.3.2 Conduct mentorship program for	Mentorship program would have been	Mentorship program conducted for	Target overachieved.

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
children.	provided for 40 clubs	41 clubs	
1.1.3.3 Conduct semester community-led initiative.	Semester community-led initiatives would have been conducted for 40 clubs	Semester community-led initiatives conducted for 41 clubs	Target overachieved.
1.1.3.4 Train patrons and club members.	Trained patrons and club members for the 40 clubs	Patrons and club members from 41 clubs received training	Target overachieved.
1.1.3.5 Conduct refresher training for patrons & GCPCs on rights and responsibilities for girls aged 15–17.	Refresher training would have been conducted for patrons & GCPCs on rights and responsibilities for girls aged 15–17.	Refresher training conducted for patrons & GCPCs on rights and responsibilities for girls aged 15–17 in all 80 project communities	Target achieved.
Sub-Outcome 1.2 Enhanced knowledge and skills by vulnerable women and girls			
Output 1.2.1: Women and girls trained in functional literacy and numeracy			
1.2.1.2 Develop/Modify curriculum for functional literacy and numeracy training.	Curriculum for functional literacy and numeracy training would have been modified.	Curriculum for functional literacy and numeracy training modified to respond to the needs of the Adwuma Pa project participants.	Target achieved.
1.2.1.3 Organize and deliver orientation/training of facilitators.	Organize and deliver orientation/training of facilitators.	Training organized for all 80 facilitators by the CEA.	Target achieved. Refresher training of trainers conducted for facilitators in all communities.
1.2.1.4 Provide training to women and	Provide training to 3000 women and	Training provided to 5625 women	Target overachieved. Two reasons

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
girls in functional literacy and numeracy in targeted communities.	girls in functional literacy and numeracy in targeted communities.	and girls in functional literacy and numeracy in targeted communities.	accounts for this: Other women who saw the benefit of the program started attending the classes. Multiple indicators contributed to its achievements including the life skills and right based education.
1.2.1.5 Establish Book Box System. ⁶⁰	80 book Box System Should have been established	All 80 book box systems established and functional.	Target achieved.
Output 1.2.2: Women trained in microenterprise activities			
1.2.2.1 Provide technical, management, and financial trainings for women participants.	2500 vulnerable women would have been trained in microenterprises provided with business advisory services by GEA	3065 vulnerable women trained in microenterprises provided with business advisory services by GEA	Target overachieved.
1.2.2.2 Provide remedial technical, management, and financial training/support for women participants.	Remedial technical, management, and financial training/support would have been provided for women participants.	Remedial technical, management, and financial training/support provided for women participants requiring such services.	Target achieved.

⁶⁰ A post-literacy training activity where post-literacy library books are kept in a box in an instructor’s custody in the middle of a community for learners to borrow to further deepen their knowledge and understanding of what they have learned through the literacy training. It helps to maintain and improve the literacy acquired.

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
1.2.2.3 Register targeted women with National Board for Small-Scale Industries (NBSSI), reputable savings and loans institutions, and other institutions (e.g., incubation centers) to formalize their businesses and access the market.	Businesses for 1300 women would have been registered.	Businesses for 2151 women registered	Target achieved.
Output 1.2.3: Girls trained in life skills			
1.2.3.1 Carry out environmental assessment for training of vulnerable girls in 40 communities (also supports output 1.2.4)	Planned to be conducted by March 2021	Environmental assessment completed.	Target Achieved.
1.2.3.2 Develop a competency-based training curriculum for life skills training of vulnerable girls	Competency-based curriculum for life skills would have been developed. 2,500 girls trained would have been trained in life skills	Completed the development of competency-based curriculum for life skills. 2716 girls trained in life skills	Target overachieved.
Output 1.2.4: Girls provided with vocational training			
1.2.4.1 Place eligible girls into vocational training	1200 eligible girls placed into vocational training	1201 eligible girls placed into vocational training	Target overachieved.

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
1.2.4.2 Develop linkages with Council for Technical and Vocational Education and Training, National Vocational Training Institute, YES Ghana, and Mastercraft Persons to certify project participants upon completion of training.	Linkages would have been developed with Council for Technical and Vocational Education and Training, National Vocational Training Institute, YOTA Ghana, and Mastercraft persons.	Certification being provided because of linkages developed with Council for Technical and Vocational Education and Training, National Vocational Training Institute, YOTA, and Mastercraft person.	Target achieved
1.2.4.3 Develop linkages with Council for Technical and Vocational Education and Training (CTVET), National Vocational Training Institute (NVTI), or Master Craft Persons to test and certify girls upon completion of training.	Repeated	Repeated	Repeated
Sub-Outcome 1.3: Increased opportunities for advancement for vulnerable women and girls			
Output 1.3.1: Start-up packages provided for women trained in microenterprise development and vocationally trained girls			
1.3.1.1 Provide start-up package to selected vulnerable women and girls who have received microenterprise or vocational training from project.	start-up package would have been provided to 4100 selected vulnerable women and girls who have received microenterprise or vocational training from project.	3780 vulnerable women and girls received business start-up support	The 92% achievement of the target is commendable. However, startup kits to be provided to remaining participants who were unavailable during the earlier exercises.
Output 1.3.2: Village savings and loan associations (VSLAs) established.			

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
1.3.2.1 Form new and strengthen existing VSLA groups through targeted trainings.	100 VSLAs would have been formed and strengthened	112 new VSLAs formed and strengthened, and 25 already existing ones strengthened	Target Overachieved. This comprises 3063 (2501 vulnerable women and 562 men) membership (formation target 100, membership target 2,500).
Sub-outcome 2.1: Improved understanding and knowledge of private sector actors on gender and labor rights and protections and to identify, track, and address labor rights issues within cocoa supply chain.			
Output 1.3.3 Community gender dialogues conducted			
1.3.3.1 Conduct community gender dialogues with women, men, girls, and boys on key themes such as sociocultural barriers and economic empowerment of women and girls in their community.	9600 community members would have been reached via community gender dialogue sessions culminating in improved household decision making and participation	9,103 community members reached via community gender dialogue sessions culminating in improved household decision making and participation	Achieved 95% of the original target. The target was revised to xxx because it took multiple dialogues to finish a particular section, which meant visiting communities multiple times. However, the project decided to go back to the original target given that participation by community members was sustained because of the results in transforming norms and practices at the community levels
Output 1.3.4 Women-led cocoa cooperatives and associations formed and registered			
1.3.4.1 Facilitate the formation of women-led cooperatives that are ready to market products in greater volumes.	12 cooperatives formed.	12 women led cocoa cooperatives formed and 12 registered and	Target achieved.

		benefitted from varied Ofi, DoC, COCOBOD, MOFA interventions	
1.3.4.2 Identify and recommend specific women-led cooperatives and farms to Ofi Sustainability Field Assistants for special engagement.	Specific women-led cooperatives would have been recommended to Ofi for special engagement.	All 12 cooperatives directly engaged with Ofi's Sustainability Field Assistants	
1.3.4.3 Facilitate registration process for women-led cooperatives to more easily enter Ofi Ghana's supply chain to give them the needed legal standing to access loans and other services from formal financial institutions.	Would have registered 6 cooperatives.	Has registered all 12 cooperatives	Target overachieved.
Outcome 2: Improved business practices by private sector actors to protect against CL, FL, and other violations of labor rights for vulnerable women and girls working within cocoa supply chain in Ghana			
Sub-Outcome 2.1 Improved understanding and knowledge of private sector actors on labor rights and protections and to identify, track, and address labor rights issues within the cocoa supply chain			
Output 2.1.1. Gender-related practices of Ofi reviewed			
2.1.1.1 Review Ofi policies on gender, CL, FL, gender-based violence, sexual discrimination and harassment, wage and hour regulations etc.	Gender-related practices of Ofi reviewed by June 2020	CLMR, fair employment, sexual harassment, and policies; code of conduct and bargaining agreement reviewed and reported	Completed

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
2.1.1.2 Undertake site visits and employee interviews to ascertain the level of Ofi's adherence to the implementation of gender-focused policies.	Site visits to ascertain Ofi's adherence to gender-sensitive	Site visit conducted and fully reported on.	Completed.
2.1.1.3 Identify and track women cocoa suppliers within the supply chain using Ofi's Farmer Information System (OFIS) in order to ascertain the level of Ofi's adherence to gender equality.	Women cocoa suppliers within the supply chain using Ofi's Farmer Information System (OFIS) would have been tracked to ascertain the level of Ofi's adherence to gender equality.	Women cocoa suppliers within the supply chain using Ofi's Farmer Information System (OFIS) tracked to ascertain the level of Ofi's adherence to gender equality. Complete report submitted on activity.	Completed.
Output 2.1.2 Private sector actors trained on labor rights and protections			
2.1.2.1 Conduct assessment of Ofi's labor practices and training needs to inform content for trainings	Training needs assessment of Ofi staff and contractors would have been conducted.	Training needs /capacity gaps assessment of Ofi staff and contractors conducted and report submitted to USDOL.	Completed.

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
<p>2.1.2.3 Conduct training for staff and contractors of Ofi on gender equality and women's voice (GEVV), labor rights, and protections.</p>	<p>Training on gender equality and women's voice (GEVV), labor rights, and protections would have been provided to staff and contractors of Ofi</p>	<p>Training for staff and contractors of Ofi on gender equality and women's voice (GEVV), labor rights, and protections and protections provided.</p> <p>Result: Ofi seeing the significance agreed and developing their Gender Equality and Social Inclusion Strategy.</p>	<p>Targeted number of staff and contractors to be trained overachieved.</p> <p>Full report submitted to USDOL.</p>
<p>Output 2.1.3. Advocacy for stronger labor rights and protections conducted by CARE Ghana</p>			
<p>2.1.3.1 CARE advocates for best business practices from Ofi to protect against child labor, forced labor, and other violations of labor rights</p>		<p>Advocacy for best business practices from Ofi to protect against child labor, forced labor, and other violations of labor rights conducted with following result</p> <p>Ofi staff, contractors and farmers societies interviewed indicated improved business practices that protect against exploitative labor practices.</p>	<p>Reported to USDOL. Completed.</p>

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of September 2023	Remarks
<p>2.1.3.2 Conduct an Independent Appraisal of Ofi's adherence to best labor practices across its supply chain (New Activity approved by USDOL during the No Cost Extension Request Period.)</p>	<p>Independent Appraisal of Ofi adherence to best labor practices across its supply chain would have been conducted.</p>	<p>Independent Appraisal of Ofi adherence to best labor practices across its supply chain conducted after September 2023.</p>	<p>Activity completed on October 28 by the Child Labor Unit of the Ministry of Employment and Labor Relations.</p>

ANNEX G: HOW ADWUMA PA RESPONDED TO INTERIM EVALUATION RECOMMENDATIONS

OCFT and GRANTEE RESPONSE TO EVALUATION RECOMMENDATIONS					
Evaluation Report Recommendation No.	Evaluation Recommendation (as per the final published evaluation report)	Recommendation Disposition (Accepted, partially accepted/modified, or not accepted)	Actions to be Taken (List specific actions the grantee will take to address the recommendation—if accepted or partially accepted/modified)	Anticipated Action Completion Date	Tracking in TPRs? (Yes/No)
1	The project’s strategies to form and/or revive the CDCs, GCPCs, VSLAs, and microenterprise cooperatives, which aimed at mobilizing community actions in the absence of stronger and decentralized institutional services, are all justifiably designed to help reduce CL, FL, and other LRVs. There are also clear pathways to reaching the poor to improve livelihoods. These strategies are appropriate, with inherent positive inter-generational effects against poverty and other vulnerabilities; hence, they should be continued and further consolidated to work more closely with strengthened permanent and functioning local government structures. This will enable women and girls to benefit from working with the private sector actors in the cocoa supply chain in Ghana. (Section 3.1.2 pp. 12-13; Section 3.3 p. 25; Section 3.4 p. 27)	Accepted	These strategies have already been implemented by the project and making an impact in improving livelihoods and reducing vulnerabilities to CL/FL/LRVs. As part of the project strategy to sustain the work of the CDCs/GCPCs, the Municipal/District Coordinating Directors are made to chair the M/DGCPC so as to ensure the activities of the committee are included in the Municipal/District Assembly's Medium Term Development Plan (MTDP) and Annual Plans of the Municipal/District Assemblies.	October 2023	Yes

OCFT and GRANTEE RESPONSE TO EVALUATION RECOMMENDATIONS					
Evaluation Report Recommendation No.	Evaluation Recommendation (as per the final published evaluation report)	Recommendation Disposition (Accepted, partially accepted/modified, or not accepted)	Actions to be Taken (List specific actions the grantee will take to address the recommendation—if accepted or partially accepted/modified)	Anticipated Action Completion Date	Tracking in TPRs? (Yes/No)
2	Since the NPA II expects that all CL and other labor-related interventions are mainstreamed into permanent institutions, the Adwuma Pa project needs to actively involve Cocobod, the DoC, the GAWU, and the MoFA extension services to ground both outcomes 1 and 2 in context for successful implementation and sustainability. This should also be added to CARE’s Sustainability Strategy that will be submitted to USDOL. (Section 3.1.2 pp. 12-13; Section 3.3 p. 25; Section 3.4 p. 27)	Accepted	The project has worked closely with the MoFA, COCOBOD, DoC, GEA, CEA, MERL, MoGCSP, etc. Specifically, COCOBOD is represented on the M/DGCPC as a key stakeholder working along the cocoa value chain and providing varying support through the cocoa cooperatives. MoFA is also represented on the M/DGCPC to support CL sensitization among farmers during their Extension Services. The project in collaboration with DoC has, registered and strengthened the women-led cocoa cooperatives, most of whom have expanded beyond cocoa. The project has also registered micro-enterprise groups formed by the project with the Ghana Enterprises Agency (GEA).	October 2023	Yes
3	The project should endeavor to further improve women’s representation among the CDC members, especially among the executives, to promote women in community leadership and decision-making. It is important to consider expanding the project’s OSH-related	Accepted	The project ensured that where new elections were held, women's representation in the executive membership was fair. Additionally, in the formation of the Gender and Child Protection Committees, women's representation and participation was	October 2023	Yes

OCFT and GRANTEE RESPONSE TO EVALUATION RECOMMENDATIONS					
Evaluation Report Recommendation No.	Evaluation Recommendation (as per the final published evaluation report)	Recommendation Disposition (Accepted, partially accepted/modified, or not accepted)	Actions to be Taken (List specific actions the grantee will take to address the recommendation—if accepted or partially accepted/modified)	Anticipated Action Completion Date	Tracking in TPRs? (Yes/No)
	interventions to actively target young boys and men in existing cocoa supply chains. This will enhance general acceptability and community ownership in support of reducing the risk of CL, FL, and other LRVs across gender lines. (Section 3.1.3 pp. 13-14)		enhanced. Men and boys were included in general interventions although not in direct services, and this promoted support for interventions towards women and girls. Their future inclusion in direct services where possible will yield even much greater support for women and girls.		
4	To successfully improve the business practices of the private sector that violate labor and other related rights of women and girls (15-17 years old) in the cocoa supply chain, the Adwuma Pa project should re-strategize and work with more than one private sector LBC. Working only with Olam Ghana Limited is affecting implementation and progress (outcome 2). (Section 3.2.4 p. 23)	Not Accepted			
5	The project should address its staffing issues, hire and train a new M&E Officer, and complete the setup and full implementation of its M&E system. Based on the staffing concerns, the project should consider a quick market survey	Accepted	A new M&E Officer recruited and has set up the M&E system. A market survey and a salary review have been undertaken by CARE and adjustments are being made to salaries to make them competitive. With the exit of the	October 2021 & October 2023.	Yes (action completed as indicated in the April - September

OCFT and GRANTEE RESPONSE TO EVALUATION RECOMMENDATIONS					
Evaluation Report Recommendation No.	Evaluation Recommendation (as per the final published evaluation report)	Recommendation Disposition (Accepted, partially accepted/modified, or not accepted)	Actions to be Taken (List specific actions the grantee will take to address the recommendation—if accepted or partially accepted/modified)	Anticipated Action Completion Date	Tracking in TPRs? (Yes/No)
	to ascertain claims of staff underpayment. (Section 3.3.2 p. 26)		second M&E and other staff in 2023 close to the final evaluation, CARE Ghana Management to motivate staff to take on additional responsibilities did some promotions as well gave some economic respite in October to lessen the harsh economic conditions in Ghana.		2021 TPR; and the April-September 2023 TPR)
6	Going forward, Adwuma Pa may consider procuring the services of either a Stakeholder Engagement Specialist or even a Multi-stakeholder Expert to help the project improve its stakeholder communication and coordination, especially at the regional and national levels. Given the limited time remaining for the project, an Expert Term Technical Assistant would free current project staff from spending time on multi-stakeholder processes and stakeholder engagement (which is quite time-consuming) to focus on implementation, supervision, monitoring, and assessment of the project. (Section 3.1.2 pp. 12-13; Section 3.3 p. 25; Section 3.4 p. 27)	Not Accepted			

OCFT and GRANTEE RESPONSE TO EVALUATION RECOMMENDATIONS					
Evaluation Report Recommendation No.	Evaluation Recommendation (as per the final published evaluation report)	Recommendation Disposition (Accepted, partially accepted/modified, or not accepted)	Actions to be Taken (List specific actions the grantee will take to address the recommendation—if accepted or partially accepted/modified)	Anticipated Action Completion Date	Tracking in TPRs? (Yes/No)
7	As the project is about to begin the implementation of its interventions, it will be critical to ensure full stakeholder ownership from the beginning, at all levels (community, district, regional, and national), and for the project to build its capacity as necessary. A multi-stakeholder process approach would help ensure proper stakeholder engagement and communication management, which will be crucial for achieving project sustainability. Structurally and functionally embedding Adwuma Pa's interventions in a permanent institutional setting is expected to lead to the full empowerment of the CDCs and GCPCs to bargain for recognition, with the strength of its community membership. (Section 3.2.4 pp. 22-24)	Accepted	Since the inception of the project, stakeholders at all levels have been engaged at all stages of the project. The project continued to engage them for the sustainability of the project's key results. Emanating from the level of engagement, stakeholders greatly supported the project to overcome the initial delays achieve its targets within a short time, and make the needed impact.	October 2023	Yes

ANNEX H: GRAPHICAL REPRESENTATION OF THE ADWUMA PA'S RESULTS FRAMEWORK

