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INTERIM EVALUATION

ADWUMA PA: GHANA

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This report describes in the interim evaluation of the Adwuma Pa: Empowering Vulnerable Women and Girls within the Cocoa Supply Chain project in Ghana. Fieldwork for this evaluation was conducted in February 2021. Sistemas, Familia y Sociedad (SFS) 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. The evaluation team would like to express sincere thanks to all the parties involved for their support and valuable contributions.

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LIST OF ACRONYMS

CAP	Community Action Plan
CARE	Cooperative for Assistance and Relief Everywhere
CDC	Community Development Committee
CL	Child Labor
CMEP	Comprehensive Monitoring and Evaluation Plan
Cocobod	Cocoa Board of Ghana
CRI	Child Rights International
DoC	Department of Cooperative
FGD	Focus Group Discussion
FL	Forced Labor
GAWU	General Agricultural Workers Union
GCPC	Gender Child Protection Committee
GoG	Government of Ghana
ILAB	Bureau of International Labor Affairs
ILO	International Labor Organization
KII	Key Informant Interview
LBC	License Buying Company
LRV	Labor Rights Violations
M&E	Monitoring and Evaluation
MELR	Ministry of Employment and Labor Relations
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
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 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. GoG's policies, legal and constitutional framework have been to an extent aligned to address the elimination of child labor and other labor violations, especially against vulnerable rural women and girls, including those working in cocoa supply chains. Yet, these violations remain a challenge.

The revised GoG National Plan of Action (NPA II), which is expected to guide Ghana's commitment toward the elimination of child labor from 2017-2021, estimates that 21.8% of its children are involved in child labor, and more than 60% of them are engaged in hazardous work.¹ Especially in rural Ghana, women and girls are more vulnerable to poor business and other exploitative labor practices.

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, 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 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 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 Adwuma Pa project began in November 2018 and is expected to end in November 2022. Adwuma Pa is implemented in partnership with Olam Ghana Limited, 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 targets 5,200 vulnerable women and 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.

KEY EVALUATION RESULTS

The main evaluation findings, conclusions and recommendations are captured under the four criteria (relevance and coherence, effectiveness and perceived impact, efficiency, and sustainability) used as part of the analytical framework below.

¹ NPA II - NPA II (2017) National Plan of Action II for the elimination of the Worst Forms of Child Labor in Ghana (2017-2021).

RELEVANCE AND COHERENCE

The Adwuma Pa project's goal "to economically empower vulnerable women and girls within a supply chain" as well as its overall objective and expected outcomes (1 & 2) are highly relevant to Ghana's socioeconomic and human capital development policy objectives. They are also coherently consistent with the development priorities of Ghana's revised National Plan of Action (NPA II, 2017-2021), which strongly acknowledges the devastating effects of CL, FL, and other LRVs on the economic development and social stability of Ghana. The NPA II seeks to strengthen the technical capacity of key decentralized government institutions, enhance public awareness, and mobilize key stakeholders and social partners to empower local communities, including vulnerable girls and women.²

Unfortunately, the project is not fully embedded within the regional and national CL coordination ecosystem - to further enrich its knowledge and information base while connecting with policymaking and multi-sectoral entities that are critical for implementation and sustainability. The project appears to lack an established stakeholder communication engagement and coordination plan or a multi-stakeholder process approach to enhance stakeholder engagement, especially at the regional and national levels.

The project's theory of change is very valid, which states that "*If both* the business practices of private sector actors *and* the economic participation of vulnerable women and girls within the cocoa supply chain improves, *then* their risk of becoming victims of CL, FL, and other violations of labor rights within Ghana's cocoa supply chain will reduce." Child labor and other violations in the cocoa sector happen most frequently on farms in rural communities, where poverty is certainly one of the driving factors that causes girls or women with low or no sources of incomes to be more vulnerable and likely to be exploited. Lack of strong decentralized government institutional service providers to create awareness, provide protection, and enforce existing laws make women and girls even more vulnerable to those violations.

An assessment of the list of CDC members provided to the evaluator strongly suggests that most are males, with the inclusion of a few women. Meanwhile, female representation among Adwuma Pa field staff is about 50%. Apart from being part of the larger community population, boys and men are not deliberately targeted by the project; yet gender inclusion to address the risks of CL, FL, and LRVs should not necessarily exclude young boys and even men.

EFFECTIVENESS AND PERCEIVED IMPACT

After launching in November 2018, as of March 2021 the Adwuma Pa project had achieved very little as compared to what was expected from its planned interventions to reduce CL, FL and other LRVs. There have been notable delays that have directly affected the project's under-performance. The delays, mainly caused by but not limited to the Covid-19 pandemic, could be cumulatively estimated at a loss of about 12-15 months.

In addition to the impacts of Covid-19, CARE staff attributed the delay in the baseline study to the lengthy process of the development and approval of the CMEP and the equally lengthy and cumbersome procedures of re-hiring the consultant that conducted the baseline study. The selection of project beneficiaries is a core activity upon which many of the activities were planned to follow.

² NPA II (2017) National Plan of Action II for the elimination of the Worst Forms of Child Labor in Ghana (2017-2021).

The multiple factors that account for the apparent weak results of the Adwuma Pa project so far also include the unsuitable existing vehicle resource arrangement; workload and over-ambitious targets set in the project's results framework; the project's own management challenges; and a lack of timely communication, progress reporting and proper coordination to involve regional and national supervisors of district government institutional stakeholders.

Still, the Adwuma Pa project has carried out some noteworthy activities (Outputs 1.1.1, 1.1.2, 1.3.3, 2.1.1 and 2.1.2). Key among them include the needs assessment related to gender and other LRVs in Olam's supply chain in Ghana and the participatory involvement of stakeholders from government institutions during the revival and/or formation of the district- and community-level Gender Child Protection Committees (GCPCs).

As per Outcome 2, improving the business practices of the private sector to protect women and girls against CL, FL, and other violations in the cocoa supply chain is foundational to the Adwuma Pa project. Unfortunately, the project has mainly limited its private sector partnerships (i.e., license buying companies or LBCs) to Olam Ghana Limited's supply chain, out of the many options that exist in Ghana (more than 60 registered LBCs). Meanwhile, Olam Ghana Limited's field operational areas do not cover all the 80 selected communities by the project, which is affecting the project's progress and implementation.

EFFICIENCY

As of February 2021, the Adwuma Pa project had no well-established and functional monitoring and evaluation (M&E) data collection and reporting systems for effective management decision-making. The sudden resignation of the project's M&E staff has not helped matters and caused the project to lag behind. Adwuma Pa is in the process of hiring a new M&E Officer and the newly hired Project Director is gradually filling in some gaps in the interim, with direct supervisory support from the Assistant Country Director.

Concerns about human resource management and the remuneration of project staff is a challenge. The project lost four staff within two years, including critical roles such as the Project Director, M&E Officer, Project Officer and a Driver. This has cumulatively caused delays and affected efficiency in service delivery and progress.

SUSTAINABILITY

Since project interventions had not yet started at the time of the evaluation, the evaluator analyzed an existing draft sustainability plan and its strategies or approaches. The project's sustainability plan centers on the following four-step framework: Sustained Capacity, Motivation, Linkages, and Resources. Knowledge gaps were identified for proper consolidation and contextualization, which suggest the use of collective learning and action processes through horizontal and vertical integration to enhance sustainability. The recommendations below provide suggestions to help shape the draft sustainability plan accordingly.

PROMISING PRACTICES

1. When the MOCA project was concluding its activities, and Adwuma Pa was beginning, USDOL and Winrock International (the implementing agency of MOCA) convened a meeting to share their experiences, which proved useful. This interactive learning and application of good practices would be a great addition to exit and new project's implementation strategies.
2. The Adwuma Pa project's early involvement of key decentralized institutional actors from the four districts in community entry and awareness-raising is useful for implementation

and sustainability.

3. Maintaining a balanced gender distribution among project staff and hiring roughly 50% female staff for implementing Adwuma Pa, a project which focuses on girls and women, supports the equal participation of women and should be emulated by future projects focusing on CL.

LESSONS LEARNED

1. Projects should pay attention to the lessons learned from previous related projects, especially when the socio-economic, political and geographical locations are the same or close. For example, USDOL's Mobilizing Community Action and Promoting Opportunities for Youth in Ghana's Cocoa-Growing Communities (MOCA) project, which was implemented in Ghana previous to Adwuma Pa, could have provided relevant learnings for Adwuma Pa.
2. Lack of proper risk mitigation analysis in the Adwuma Pa project design has shown that projects and donors should look at assumptions and risk mitigation measures more seriously when appraising potential projects.
3. Limiting the project's partnership or collaboration with the private sector to Olam alone, as the only cocoa license buying company, minimizes the available opportunities for implementation and the reach of the project's benefits.
4. Though useful, the development of the CMEP appears to be a very lengthy process and causes delays in projects' implementation. Previous projects,³ as well this ongoing Adwuma Pa project, have all had such delay concerns about the CMEP as captured in their respective interim project evaluation reports.

CONCLUSION AND KEY RECOMMENDATIONS

The evaluator provides the following recommendations below to: (1) improve the Adwuma Pa projects' implementation and achievement of results; and (2) inform USDOL's decision-making and future steps.

RECOMMENDATIONS FOR ADWUMA PA

1. The project's strategies to form and/or revive the Community Development Committees (CDCs), GCPCs, Village Savings and Loan Associations (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. They are also clear pathways of 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.
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 Ghana Cocoa Board (Cocobod); the Department of Cooperative (DoC); Ghana Agricultural Workers' Union

³ Including the MOCA project in Ghana and the Supporting Sustainable and Child Labor Free Vanilla Growing Communities in Sava (SAVABE) project in Madagascar.

(GAWU); and the Ministry of Food and Agriculture's (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.

3. The project should endeavor to further improve women's representation among the CDC members, especially within the executives, to promote women in community leadership and decision-making. It is important to consider expanding the project's occupational safety and health (OSH) related 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.
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).
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 to ascertain claims of staff under-payment.
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.
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 their 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 full empowerment of the CDCs and GCPCs to bargain for recognition, with the strength of its community membership.

RECOMMENDATION FOR USDOL AND ADWUMA PA

8. Going forward, the project and USDOL may need to re-strategize and prioritize to address stakeholders' concerns about delays in implementation. Improving project management, further streamlining CMEP development, and ensuring that a baseline assessment does not have to wait for the completion and approval of the CMEP could help the project make up for some lost time.

RECOMMENDATION FOR USDOL

9. Due to the delays caused by the Covid-19 pandemic and others, there is a need to accelerate implementation without compromising on the quality of delivery. It appears the new Project Director can provide good leadership to achieve the expected results, but the project will need an additional 12–15-month non-cost extension.

1. PROJECT CONTEXT AND DESCRIPTION

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 children and the nation's socioeconomic development. Despite being the first country to ratify the United Nation's Convention on the Right of the Child and other key international instruments, including the African Charter on the Rights and Welfare of Children and the International Labor Organization's (ILO) relevant Conventions (138 and 182), child labor is still very prevalent in Ghana.

GoG has further aligned its policies, legal and constitutional framework to create an enabling environment for the elimination of child labor. For example, the 1992 Constitution guarantees the right of children to be protected from any work that threatens their development. GoG has also passed the Children's Act, 1998 (Act 560); the Human Trafficking Act, 2005 (Act 694); the Domestic Violence Act, 2007 (732); and the amended Criminal Code (Amendment) Act, 1998 (Act 554).

Following the Harken-Engel protocol, a voluntary public-private agreement was reached by key stakeholders to eradicate the WFCL in the cocoa sector,⁴ which was identified as a major source of child labor. In 2010, representatives of the International Cocoa Industry, United States Department of Labor (USDOL), and the Government of Ghana and Côte d'Ivoire together signed a declaration of joint action to support the implementation of the protocol towards reducing child labor and WFCL by 70% by 2020. Since the declaration, USDOL has funded several projects in Ghana and Côte d'Ivoire.⁵ More recently, USDOL's participation in the Trump Administration's Women's Global Development & Prosperity Initiative re-emphasized its ongoing commitment under the joint declaration.

Despite the fact that Ghana's national legal instruments include provisions which address various forms of child labor, and international efforts have supported this goal, they have not yielded the desired results. The prevalence of child labor in cocoa production and in cocoa growing households in Ghana has not changed substantially in the last decade. A study funded by USDOL to assess the progress made in reducing child labor during the 2018-2019 cocoa harvest season in Ghana and Côte d'Ivoire revealed that some 770,000 children in Ghana are still engaged in child labor.⁶ The revised GoG National Plan of Action (NPA II), which is expected to guide Ghana's commitment in the elimination of child labor from 2017-2021, estimated that 21.8% of children in Ghana are involved in child labor, and more than 60% of them are engaged in hazardous work.⁷ Compared to male cocoa farmers, women and girls are more vulnerable to poor business and labor practices. Prevailing community behavioral norms do not favor the girl-child's education and other opportunities as it does for their male counterpart. In general, women's access to services including skills and training are limited making them more susceptible to exploitative labor practices in the cocoa supply chain.

⁴ The Protocol signed by the Chocolate Manufacturers Association and the World Cocoa Foundation and witnessed by stakeholders and relevant governments, providing the basis for an advisory group to guide establishment of a joint foundation to oversee interventions.

⁵ <https://www.dol.gov/agencies/ilab/projects>

⁶ NORC at University of Chicago (2020) Assessment of Effectiveness of Cocoa Industry Interventions in reducing Child Labor in Cocoa Growing Areas of Cote d'Ivoire and Ghana. Chicago: University of Chicago.

⁷ NPA II - NPA II (2017) National Plan of Action II for the elimination of the Worst Forms of Child Labor in Ghana (2017-2021).

According to Zegers and Ayenor (2020),⁸ one main reason for the lack of significant change in child labor prevalence is because efforts and interventions have not been structurally embedded within functioning institutional support systems that are permanent to ensure sustainability. Many reasons could be ascribed to answer the question of limited impact, including the lack of economic empowerment of women and girls within the cocoa supply chain. Therefore, increasing economic participation and empowering vulnerable women and girls to reduce child labor, forced labor, and other violations of labor rights in Ghana’s cocoa supply chain is very relevant.

The USDOL Office of Child Labor, Forced Labor and Human Trafficking (OCFT), in pursuit of its commitment to addressing child labor and forced and other labor challenges in cocoa 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 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 Adwuma Pa project began in November 2018 and is expected to end in November 2022. It is being implemented by a team of project staff working with CARE and based in Kumasi, in partnership with Olam Ghana Limited, Child Rights International (CRI), and Youth Opportunity and Transformation in Africa (YOTA). CRI and YOTA are nongovernmental organizations (NGOs) in Ghana who are recipients of a sub-award to partner with CARE to support the effective implementation of the Adwuma Pa project.

The project targets 5,200 vulnerable women and 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 in the Ahafo region; Bibiani-Anhwiaso-Bekwai in the Western region; and Asikuma-Odoben-Brakwa in the Central region of Ghana.

Adwuma Pa’s 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. The primary objective, outcomes and corresponding sub-outcomes or supporting outcomes (SOs) that together constitute the project’s results framework are shown below in Table 1.⁹

Table 1. Summary of Adwuma Pa Project Results Framework

Project Objective and Supporting Outcomes
Project Level Objective: Reduced risk of child labor, forced labor and other violations of labor rights for vulnerable women and girls working within Ghana’s cocoa supply chain
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
SO 1.1. Improved understanding of rights and access to protections against CL, FL and other violations of labor rights for vulnerable women and girls

⁸Zegers M. and Ayenor G.K. (2020). Ending Child Labor and Promoting Sustainable Cocoa in Cote d’Ivoire and Ghana. European Commission

⁹Table 1: The results framework was developed using the Comprehensive Monitoring and Evaluation Plan – April 2020

Project Objective and Supporting Outcomes
SO 1.2. Enhanced knowledge and skills of vulnerable women and girls
SO 1.3. Increased opportunities for advancement of women and girls
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
SO 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.

Over two years into its implementation, USDOL commissioned this independent interim performance evaluation of Adwuma Pa. This report provides evidence and analysis in the form of findings, challenges, opportunities, strategic recommendations, and lessons learned to inform decision-making. The recommendations are expected to improve effectiveness and management efficiency in the implementation of activities during the remainder of the project. The interim evaluation is also aimed at assessing whether project implementation is on course to making the expected impact, and whether the project outcomes are likely to be sustainable and contribute to the overall goal of reducing child labor in selected cocoa producing communities in Ghana. Finally, it is hoped that lessons learned will be useful in the global fight against child labor.

2. EVALUATION PURPOSE

2.1. EVALUATION OBJECTIVES

The objectives of the independent interim performance evaluation as determined by the Terms of Reference (TOR) are to:

1. Assess the relevance of the Adwuma Pa project within the socio-cultural, economic, and political context of Ghana, as well as the validity of the project design, and the extent to which it is suited to the priorities and policies of government and other national stakeholders.
2. Determine whether the Adwuma Pa project is on track toward meeting its objectives and outcomes, and identify the challenges and opportunities encountered as well as analyze the driving factors for these challenges and opportunities.
3. Assess the effectiveness of the Adwuma Pa project's strategies, its strengths and weaknesses in implementation, and ability to identify areas in need of improvement.
4. Assess the project's plans for sustainability at local and national levels among implementing organizations and identify steps to enhance its sustainability.
5. Assess which Adwuma Pa Project outcomes are likely to become sustainable.
6. Assess the intended and unintended effects of the project.
7. Provide lessons learned, conclusions and recommendations.

Four evaluation criteria were applied for this interim performance evaluation:

- *Relevance and Coherence.* The evaluator assessed the validity of the design and whether the objectives and implemented activities of the project are appropriately on course to meeting the needs of girls and women beneficiaries (direct and indirect) and other stakeholders, given the implementing context of the cocoa supply chain in Ghana.
- *Effectiveness and Perceived Impact.* The evaluator assessed the effectiveness of the project's strategies and interventions, as to whether they are reducing the incidence of child and hazardous labor in the project's 80 target cocoa-growing communities with reference to the primary project objectives and targets. The evaluator identified the project's strengths and weaknesses in these efforts and their potential effects on the eventual project outcomes, whether produced directly or indirectly, intentionally, or unintentionally.
- *Management Efficiency and Effectiveness.* The evaluator examined the Adwuma Pa project's strategic response to delays in implementation, particularly in terms of measures to ensuring management efficiency and effectiveness. There is however, not much to discuss on the project's adherence to the Comprehensive Monitoring and Evaluation Plan (CMEP) and monitoring and evaluation (M&E) systems for tracking progress and achievements, because very limited work has been implemented by the project so far. Hence, the focus then became what strategies could adequately and efficiently be factored into management decision-making for improvement (funds, expertise, time).
- *Sustainability.* The evaluator determined whether the implementers have sufficiently considered the likely sustainability of the outcomes and key results produced, or to be produced, by the project and their benefits for local or national stakeholders.

2.2. METHODOLOGY

The overall evaluation methodology, including approaches and tools such as the evaluation

questions, locations sampled for data collection, their sources, data analysis and limitations of the study, are described below.

2.2.1. EVALUATION QUESTIONS AND DATA SOURCES

The evaluation answers a list of specific questions agreed upon by OCFT, CARE, and SFS in the evaluation Terms of Reference (TOR), in accordance with the thematic criteria explained and contextualized within the Adwuma Pa project. The methodology for data collection and analysis was mainly qualitative, but the evaluator addressed the evaluation questions using various sources of evidence, including both primary and secondary quantitative data. Qualitative data was obtained from key informant interviews (KIIs) through the use of virtual video/audio means as necessary, a focus group discussion (FGD) and a virtual presentation from CARE field staff guided by pre-designed outline and scope. Data was also collected from the performance reporting and semi-annual Technical Progress Reports (TPRs) submitted by CARE to OCFT, as well as incomplete data from Cohort 1 of the ongoing baseline study. During data collection, tools, sources and stakeholders' perspectives were triangulated to enhance certainty, verification, and validity of the results. Table 2 presents the evaluation questions. Meanwhile, in addition to these questions, Annex 1 provides more detail on the data sources used in the analysis.

Table 2. Evaluation Questions

#	Evaluation Questions
1.	Relevance and Coherence: To what extent is the project design appropriately and adequately addressing the key causes of child labor among adolescent girls and women in Ghana's cocoa supply chain?
2	At midterm, to what extent is the project on track to meet targets and objectives as described in the Project Document, TPR Annex A and the CMEP?
3	How has the Covid-19 pandemic affected project implementation and is the project strategy still relevant within the context of the prevailing pandemic?
4	Effectiveness and Perceived Impact: To what extent is the Theory of Change (ToC) as visualized in the CMEP, valid and coherent given the implementing environment? To what extent are the project strategies relevant to the needs of its target participants, communities, and other stakeholders?
5	How and to what extent has the Adwuma Pa project contributed towards improving public awareness on the rights and access to protections against child labor, forced labor, and other violations of labor rights for women and girls in the target communities?
6	How effective are the project's efforts to improve 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?
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?
8	Efficiency: To what extent is the project on course in mitigating labor-related and overall project implementation risks as a result of Covid-19 in target communities?
9	To what extent are the strategies and measures adopted by the project's management in addressing the problems or delays encountered by the project, and contributing to achieving its objective and outcomes?

#	Evaluation Questions
10	How effective is the formulation and management of the M&E system in tracking the achievement of planned outcomes? a. To what extent is the project implementing the CMEP (including design and/or implementation of the DPMS)? b. To what extent is project data being used to inform decision making?
11	Sustainability: What measures, approaches and strategies are being established or used for implementation to ensure that project outcomes become sustainable
12	What are the factors that are likely to limit or facilitate the technical or financial sustainability?
13	What are the recommended next steps/priorities to support the sustainability of project activities?

2.2.2. EVALUATION SCHEDULE

Although kick-off and logistics meetings were held in preparation for the fieldwork (February 14-26, 2021), an emergency assessment by CARE of an unexpected increase in pandemic cases in the country occurred a few days before the planned field visits. As a result, all travel to the project implementation areas and face-to-face meetings were cancelled and the evaluation itinerary was converted to a remote online format.

Some of the questionnaires developed by the evaluator for focus group interviews were adapted into a Google form for use in remote interviews, combining qualitative and quantitative research tools. Prior to the field data collection of the districts and community actors, the evaluator completed his review of project documents. The evaluator held remote interviews of ILAB project management and CARE staff on February 4 and 10-12, 2021, respectively. In collaboration with the CARE team, selection and site sampling criteria and field schedules were adjusted to undertake remote KIIs (February 12 – March 22, 2021) of identified targeted groups (i.e., CDCs, district institutional actors, and potential beneficiaries).

On February 12th, the two key implementing partners, namely: YOTA and CRI Ghana were also interviewed remotely using Zoom video call. A virtual stakeholder workshop to wrap up the “field data collection” activities was undertaken on March 22, 2021. Finally, the evaluator held a debriefing with OCFT to discuss preliminary findings on March 26, 2021. The main data analysis and report writing was conducted during April 2021.

2.2.3. SITE SAMPLING AND DATA COLLECTION METHODS

SITE SAMPLING. The sampling of communities was done in consultation with CARE Adwuma Pa project staff. Stakeholders of all four participating Municipal/District Assemblies were selected and interviewed through phone calls. However, for the community development committees (CDCs), remote interviews by phone were held for three of the four Municipal/Districts (Asunafo North, Bibiani-Anhwiaso-Bekwa, Asikuma-Odoben Brakwa). Subsequently, 3-5 communities were sampled from each of the three selected districts, where five CDC members were chosen based on their availability, access to phone and quality reception of a given network for interview. The resulting site selection is shown in Table 3.

Table 3. Project Locations in the Districts and Sampled Communities

Region	District	Community	Remarks
Ahafo	Tano South		Actors from District Assemblies were interviewed
	Asunafo North	Akrodie Manhyia, Chief camp, Bedabour	District Assembly Actors and CDCs were interviewed
Western North	Bibiani-Anhwiaso -Bekwai	Kwawkrom, Adupri, Fawukabra	District Assembly Actors and CDCs were interviewed
Central	Asikuma-Odoben-Brakwa	Yenkukwa Supuna Akurase Kwekuboah Ohianyeda	District Assembly Actors and CDCs were interviewed

DATA COLLECTION METHODS. The following are the four sources of data collected by the evaluator: (1) document review, (2) secondary data, (3) remote KIIs, and (4) a combination of remote KIIs plus the use of Google questionnaire to replace planned FGDs. The data were analyzed to answer the evaluation questions proposed under the set evaluation criteria. The third and fourth sources of data collected (remote KIIs, and the combined remote KIIs/Google questionnaire) were the main sources that provided information on stakeholders' perspectives regarding the project's implementation and progress. A different set of questions were adapted to fit each stakeholder group based on relevance and appropriateness to the study. Table 4 presents the types of stakeholders interviewed and their geographical locations.

Table 4. Stakeholders Interviewed

Stakeholder Group	Participants	% Female
USDOL ILAB	2	50
Ministry of Employment and Labor Relations	1	100
CARE Project Staff	8	50
CARE Country Office	1	100
Olam Ghana Limited	1	0
YOTA	1	0
CRI	3	33.3
Institutional Actors under District Assemblies	24	12.5
CDC Members	13	53.85
Potential Beneficiary Girls	12	100
Potential Beneficiary Women	8	100

While undertaking the remote data collection, a delayed baseline study was ongoing. The evaluator extended the process to sample 40 potential beneficiaries (20 girls and 20 women from each of the four project districts, irrespective of which communities within a district they were from) for interview using the combined KIs and Google questionnaire tool. However, due to practical challenges including access to mobile phones and network, only twelve beneficiary girls and eight beneficiary women were eventually reached and interviewed about their expectations, perceptions, and aspirations in relation to the project.

DOCUMENT REVIEW. The evaluator conducted extensive literature review, including key project documents, to inform the remote data collection and analysis of the resultant data and/or field visits. The main sources of information on the project's progress were the biannual TPRs submitted to USDOL. The evaluator also reviewed the initial data on the potential list of beneficiaries submitted from the ongoing baseline study and some "back to office" reports that assessed Olam's gender and labor rights policies.

STAKEHOLDER WORKSHOP. The stakeholder validation workshop in Kumasi was conducted virtually due to the pandemic and allowed the evaluator to present the preliminary findings of the evaluation and obtain feedback. The meeting was well facilitated and coordinated by CARE project staff and representatives of all the stakeholder group types participated from their respective District or Municipal Assemblies' offices.

The first part of the meeting was used to solicit participants' views on both the successes and challenges of the project and prioritize them accordingly. The second part of the meeting was a presentation of key preliminary findings from the evaluator for their collective validation or otherwise.

2.2.4. DATA ANALYSIS

The evaluation used mainly qualitative analysis and a few quantitative methods to analyze the substantial data obtained from the remote interviews and interactions. The evaluator screened, clustered, categorized, synthesized, and summarized the raw qualitative data captured not only from the remote interviews of stakeholders, but also from review of the project documents and other context-related literature. The evaluator compared the project's progress to its targets mid-way into implementation to appreciate the extent of delays and challenges faced by the project. The resultant emerging issues and data were then triangulated to develop and filter the evaluation's findings, conclusions and recommendations, and lessons learned within the framework of the study criteria and the corresponding evaluation questions. The participatory and iterative process adopted for the analysis allowed for further clarification and consultation as necessary for any information gaps that emerged from any of the stakeholder groups.

2.2.5. LIMITATIONS

The primary limitation of the study was the cancellation of field visits, which would have provided opportunity for in-person qualitative data collection and direct (and more interactive) physical observations. The remote and virtual means adopted for interview was a good alternative under the circumstances of the pandemic. However, its fundamental challenge was that weak or non-existent internet connectivity did not allow for video conference opportunities, especially during data collection from the districts and communities. The use of phone calls was very suitable in the districts, but not that successful in some selected communities because of poorer network connectivity for mobile phones. These challenges caused some delays, reduced sample size, and replaced a few selected respondents. Lack of baseline data to measure progress at this interim evaluation stage was equally a challenge.

These practical challenges notwithstanding, the extensive field experiences, local knowledge and sociocultural understanding of the evaluator and the various stakeholders' ability to adjust quickly to unexpected and evolving occurrences within the pandemic, helped to maximize each opportunity to collect data remotely. To counter some potential biases that could affect the study, the evaluator found means (i.e., used "verbal ice-breakers" or short comments) to establish trust and rapport with stakeholders. Subsequently, the team explained the purpose of the exercise to help prevent potential communication barriers. This helped stakeholders to open up and become more straightforward during the remote interviews. Another tool used to further counter biases was repeated triangulation of data within and across stakeholder groups.

3. EVALUATION RESULTS

3.1. RELEVANCE AND COHERENCE

This criterion addresses 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. It also looks at whether the project is on track to achieving its targets and objectives, and the effect of the Covid-19 pandemic on implementation. Overall, it examines to what extent the project is relevant to the strategies of the Government of Ghana's (GoG) policies, and the validity and coherence of the Theory of Change (ToC) in the implementing environment.

3.1.1. DESIGN VALIDITY

CONTEXTUAL RELEVANCE. Ghana's second National Plan of Action (NPA II 2017-2021) strongly acknowledges the devastating effects of child labor, WFCL, FL and other LRVs on the economic development and social stability of the country. The NPA II seeks to strengthen the technical capacity of key decentralized institutions; enhance public awareness; and mobilize key stakeholders and social partners to empower local communities, including vulnerable girls and women.¹⁰ The project's overall objective of economic empowerment for women and girls, to curtail or reduce the risk of CL, FL, WFCL and other LRVs for vulnerable girls and women within the cocoa supply chain, is consistent with national priorities. The project's emphasis on reducing the risk of CL and other LRVs among vulnerable girls (15-17 years old) and women (18 years and older) in cocoa growing areas are not only aligned with the OCFT solicitation, but more importantly, they are matched with the strategic objectives and expected outcomes of the NPA II. For example, Strategic Objective 4 of the NPA II focuses on promoting community empowerment and sustainable action against CL. Two of the eight listed outcomes of Strategic Objective 4 are:

1. Community action plans are developed and implemented in Child labor endemic communities
2. Children at risk are identified and prevented from child labor

Similarly, socio-economic interventions targeted at addressing other labor violations against women are adequately captured in the Adwuma Pa project design (i.e., Sub-Outcomes 1.1 -1.3 and Outputs 1.3.1-1.3.4).

The cocoa sector provides employment to the majority of smallholder farmers in the middle-southern belt and remains one of the main foreign exchange earning commodities of Ghana's economy. In 2016, cocoa export accounted for US\$2.27 billion, as the third earner after crude petroleum (US\$2.66 billion) and gold (US\$2.39 billion).¹¹

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.¹² The study indicated that a striking 73.4% of children are classified as multi-dimensionally poor. Child poverty is much more prevalent in rural areas (44.5%) than in urban settlements (9.8%) in Ghana. A Harvard study cited in the Adwuma Pa project document justifies the need to focus on female farmers. It argues that female cocoa farmers in

¹⁰ NPA II (2017) National Plan of Action II for the elimination of the Worst Forms of Child Labor in Ghana (2017-2021).

¹¹ https://en.wikipedia.org/wiki/Economy_of_Ghana. Accessed 20/04/2021.

¹² National Development Planning Commission (NDPC), Statistical Service, UNICEF (2020). A multi-dimensional child poverty in Ghana. Accra: NDPC.

Ghana are 25%, 20% and 40% less likely to have access to training, loans, or to be in possession of a bank account, respectively.¹³ From socio-cultural and gender perspectives, girls form the majority of children in a number of 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 visibility.

Hence, the Adwuma Pa project's target of assisting 2,600 beneficiary girls and 2,600 beneficiary women, with an additional 115,000 indirect beneficiaries in 80 communities, is appropriately designed to addressing poverty as one of the key causes of CL in Ghana's cocoa supply chain. Its geographical targeting appears to be justifiably based on a relatively high incidence of child labor (27.3%-40.1%) in the four districts of three regions covered by the project in Ghana. Therefore, the Adwuma Pa project is highly relevant to the country's socio-economic, human capital development policy objectives.

The Adwuma Pa baseline survey report, which has not yet been completed, may provide further evidence in support of the pre-analytical choices made for project locations, based on prevalence rates of CL, FL, WFCL and other violations. Consequently, the evaluator is unable to provide further analysis using data from the baseline study to either justify location choices or otherwise with respect to the need for interventions for girls and women in the specific targeted communities. Analysis of the field interviews of stakeholders including the private sector seems to generally support a perceived high prevalence level of CL, FL, and other forms of violations in those targeted districts. The delay of the baseline study (and its report) has indeed affected all project activities, including some critical analysis required for this evaluation study.

The other location criterion of "connection to Olam Ghana Limited's supply chain" appears to be only partially productive. To the extent that Olam's sustainability projects are not implemented in all the 80 selected communities, it is unclear why the project decided to work with only Olam as opposed to other numerous operators or License Buying Companies (LBCs) in the cocoa supply chain.

In line with the relevance of the Adwuma Pa project-level objective and goal, Ghana's NPA II had unequivocally 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, and because of this, the National Steering Committee on Child Labor (NSCCL) 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)¹⁴ chairs the NSCCL in Ghana. Despite the critical role of the NSCCL in addressing child labor, the evaluator learned from the NSCCL Chairperson that "she has only heard about the existence of the Adwuma Pa," but the NSCCL and MELR has not been actively involved in the design and implementation of the project. This appears to be a major disconnect between the project and other key stakeholders working to combat child labor in the country.

Lack of proper coordination is a major gap in the fight against child labor in Ghana and that needs to be addressed immediately to achieve real impact.¹⁵

¹³ Hiscox, M. J., et al., 2014. Gender inequality in the Ghanaian cocoa sector. Harvard University Working Paper

¹⁴ www.melr.gov.gh.

¹⁵ Zegers M. and Ayenor G.K. (2020). Ending Child Labor and Promoting Sustainable Cocoa in Cote d'Ivoire and Ghana. European Commission

VALIDITY OF THE THEORY OF CHANGE. Child labor in cocoa more frequently occurs on farms in the rural communities, where poverty is certainly one of the driving factors that increases the vulnerability of girls and women to exploitation. A lack of strong decentralized institutional service providers to create awareness and provide protection and enforcement of existing laws make female victims even more vulnerable, especially when they lack basic empowerment to make economic choices. Poverty perpetuates child labor, and vice-versa.¹⁶

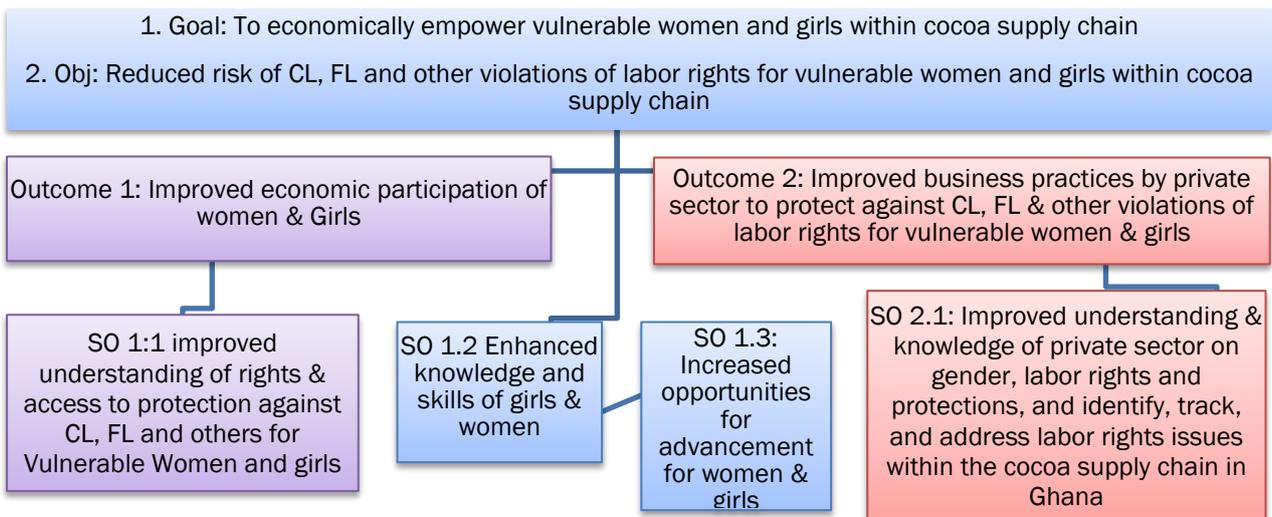
CARE proposed the following theory of change (ToC) to successfully reach Adwuma Pa’s objective of reducing the risk of CL, WFCL, FL and other LRVs for vulnerable women and girls within Ghana’s cocoa supply chain:

*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.*¹⁷

Hence, 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 livelihood has a positive generational effect on reducing the risk of CL, WFCL, FL and other labor rights violations.

Figure 1 presents the ToC and overview of the project’s CMEP. For Outcome 1, related to improved economic participation of the beneficiaries, it illustrates the project’s well-planned decentralized level and community entry strategies – creating a requisite enabling environment to strengthen awareness creation, formation of Gender Child Protection Committees (GCPCs) and the Community Development Committees (CDCs), etc. Outcome 2, related to improved business practices of the beneficiaries in the private sector value chain, focuses on enhanced understanding of gender, labor rights, protections and skill development among beneficiaries, which will eventually lead to CL reduction among youth ages 15–17 and women.

Figure 1. Adwuma Pa Theory of Change



¹⁶ ibid

¹⁷ CARE (2018). Adwuma Pa Project: Empowering Women and Girls in Supply Chain (FAO-ILAB-18-07)

The Adwuma Pa project used this ToC to set its target number of direct beneficiaries, select communities, and develop the proposed socioeconomic development interventions for beneficiaries (Figure 1).

The evaluator's view is that Adwuma Pa's ToC is generally coherent and valid for reducing the risk of child labor in the target communities. However, the evaluator is unable to state with certainty whether the main project-level objectives and goals will be wholly accomplished within the remaining project period (less than 2 years). In general, the Adwuma Pa project has not achieved many of its targets during the first two years of implementation, partly due to the Covid-19 pandemic and other challenges (please see Section 3.5 for more information). The project may need an additional 12-15 months to complete the results framework as shown in Figure 1.

The unplanned and unintended activities that were implemented by the Adwuma Pa project in response to the Covid-19 pandemic are commendable. However, the project did not include risk mitigation measures in its original design. Covid-19 could not be foreseen, yet it would have been more pragmatic to include a risk analysis and mitigation measures in the project design. Risk analysis is critically required to ensure emergency preparedness and to address unforeseen circumstances (i.e., earthquake or widespread civil unrest) that may affect implementation in project areas.

The CMEP equally appears suitably designed for M&E purposes. The planned activities look sequential and logical, but very little has been achieved so far to test assumptions and line of reasoning. The baseline report, upon which many other activities depended, has yet to be completed to inform project inception and stakeholder engagement decisions, and so the relevance and usefulness of the planned M&E system, once implemented, remains to be seen.

3.1.2. RELEVANCE TO DECENTRALIZED GOVERNMENT INSTITUTIONS AND COMMUNITY CONTEXT

At the decentralized government institutional level and within communities, stakeholders generally believed that the Adwuma Pa project's planned or limited interventions so far were appropriate and well aligned with their socioeconomic and development priorities. Lack of opportunities for adolescent girls and women to either improve or obtain vocational skills for reliable incomes and livelihoods fuels endemic poverty and the prevalence of CL, WFCL, FL and other labor rights violations. Young girls in rural communities are usually more vulnerable to all social pitfalls, including becoming prematurely pregnant as teenagers without responsible partners. Hence, this demonstrates the relevance and validity of the project design which includes "early pregnancy risk" as one of the selection criteria captured in the CMEP.

During the remote field data collection, statements from the CDC members, district GCPC members and all stakeholders interviewed demonstrated that the project remains relevant to them despite challenges with delays in implementation.

Adwuma Pa project's planned interventions are not only directly aligned with the upstream government policies, programs, and plans, but also at the local level, where the District Assemblies have recently embraced the agenda to reduce CL, FL and other labor violations. The formation and/or revival and strengthening of GCPCs and CDCs for participatory development of Community Action Plans (CAP) to be implemented by the project, is also rooted in the strategies of the NPA II and therefore is strategically appropriate. CAPs are considered critical instruments for mobilizing collective community actions to create awareness, prevent, advocate and fight against CL (including WFCL), FL, and other labor violations.

Some of the district/municipal institutional stakeholders interviewed unreservedly expressed their excitement about the Adwuma Pa project because it offers them opportunities to learn and improve

their respective service delivery mandates. Others appeared less committed, citing different reasons and challenges (see Section 3.5.3.).

However, structurally, the project is not fully embedded or grounded within the relevant institutional context at both national and regional levels, where key policy and program decisions are made to facilitate coherent implementation. The evaluator noted with some concern that apart from Asikuma-Odoben Brakwa District in the Central region, where a Ghana Cocoa Board representative is part of the district-level GCPC team, none of the other Districts or Municipal Assemblies has a Ghana Cocoa Board (Cocobod) member directly involved in the project. Indeed, as per the modalities for implementation of the NPA II, all CL interventions are expected to be mainstreamed into the activities of Ministry of Food and Agriculture's (MoFA) extension services on the ground for successful implementation. This includes training the MoFA's Agricultural Extension Agents on the Adwuma Pa project strategies. Key stakeholder institutions at all levels do not appear to have any established linkages with MoFA. Neither are there any established relationships with the Department of Cooperative (DoC) and Ghana Agricultural Workers' Union (GAWU)¹⁸. The Adwuma Pa project needs to pay attention to involving institutions at the regional and national levels just as much as has been achieved in the decentralized and community settings. This will enhance visibility, strengthen vertical integration and foster coordination with other stakeholders involved in policy decision-making, thereby enhancing the chances of sustainability for some the project interventions at the end of the Adwuma pa project.

3.1.3. GENDER-RELATED PRACTICES AND WOMEN'S EMPOWERMENT

The Adwuma Pa project's gender strategy, which aims at contributing to the socioeconomic empowerment of women and girls, remains generally relevant but may need some fine-tuning to enhance its full implementation. The future of the rural girl-child is easily sacrificed in favor of the rural boy-child from the same household when the critical choice has to be made for the progress of only one of them due to resource constraints. This is against the backdrop that the incidence of multi-dimensional poverty remains higher within the rural middle-belt in Ghana than in the urban areas. In order to acknowledge this dynamic where, generally, when one child ceases to engage in CL, another child often takes up this role, the project will be reporting on engagement in CL at the household-level through OCFT's standard indicator #POH1.

Traditionally, the Ghanaian male spouse - as head of the household - keeps the proceeds from the sale of cocoa beans, and the woman may not have access to such income. Investment opportunities for women to either earn their own money for the first time or gain an additional source of independent income as per the project's intervention under Outcome 1 is reasonable and extremely empowering. Such incomes are not likely to end up in the pocket of the dominant male spouse, who are usually the head of household. This is a relatively dominant practice that prevails in some rural families and communities.

However, gender inclusion to address the risks of CL, FL, and other LRVs should not necessarily exclude young boys and even men. To deepen awareness creation and the sustainability of the project, and to avoid accusations of exclusion, it is important to re-strategize by expanding the occupational safety and health (OSH) related interventions to include young boys and men in project activities within the existing cocoa value chains (operated by other LBCs – not Olam only).

¹⁸ Linkages with GAWU is a recommendation from the Evaluator given its role in Ghana regarding the subjects under discussion within the country.

This could not only enhance the visibility of the project but also its general acceptability across gender.

The project's strategy to assess beneficiaries' (adolescent girls and women) training and skills development needs, and thus develop suitable curriculum to train them, is certainly economically empowering. Offering these beneficiaries free start-up packages after the training and/or skills development process is expected to support their success. These interventions are expected to promote gender equity in the cocoa growing communities and contribute to reducing the risk of CL (including WFCL), FL, and other labor rights violations. The project's strategy is feasible related to the development of Village Savings and Loan Association (VSLA) models to encourage financial inclusion of a mostly excluded rural female population; facilitating the formation of cooperatives to enhance their bargaining power in business; and guiding their collective actions to prevent, monitor and report child labor cases.

3.1.4. MANAGING COMMUNITY EXPECTATIONS

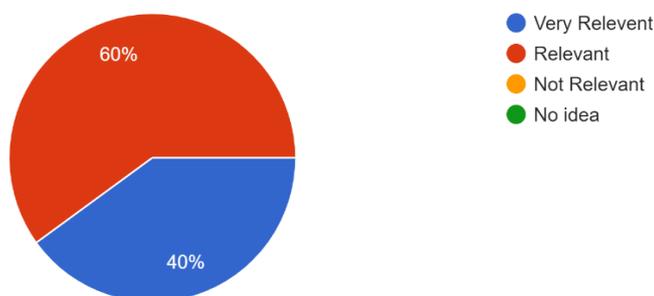
In line with the Adwuma Pa project document, the development of CAPs is critical for the successful implementation of CL and the other interventions. The ongoing baseline study (community driven assessment) which was expected to precede the development of the CAP, did not happen as planned.

The evaluator has noted from interactions and interviews with project stakeholders that the introduction and development of CAPs, by its nature, raised hopes and heightened expectations among community members. Some expressed concerns about a sudden loss of enthusiasm, due to delays and lack of follow up - especially among some CDCs, District GCPCs and Adwuma Pa project facilitators in the field.

Despite the challenges with delays in implementation, generally stakeholders remain confident because of the seeming importance of the project in meeting their felt needs. However, there is a clear need to tactfully manage all these stakeholders' expectations. Since the entire implementation of most key activities have not yet been undertaken, it would be a bit premature to pass any judgement or give strong opinions about how community expectations have been managed, except to add that some stakeholders were cautiously optimistic while others were almost skeptical during the interviews because of the delays.

Figure 2 below shows the results of assessing the degree of relevance or otherwise of the project's objectives to the members of the CDCs.

Figure 2. Extent of Relevance of the Project Objectives to CDC Members



The views of the CDC members appear to represent the notion of most stakeholders (i.e., potential beneficiaries and decentralized government institutional actors) who were also interviewed on the

same issue of the relevance of the project. They consider the project objectives of the project to be relevant (60%) and/or very relevant (40%).

Similarly, when interviewing the potential beneficiary girls (15-17 years old) for this evaluation, they were asked to prioritize their six possible aspirations into three categories (high, medium, and low). The six possible aspirations were: (1) getting married, (2) going back to school, (3) financial literacy and employable skills, (4) capital for petty trading, (5) go hustle or live in the city, and (6) learning a trade. The results are shown below in Figure 3.

Figure 3. Prioritized Aspirations of Selected Beneficiary Girls

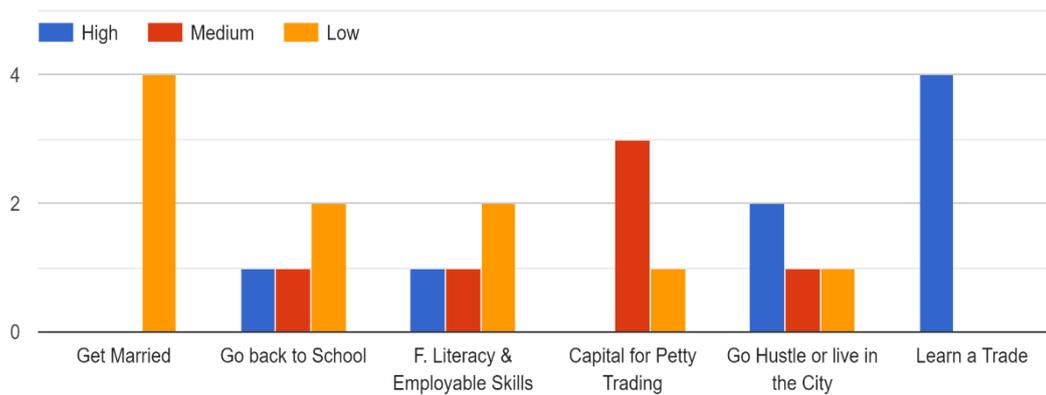


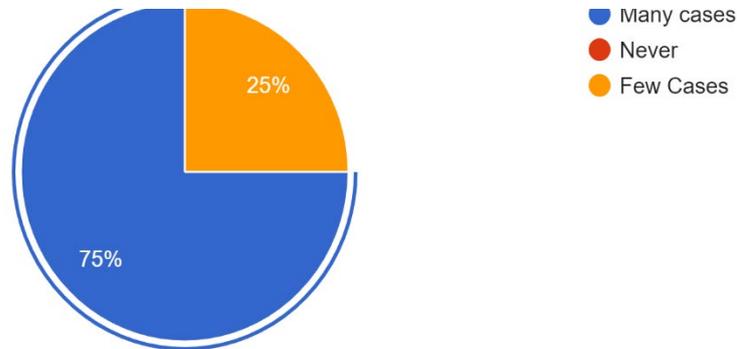
Figure 3 clearly shows that learning a trade is the top priority aspiration of sampled girls between the ages of 15-17 years old. This is followed by the desire to leave the rural communities to live in the cities. Many adolescents are naturally adventurous so that is not entirely surprising. The results also indicate that obtaining capital for petty trading has its place among their aspirations. However, getting married is a low priority for the girls (15-17 years old).

Overall, almost all stakeholders interviewed (potential beneficiary girls ages 15-17 and women; and government institutional actors under District Assemblies) were of the view that the Adwuma Pa project is relevant despite prolonged delays, and that these delays were partly due to the Covid-19 pandemic and other management challenges. Uncertainties and concerns about practical implementation caused by the delays have not entirely affected the hopes, aspirations, and

expectations of the potential beneficiary girls, the majority of whom have personally witnessed CL cases in their respective communities (Figure 4).

The fact that the newly identified beneficiary girls have all personally witnessed few (25%) or many

Figure 4. Beneficiaries Who Have Personally Witnessed CL Cases in their Communities



(75%) cases of CL not only confirms the high prevalence of CL in selected cocoa communities, but also explains why the project remains very relevant and/or relevant to many.

A question was posed to beneficiary girls to find out the extent of confidence they placed on the Adwuma Pa project to indeed support them in realizing their aspirations. On a scale measuring their perceptions of the likelihood (very likely, likely, don't know, not likely and very unlikely) that the support services will become a reality, the potential beneficiary girls responded in conviction that it is likely (50%) or very likely (50%) that they will receive the expected support (i.e., learning a trade). This demonstrates strong expectations for the Adwuma Pa project to deliver its proposed services irrespective of the implementation delays.

3.2. EFFECTIVENESS AND PERCEIVED IMPACT

This section contains the evaluation findings about the extent to which Adwuma Pa has successfully or otherwise implemented its planned intervention objectives and outcomes. It also looks at the limited achievements and perceived impacts from stakeholder perspectives. It finally discusses the challenges encountered and factors contributing to delays in implementation.

3.2.1. LIMITED ACHIEVEMENTS BY ADWUMA PA PROJECT AT MIDTERM

Having launched in November 2018, as of February-March 2021 during this interim performance evaluation, the Adwuma Pa project has achieved very little as compared to the expected results and timelines in the project's workplan for its interventions to reduce CL, FL, WFCL and LRVs. Some of the project's limited achievements as reported by the CARE staff are summarized under Outcome 1 and Outcome 2, as shown in the summary below (Table 5).

Table 5. Summary of Project Activities Undertaken and Some Limited Achievements at Midterm

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of March 2021	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	40 community dialogues should have been done by March 2021	Only 27 communities reached as of March 2021	
1.1.1.3 Develop, print & disseminate information, education & communication materials to communities	To be 100% completed by March 2021	Materials developed and approved by USDOL and only 30% distributed	An expected total of 1,675 community members reached
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 by March 2021	Not achieved	Content of jingles approved, and slots secured for airing in 4 districts' radio stations
Output 1.1.2: Community level GCPC members 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)	4 District-GCPC (DGPCPC) & 80 Community-GCPC (CGCPC) formed or re-activated by December 2020	4 District-GCPC formed/reactivated in 78 communities	Remaining 2 communities which project is working on
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 (Olam) by May 2021	Only linkage created between Olam and District-GCPCs	The other linkages will be done after Community-GCPCs have been trained
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	55 District-GCPC members and 243 Community-GCPC members trained	Only 27 out of 80 communities reached so far

Output, Activities and Tasks	Expected Results and Timelines	Actual Work Done as of March 2021	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			
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 system including various actors (Olam, DGPCPC, CGCPC, Patrons of Rights & Responsibility Clubs and project staff) is ongoing	Ongoing – to be completed after training of all Community-GCPC members by May 2021
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	Nothing as yet	Awaiting the Cohort 1 list to share communities for YOTA and CRI
1.2.3.2 Develop a competency-based training curriculum for life skills training of vulnerable girls		Completely developed by December 2020	Completed and approved (YOTA & other stakeholders)
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 gender and labor rights and protections and to identify, track, and address labor rights issues within cocoa supply chain.			
Output 2.1.1. Gender-related practices of Olam reviewed			
2.1.1.1 Review Olam policies on gender, CL, FL, gender based violence, sexual discrimination and harassment, wage and hour regulations etc.	Gender-related practices of Olam reviewed by June 2020	CLMR, fair employment, sexual harassment, and policies; code of conduct and bargaining agreement reviewed and reported	Completed
Output 2.1.2 Private sector actors trained on labor rights and protections			
2.1.2.1 Conduct assessment of Olam's labor practices and training needs to inform content for trainings		Capacity needs assessment for training by June 2020	Needs assessment of Olam staff and contractors conducted and reported (achieved - good report)

Note: According to CARE staff, not all the project activities in the CMEP are being implemented as of March 2021, only a few, some of which have been summarized in Table 5.

The project's next Technical Progress Report (TPR) was being prepared almost at the same time that this evaluation report was being written, also to be submitted by the end of April 2021. Hence, the evaluator did not include specific quantitative achieved results for each outcome and activity in Table 5. However, when comparing what has been done or partially accomplished against what was expected, the project needs to really speed up the implementation of its interventions, without compromising on quality.

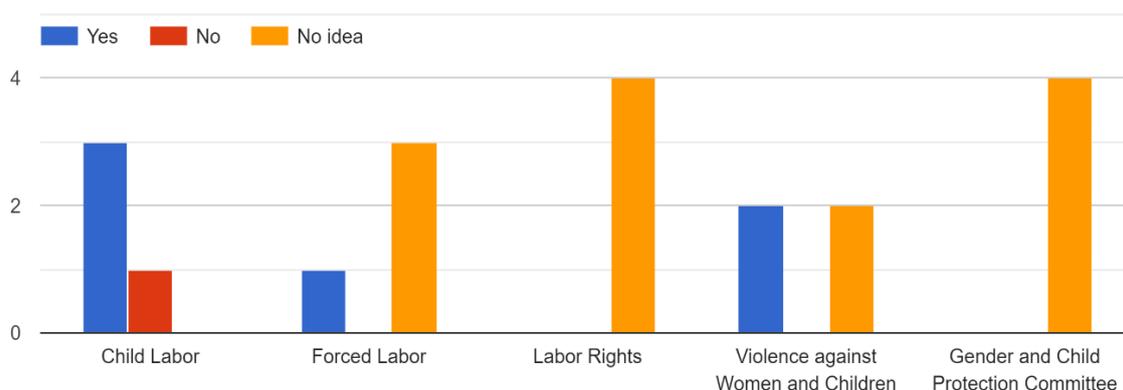
The project is also yet to officially report on the status of the final list of selected beneficiaries. Since the selection of the beneficiaries is the core activity upon which many of the planned activities hinge, the delay has directly affected the notable under-performance so far. The project's implementation of some activities was also affected by the Covid-19 pandemic, as well as other challenges (see Section 3.2.3).

3.2.2. PERCEIVED AND UNINTENDED IMPACT

Notwithstanding the limited amount of work done, the Adwuma Pa project has carried out some noteworthy activities that warrant mentioning. Key among them is a capacity needs assessment of Olam Ghana Limited on labor rights and protection, conducted under Output 2:1:2. The revival and/or formation of the District- and Community-level GCPCs and the participatory involvement of key decentralized government institutional stakeholders in the four District Assemblies during the project inception activities is laudable (Figure 5 and Table 7). Stakeholders seemed to have been actively involved in some of the community entry and awareness-raising activities. Likewise, the initial rapport and enthusiasm within the communities that appear to have been established by the Adwuma Pa project staff is commendable. It was a constant reference point by many of the interviewees during evaluator's remote interactions with them. All these initial activities have enhanced project visibility among stakeholders, and so increased their expectations, though unintentionally.

To assess the extent of the project's visibility and how well the awareness-raising activities have been embraced by the communities, some of the first set of listed potential girl beneficiaries were interviewed by the evaluator. The girls were asked whether they had heard about the following: Child labor; Forced labor; Labor rights; Violence against children and women; Gender and Child Protection Committees. The results are indicated in the graph below (Figure 5).

Figure 5. Results of Initial Assessment of Sampled Potential Beneficiary Girls' Understanding of Children and Women's Rights and Labor-Related Issues



Some potential beneficiary girls interviewed appeared to have basic understanding on the subject of child labor as opposed to labor rights and Gender and Child Protection Committees. This result will not only provide the Adwuma Pa project some clues regarding the information needs of some

of these potential beneficiaries, but also where to place emphasis in helping them to fill in their knowledge gaps on these topics.

Overall, this provides hints about the perceived impact of the work done in the communities by Adwuma Pa, which many of the beneficiary girls pointed to as their source of information for the responses they provided. However, the evaluator hastens to add that a more rigorous and scientific analysis (in terms of larger sampling size and further analysis) may be needed to conclude whether indeed their source of information can directly be attributed to the Adwuma Pa project.

Stakeholders from all four project districts and/or municipalities who attended the virtual validation workshop recounted some of the project’s successes (Table 6).

Table 6. Successes of Adwuma Pa as Prioritized by Four Participating Districts

#	Stakeholders in 4 Districts/ Municipals	Prioritized Successes of Adwuma Pa Project
1	Tano South	Stakeholder and community support have been solicited and they are responding positively to the project interventions
2		CDCs formed, and their capacities are being built
3		Formation of District- and Community-level GCPCs and their capacity building to address CL, FL, WFCL and other labor violations in the municipalities
4		Effective sensitization on child/forced labor has led to a reduction of children used in farm labor
5	Bibiani-Anhwiaso-Bekwai	Well-sensitized project communities on CL, gender-based violence, FL, and other labor rights violations, including the formation of Community-GCPCs shedding light on the negative impact of these violations on victims (i.e., vulnerable young girls and women) and society at large
6		Effective collaboration amongst key project stakeholders, especially Municipal GCPCs, CARE Staff, Community-GCPCs with regards to this project
7		Traditional authorities and other opinion leaders within project communities have embraced the project and support project activities
8	Asikuma-Odoben-Brakwa	Successful formation and subsequent training of Community Development Committees and Community Gender and Child Protection Committees
9		Strong community–project team relationship developed
10		Awareness-raising on child labor, forced labor and other labor rights violation issues, resulting in attitude and perception changes
11		Identification and training of Non-Formal Education Division community facilitators
12	Asunafo North	Community entry process
13		Effective decentralized stakeholder engagement
14		Formation of committees – CDCs, CGCPCs
15		Capacity building of some community and municipal committees
16		Community volunteerism spirit of committees

The initial activities of the project in terms of community entry and awareness creation through effective collaboration and stakeholder involvement have been recognized and appear to be a wide-spread and well executed approach. However, Table 6 demonstrates the limited successes that the project has achieved as compared with stakeholders’ expectations and the project’s initial work plan.

3.2.3. UNINTENDED IMPACT OF COVID-19 AND ADWUMA PA’S RESPONSE

Adwuma Pa’s response to Covid-19 was not part of the project’s originally planned activities and agreement, as the pandemic could not have specifically been anticipated. In general, Adwuma Pa did not have risk mitigation assessment measures that could have possibly included a situation like the unexpected pandemic. Correspondingly, the project did not have any such budget item to respond when the Covid-19 occurred.

In response to the pandemic, the project proactively put together a proposal and strategy to create awareness and mitigate labor-related risks as a result of the pandemic, seeking approval from USDOL to re-allocate US\$18,000 out of the earlier approved grant (US\$5,000,000). These emergency response actions included purchasing personal protective equipment and hygiene kits in line with established protocols by GoG to ameliorate the negative impacts of the pandemic in project communities. This activity, together with the awareness creation campaign on Covid-19, have been rightly acknowledged and praised by all stakeholders interviewed. Table 7 below shows details of the Covid-19 response intervention by the Adwuma Pa project.

Table 7. Simplified Summary of Covid-19 Response Impact by the Adwuma Pa Project

MUNICIPAL/ DISTRICTS	POPULATIONS REACHED				
	Community Awareness Campaign - Airing Jingles		Hygiene Kit Use		TOTAL
	MALE	FEMALE	MALE	FEMALE	
A-O-B	1,854	4,164	2,426	4,990	15,622
TANO SOUTH	4,744	6,307	4,582	6,473	24,104
ASUNAFO NORTH	1,677	2,142	1,260	1,680	8,336
B-A-B	5,019	5,710	1,300	1,600	15,134
Total					63,196

The project reached a total of 63,196 persons across all of the 80 selected communities. The use of community information center services and jingles in the sensitization and education on Covid-19 prevention and general awareness by Adwuma Pa was very innovative. This innovation could be leveraged to conduct similar awareness creation and education of community members - focusing on CL, FL, WFCL and other labor rights violations that the project intends to address as described in the project documents. That approach or strategy could contribute to speeding up aspects of project implementation and to recovering some valuable lost time and opportunities.

Similarly, the project could leverage opportunities that might exist to establish synergies and collaborations with other projects as it did with CARE’s other project, the Cocoa Sustainability

Initiative. There is a need to explore further, beyond CARE, to other NGOs and civil society groups for mutually beneficial relationships that could contribute to improved implementation and likelihood of sustaining Adwuma Pa objectives after the project ends.

3.2.4. STAKEHOLDER CONCERNS ABOUT PROLONGED DELAYS IN IMPLEMENTATION

Undoubtedly, the sudden outbreak of the novel Coronavirus (Covid-19) pandemic - with its accompanying restrictions imposed, including the lockdown of Kumasi, Obuase and Accra (mid-March to June/July 2020) - is one of the major causes of the delay in implementation. However, the pandemic is certainly not the only reason for the notable delays in implementation.

In addition to the impact of Covid-19, CARE staff attributed the delays in the baseline study to the lengthy process during the development and approval of the CMEP and the cumbersome procedures in hiring and re-hiring the baseline consultant. The project's own management challenges also caused further delays as well. Early selection of project beneficiaries is critically at the core of almost all subsequent interventions.

These initial delays have cumulatively affected almost all project activities and the negative ripple effects have direct bearing on the project activities and expected results at midterm. Whereas the baseline study is supposed to be reviewed before undertaking a midterm evaluation, the draft baseline report is expected to be submitted concurrently, or possibly after, the submission of the draft evaluation report. This does not facilitate coherent project management.

Though not as prolonged as the extent of delays experienced under this Adwuma Pa project, it appears this occurrence is not an isolated case when one looks at interim evaluation reports from previous projects such as the Mobilizing Community Action and Promoting Opportunities for Youth in Ghana's Cocoa-Growing Communities (MOCA) project in Ghana and the Supporting Sustainable and Child Labor Free Vanilla Growing Communities in Sava (SAVABE) project in Madagascar.¹⁹ Perhaps a second look at the CMEP process vis-à-vis the time for commencing the baseline studies could reveal some lessons for improvements. However, it must be acknowledged that the two reports referred above were the only ones reviewed under this assignment as samples of interim evaluation reports funded by USDOL.

Meanwhile, below is a summary of the concerns and challenges expressed by stakeholders, including their ascribed reasons for the delays in implementation and under performance, so far:

1. Delays and/or lengthy process in completing the CMEP.
2. Delays in commencement and completion of the baseline study, which is core to the selection of beneficiaries. CARE staff strongly believed that the delay in the baseline study is a result of the lengthy process of CMEP development.
3. Earlier on there was lack of effective communication and timely actions and feedback – internally (between USDOL and Adwuma Pa) on one hand, and also between the project and its sub-awardees and even institutional stakeholders, which needs further improvement.
4. Concerns from some stakeholders (institutional actors, partners, and some project staff) about existing logistics arrangement – specifically, the need for timely availability of vehicles and/or their relocation within the four districts, closer to communities for

¹⁹ Zegers M. (2019). Interim performance evaluation: supporting sustainable and child labor free vanilla growing communities in Sava, Madagascar. Arlington, VA: MSI. United States Department of Labor – Bureau of International Labor Affairs.

fieldwork, rather than locating them all in Kumasi.

5. Relatively high staff turnover rate since project inception: Project Officer; Project Director; M&E Officer; and Project Driver. (see Section 3.3.2)
6. Demotivation among project staff due to the terms of the recently renewed two-year contracts, without improvement in working conditions. (see Section 3.3.2)
7. Lack of full commitment from some community and decentralized institutional stakeholders in carrying out their respective mandates.
8. Reducing Adwuma Pa's private sector partnerships in Ghana's cocoa value chain only to Olam has delayed progress in the communities that Olam does not cover.
9. Data received from the ongoing baseline study may need improved screening and quality controls to avoid future challenges during implementation and final evaluation related to data validation and assurance. This is due to a few inconsistencies and suspected unethical practices by enumerators (i.e., names of potential beneficiaries that could not be traced in communities).

Efforts to enhance girls' participation and women's empowerment through vocational training has been delayed by the baseline study report, which is expected to be ready by April 2021.

During the virtual validation workshop held on March 22, 2021, stakeholders who participated from all four districts, community representatives from GCPCs, CDCs, and some Adwuma Pa project staff equally expressed very deep related concerns about the significant delays in implementation. Table 8 below shows some of the project's challenges that were cited and prioritized during the virtual stakeholders' validation workshop, where all four districts and their respective stakeholders participated, including representatives from community committees and Adwuma Pa project staff.

Table 8. Challenges of Adwuma Pa as Prioritized by Participating Stakeholders

#	Stakeholders in 4 Districts/ Municipals	Prioritized Challenges of Adwuma Pa Project
1	Tano South	Delays in project implementation
2		Remaining life of project is too short to meet the project's overall objectives
3		Stakeholders lack access to written reports on the project to stay up-to-date on the interventions carried out
4	Bibiani-Anhwiaso-Bekwai	Delays in the implementation of project activities in communities, especially the microenterprise trainings for young girls and women
5		Inadequate and/or lack of logistics for carrying out project activities - cameras, projectors, printers, office space and especially vehicles to transport key municipal staff for activities such as community meetings/engagement
6		Community apathy is having adverse effects on the project at the community level
7	Asikuma-Odoben-Brakwa	Delay in the implementation of activities
8		Short time span of the project
9		Lack of funding to support the activities of District-GCPCs

#	Stakeholders in 4 Districts/ Municipals	Prioritized Challenges of Adwuma Pa Project
10	Asunafo North	Mobility of institutional stakeholders
11		Lack of incentives to CDCs
12		Delays in project implementation
13		Free Senior High School (SHS) policy affecting availability of girls (15-17 years old)
14		Competition from other NGOs implementing similar activities

Table 8 above is self-explanatory. Suffice to say that it is evident, as mentioned earlier, that stakeholders are particularly concerned about the delays in implementation, which is the priority challenge of the project.

Some of the fundamental issues gathered, analyzed, and summarized as contributing to the delay were equally confirmed during the workshop. It must be re-emphasized that much work remains to be done. Some stakeholders were becoming skeptical about the Adwuma Pa project's ability to accomplish its objectives within the remaining period (by November/December 2022). These uncertainties suggest the need to look at the remaining workload, time and human resources as one of the bases for re-strategizing. The project may consider a participatory revision of its results framework to re-prioritize and reduce some of the activities with the involvement of stakeholders and beneficiaries.

During the interviews with the CDC members and some institutional stakeholders, a recurring request was for funding for some of their community and district committee activities. For the decentralized government institutions, a means of transport to enhance movement into communities would further boost their commitment to work to reduce CL, FL and other labor violations. Similarly, some of the CDC members repeatedly asked for some allowance or reimbursement for the cost of phone calls used in mobilizing community members or CDCs for meetings to develop their action plans. The project needs to continually explain USDOL's policies regarding direct funding of such requests (i.e., use of CDC executive members' phones to mobilize community members for meetings).

One of the MOCA project's key success factors as captured in the final evaluation document was its ability to work with decentralized committees for better community mobilization.²⁰ It created the appropriate enabling environment to mobilize communities in the fight against CL, FL and others. The statement below is quoted from MOCA's final evaluation report:

"MOCA's in-kind grants were particularly effective in garnering the commitment of the CAP committees and the communities, based on testimonies of community members, CAPC members, and project staff. Respondents explained that the provision of grants demonstrated that MOCA had something tangible to contribute."

²⁰Bowen R, Adomaa F, (2019). Final Performance Evaluation of Mobilizing Community Action and Promoting Opportunities for Youth in Ghana's Cocoa-Growing Communities (MOCA) Project Final Evaluation Report, Accra: MPAQ International, LLC (page 29). November 2019

Going forward, combining speed with quality, effective time management, increased stakeholder involvement and empowerment, and overall improved operational and human resource management will be critical.

3.3. EFFICIENCY

The following describes a few of the activities that are believed to have been efficiently executed under the project's results framework.

The involvement of decentralized government stakeholder institutions during preliminary activities such as community entry and awareness creation appear to have been done efficiently (Output 1.1.1). In terms of substantive work done so far, Adwuma Pa has identified gaps in the gender policy framework of its private sector partner, Olam Ghana Limited (under Sub-Outcome 2:1 Output 2.1.1). As of February 2021, a training needs assessment that was planned for June 2020 could not yet be undertaken because of lockdowns that result from restrictions in response to the Covid-19 pandemic. If fully and adequately implemented, this gender intervention is expected to eventually contribute to reducing the risk of CL, FL, WFCL and other labor violations in some selected cocoa communities.

Although the evaluator did not visit the field locations to physically meet the CDC members, a cursory look at the list provided strongly suggests that most of the CDC members are males, with the inclusion of a few women. Women's representation among the CDCs could have been better to promote women in community leadership and decision-making. On the contrary, females are well represented among Adwuma Pa field staff (50%).

3.3.1. EFFICIENCY OF MANAGEMENT STRATEGIES TO RESOLVE CHALLENGES AND ACHIEVE RESULTS

The main challenge has been delays in implementation and the project's own internal issues. These challenges may require major strategic shifts and reviews, moving forward.

One example of a policy change that calls for a paradigm shift in implementing strategies is Ghana's free Senior High School (SHS) policy, introduced in September 2017, which has increased school enrollment for girls between the ages of 15-17 years. The policy switch is likely to affect the number of girls available for selection as beneficiaries within the 80 communities. Sadly, Adwuma Pa did not learn from the MOCA project's interim evaluation report, as the same challenge was flagged regarding how the implementation of the free SHS policy could impact the project.²¹

Despite the Covid-19 pandemic being a major external factor that has negatively affected implementation, Adwuma Pa's own management and communication with USDOL also suffered some disruptions, as well as its current high staff turnover rate. These challenges call for increased level of competence and speed without compromising the quality of service delivery and reporting. Just as Adwuma Pa proactively responded appropriately to the uncertainties associated with the pandemic, the project, with its new PD and an incoming M&E Officer, are expected to quickly improve the general management response to adapt to evolving situations in project implementation. Given the time lost to the delays including Covid-19, it is hoped that the above attributes of new project leadership will be enough to enhance current output to match up with expected results by 2022.

²¹ Servilla R.M (2018). Independent interim evaluation of Mobilizing Community Action and Promoting Opportunities for Youth in Ghana's Cocoa-Growing Communities (MOCA) Project Final Evaluation Report, Accra: Sistemas Familia y Sociedad, Consultores Asociados – page 12.

3.3.2. EFFICIENCY IN IMPLEMENTATION AND MANAGEMENT OF HUMAN RESOURCES

The project's management of human resources requires further attention related to handling staff remuneration and retention in order to maintain consistency in project implementation. Losing four staff in only two years into a new project, including critical ones such as the Project Director, Project Officer and the M&E officer, cumulatively affected efficiency in service delivery.

As of February 2021, the Adwuma Pa project has no well-established and functional M&E data collection and reporting systems for effective management decision-making. The sudden resignation of the project's M&E staff has not helped matters. The project has lagged behind and will need to quickly complete setting up its M&E system, and substantially improve in this regard. The project is in the process of hiring a new M&E Officer and the newly hired Project Director is gradually filling in some gaps in the interim, with supervisory support from the Assistant Country Director.

Some project staff feel demotivated by the recently renewed (January-February 2021) two-year contracts, which did not include improvements in its provisions for staff, especially regarding salary which remained the same from 2019 – 2022. They claimed the salaries offered by Adwuma Pa are not competitive in the NGO labor market, which led to the decision by some to leave the project for better opportunities when they found vacancies with better remuneration elsewhere.²²

Given that more field staff volunteered to talk about how they are equally desirous of leaving the project if conditions of service do not improve is of great concern. There is a need for CARE to critically look at improving the efficient management of staff. This should include considering a quick market survey to ascertain claims of under-payment or an under-rewarding system within Adwuma Pa project staff.

The evaluator is of the view that from the top management in Accra, through to the staff in Kumasi and the districts, all personnel are competent to deliver much better results than the project's current performance reflects. The evaluator discerned that Adwuma Pa staff have the capability and the desire to do better. Hence, the weak results so far are not due to a lack of staff competence but might be caused by multiple factors such as the provision of adequate incentives and improved conditions of services to staff, which all could increase productivity and performance.

Working in 20 communities per district and providing services or supervision for 80 communities, together with the USDOL data collection and reporting requirements, could be daunting if there are either fewer staff than is required or staff are not fully motivated.

3.3.3. PARTNER AND STAKEHOLDER MANAGEMENT, COMMUNICATION AND COORDINATION

Interviews conducted with stakeholders at the decentralized level (staff of government institutions) indicated that communication with the project has been established but that the timely sharing of information, including progress reports, needs to improve. Communication between project partners exists, with fairly good coordination, but communication with stakeholders at regional and national levels is either very weak or non-existent, let alone coordination. However, even some of

²² However, given earlier communication challenges between USDOL and Adwuma Pa, when the former PD and the M&E Officer were leading those discussions with USDOL, their successive departure seem to have provided an opportunity for improved communication and coordination. The Assistant Country Director who stepped in has systematically improved communication. Likewise, the newly hired PD – he and his team - are expected to improve the overall performance of the project, and very quickly. He and the team in the field office appear very well capable of turning things around if well motivated and supported. Similarly, the USDOL team appear very ready and willing to provide such support.

the partners think that the timeliness of communications should be improved in order to support effective coordination, especially now that full implementation is expected to speed up.

Effective communication is pivotal to becoming successful in stakeholder engagement and management, and proper identification of partners and stakeholders (district, regional and national), engagement planning, management and coordination are crucial for efficient implementation. It is critical for the project to put attention to this area.

3.4. SUSTAINABILITY

Since the planned interventions or services had not commenced during the time of this study, it was not possible to assess the technical and financial sustainability of the Adwuma Pa project. However, as per one of the evaluation questions, the evaluator assessed the approaches and strategies that the project intends to use for implementation of the interventions to ensure that results become sustainable.²³ Hence, this section focuses on the sustainability philosophy, plan and strategies of the Adwuma Pa project and identifies gaps for proper consolidation and contextualization. After discussing the project's sustainability plan below, it proposes how collective learning and action through horizontal and vertical integration may facilitate a more structurally permanent adoption of the expected sustainable gains of the project through a multi-stakeholder process approach.

The fundamental strategies of the project are underpinned by participatory approaches and its inherent support for grass-roots organizational capabilities. The bottom-up capacity building support and interventions through communities and local governance systems, as an operational choice, allows for all-inclusiveness and is one of the keys to sustainable outcomes.

Consistent with the operational choices made by the Adwuma Pa project, it employs an integrated area-based approach to addressing CL, as sanctioned in the NPA II, by establishing the following pillars for achieving future sustainability: awareness raising; capacity building; development of GCPC and CDCs; and providing tailor-made skills for economic empowerment of the beneficiaries. All these are expected to be mainstreamed into district medium-term planning and budgeting to permanently reduce the risk of CL, FL and other labor rights violations and improve livelihoods in cocoa communities.

Following successful decentralized stakeholder engagement, community entry, awareness-raising, formation and/or revival of community gender and CL committees, which are all pillars for sustainability, the project is expected to ground its tangible beneficiaries' programs and continue to deepen knowledge and understanding on gender, CL, LRVs and related issues. These efforts will improve its prospects of achieving sustainability at all levels (community, district, regional and eventually national). A successful implementation of the beneficiaries' economic empowerment activities will be key to the overall sustainability of project.

A draft of the Adwuma Pa sustainability plan argues that the sustainability of the project's interventions will be determined by how the desired changes from the strategies and activities will endure beyond the life of the project.²⁴ The project'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 within CL, FL and other LRV, and partnering with stakeholders

²³ Independent Interim Evaluation of Adwuma Pa project-Ghana, Question Matrix

²⁴ Adwuma Pa Sustainability Strategies – draft Project Document. March 2021

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.

The project further hopes to achieve the above four-step framework through existing or revived committees, public sector institutions, private sector organizations or companies and civil society organizations at different levels - community, district, regional and national level. Generally, the project aims to achieve sustained impact at reducing CL, FL, LRV, and improving gender and other rights, by working together with stakeholders at different positions within the cocoa supply chain through partnership and other forms of cooperation.

Initial remarks of the evaluator are that the project's plan looks reasonably promising. However, choosing the appropriate wording will be helpful to connote the mindset required for its operationalization or effective implementation. The project should consider replacing "building" with "facilitating" as much as possible. In development communication (parlance) "facilitating" is a very attractive word and it appeals to all stakeholders. It has a deeper meaning related to tacitly informing key actors about attitudes, pre-analytical choices and actions of the conveyor than can be explained within this scope. Suffice to mention that in this context of ensuring Adwuma Pa's sustainability, assuming a role of facilitating processes is likely to help meet the sustainability objective and thus "to see the desired changes beyond the life of project" as Adwuma Pa defined above.

In ensuring sustainability, strategies, participatory and consultative approaches do matter, but proper stakeholder engagement processes and communication management remain crucial.

The Adwuma Pa sustainability plan does not clearly highlight the processes that it intends to use to ingrain a level of community ownership that would stimulate service demand and the requisite social pressure for the decentralized government agencies to respond by institutionalizing CL, FL, LRVs and other labor right regulations in their medium-term development planning and budgeting systems. These processes would lead to full empowerment of the CDCs, GCPCs, the communities and their district governance system to become more responsive to the service and capacity needs posed by CL, FL, LRV and labor right issues. Correspondingly, at the regional and national levels, facilitating multi-stakeholder processes or influencing existing platforms for collective learning and action is critical in situating the expected gains of the Adwuma Pa project within permanent institutional support and policy structures. A multi-stakeholder platform or an established project steering committee, using multi-stakeholder processes and participatory approaches in its periodic review, will pave the way for collective learning and appropriation (ownership at regional and national levels). NPA II encourages child labor duty bearers in the governance system to take up promising project initiatives in their various jurisdictions and to incorporate them into their medium-term plans for implementation and sustainability.²⁵

However, how the decentralized government would fund CL intervention programs will always remain a big question in helping to sustain benefits from projects, and there are no ready-made

²⁵ NPA II (2017) National Plan of Action II for the elimination of the Worst Forms of Child Labor in Ghana (2017-2021)

answers for this. With the district assemblies' common fund, stakeholders stated that without political pressures from the communities, because of political expediency and/or electoral votes during elections, various governments would prefer to sacrifice social programs (i.e., CL, FL, WFCL and LRVs) for physical infrastructural development. An example would be school buildings: though equally important, school buildings are something that politicians can easily point to during elections, as opposed to social interventions such as reducing CL for the children to attend school and make use of the buildings they prefer to build instead.

4. LESSONS LEARNED AND PROMISING PRACTICES

4.1. LESSONS LEARNED

1. Projects should pay more attention to the details of lessons that have emerged from previous related projects (i.e., MOCA), especially when the socioeconomic, political and geographical locations are similar. For example, the free SHS (education) policy shift introduced in September 2017 affected the MOCA project in terms of the number of beneficiary girls (15-17 years old) available for selection. Unfortunately, the same situation seems likely to affect the projected number of girls targeted by the Adwuma Pa project.
2. While the Covid-19 pandemic could not have been anticipated, a proper risk analysis and mitigation measures at the project design stage would increase a project's ability to respond to potential external factors that may affect project effectiveness. Donors should look at assumptions and risk mitigation measures more seriously when appraising potential projects.
3. Limiting the project's partnership or collaboration with the private sector to Olam alone, as the only cocoa license buying company, minimizes available opportunities in implementation and the realization of the benefit thereof. Jointly working with various private sector actors, not Olam alone, would more sustainably embed the benefits of addressing CL, FL, and other LRVs within the cocoa supply chain.
4. Though useful, the development of the CMEP appears to be a very lengthy process and causes delays in projects' implementation. Past interim evaluation reports from Ghana and Madagascar (MOCA and SAVABE projects, respectively) reflected similar delay concerns about the CMEP that has been experienced by the Adwuma Pa project. It must however be echoed that the two earlier interim reports were the only ones reviewed and happen to contain complaints on delays occasioned by the development of the CMEP. In general, though the issue of CMEP causing some delays is flagged in this evaluation, a further assessment may be required with a larger number of sampled cases before taking a final decision on the same.

4.2. PROMISING PRACTICES

1. When another USDOL-funded project in Ghana, the MOCA project, was concluding its project activities, and Adwuma Pa was beginning, ILAB/USDOL and WI conveyed a meeting to share their experiences, which proved useful. Mainstreaming, improving and maximizing such interactive learning and application of best practices would be a great addition to the transition between the exit of one project and the beginning of another, as the new project is developing its implementation strategies.
2. The Adwuma Pa project's early involvement of key decentralized institutional actors from the four districts in community entry and awareness-raising is useful for implementation and sustainability.
3. Adwuma Pa's proactive response to Covid-19 and subsequent flexibility from USDOL in re-allocating funds for the Covid-19 interventions produced significant results. The innovative use of jingles to educate and sensitize, as well as reaching out to a total of 63,196 persons, could innovatively be used more intensively to accelerate some of the awareness creation activities of the project.
4. Hiring about 50% female staff to implement Adwuma Pa, which focuses on girls and women, makes sense and should be emulated by future projects with a gender component.

5. CONCLUSIONS

The conclusions and recommendations of this evaluation took into account the four criteria used as part of the analytical framework: relevance and coherence, effectiveness and perceived impact, efficiency, and sustainability.

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 is consistent with national priorities. The Adwuma Pa project is not only highly relevant to the country's socioeconomic and human capital development policy objectives, but also consistent with the development priorities of Ghana. The NPA II (2017-2021) strongly acknowledges the devastating effects of child labor, forced labor and other labor rights violations on the economic development and social stability of Ghana. The NPA II seeks to strengthen the technical capacity of key decentralized government institutions, enhance public awareness, and mobilize key stakeholders and social partners to empower local communities, including vulnerable girls and women.²⁶

Unfortunately, the project is not fully embedded within the regional and national CL coordination ecosystem - to further enrich its knowledge and information base while connecting with policymaking and multi-sectoral entities that are critical for implementation and sustainability. The project appears to lack an established stakeholder communication engagement and coordination plan or a multi-stakeholder process approach to enhance stakeholder engagement, especially at the regional and national levels.

The project's theory of change is very valid, which states that "*If both* the business practices of private sector actors *and* the economic participation of vulnerable women and girls within the cocoa supply chain improves, *then* their risk of becoming victims of CL, FL, and other violations of labor rights within Ghana's cocoa supply chain will reduce." Child labor and other violations in the cocoa sector happen most frequently on farms in rural communities, where poverty is certainly one of the driving factors that causes girls or women with low or no sources of incomes to be more vulnerable and likely to be exploited. Lack of strong decentralized government institutional service providers to create awareness, provide protection, and enforce existing laws make women and girls even more vulnerable to those violations.

An assessment of the list of CDC members provided to the evaluator strongly suggests that most are males, with the inclusion of a few women. Meanwhile, female representation among Adwuma Pa field staff is about 50%. Apart from being part of the larger community population, boys and men are not deliberately targeted by the project; yet gender inclusion to address the risks of CL, FL, and LRVs should not necessarily exclude young boys and even men.

5.2. EFFECTIVENESS AND PERCEIVED IMPACT

After launching in November 2018, as of March 2021 the Adwuma Pa project had achieved very little as compared to what was expected from its planned interventions to reduce CL, FL and other LRVs. There have been notable delays that have directly affected the project's under-performance. The delays, mainly caused by but not limited to the Covid-19 pandemic, could be cumulatively estimated at a loss of about 12-15 months.

²⁶ NPA II (2017) National Plan of Action II for the elimination of the Worst Forms of Child Labor in Ghana (2017-2021).

In addition to the impacts of Covid-19, CARE staff attributed the delay in the baseline study to the lengthy process of the development and approval of the CMEP and the equally lengthy and cumbersome procedures of re-hiring the consultant that conducted the baseline study. The selection of project beneficiaries is a core activity upon which many of the activities were planned to follow.

The multiple factors that account for the apparent weak results of the Adwuma Pa project so far also include the unsuitable existing vehicle resource arrangement; workload and over-ambitious targets set in the project's results framework; the project's own management challenges; and a lack of timely communication, progress reporting and proper coordination to involve regional and national supervisors of district government institutional stakeholders.

Still, the Adwuma Pa project has carried out some noteworthy activities (Outputs 1.1.1, 1.1.2, 1.3.3, 2.1.1 and 2.1.2). Key among them include the needs assessment related to gender and other LRVs in Olam's supply chain in Ghana and the participatory involvement of stakeholders from government institutions during the revival and/or formation of the district- and community-level Gender Child Protection Committees (GCPs).

As per Outcome 2, improving the business practices of the private sector to protect women and girls against CL, FL, and other violations in the cocoa supply chain is foundational to the Adwuma Pa project. Unfortunately, the project has mainly limited its private sector partnerships (i.e., license buying companies or LBCs) to Olam Ghana Limited's supply chain, out of the many options that exist in Ghana (more than 60 registered LBCs). Meanwhile, Olam Ghana Limited's field operational areas do not cover all the 80 selected communities by the project, which is affecting the project's progress and implementation.

5.3. EFFICIENCY

As of February 2021, the Adwuma Pa project had no well-established and functional M&E data collection and reporting systems for effective management decision-making. The sudden resignation of the project's M&E staff has not helped matters and caused the project to lag behind. Adwuma Pa is in the process of hiring a new M&E Officer, and the newly hired Project Director is gradually filling in some gaps in the interim, with direct supervisory support from the Assistant Country Director.

Concerns about human resource management and the remuneration of project staff is a challenge. The project lost four staff within two years, including critical roles such as the Project Director, M&E Officer, Project Officer and a Driver. This has cumulatively caused delays and affected efficiency in service delivery and progress.

The project lacks, an established stakeholder communication and coordination plan and the use of a multi-stakeholder process approach to enhance stakeholder engagement especially at the regional and national levels.

5.4. SUSTAINABILITY

Since the planned interventions or services had not commenced during the time of this evaluation, it was not possible to assess the technical and financial sustainability of the Adwuma Pa project. A draft of the Adwuma Pa sustainability plan argues that the sustainability of the project's interventions will be determined by how the desired changes from the strategies and activities will endure beyond the life of the project. The project's line of reasoning is hinged on a four-step framework, including sustained capacity, sustained motivation, sustained linkages, and sustained resources.

Initial remarks of the evaluator are that the project's plan looks reasonably promising. Following successful decentralized stakeholder engagement, community entry, awareness-raising, formation and/or revival of community gender and CL committees, which are all pillars for sustainability, the project is expected to ground its tangible beneficiaries' programs and continue to deepen knowledge and understanding on gender, CL, LRVs and related issues.

However, the Adwuma Pa sustainability plan does not clearly highlight the processes that it intends to use to ingrain a level of community ownership that would stimulate service demand and the requisite social pressure for the decentralized government agencies to respond by institutionalizing CL, FL, LRVs and other labor right regulations in their medium-term development planning and budgeting systems. These processes would lead to full empowerment of the CDCs, GCPCs, the communities and their district governance system to become more responsive to the service and capacity needs posed by CL, FL, LRV and labor right issues.

Sustainable processes that lead to sustainable outcomes require deliberate efforts in investments of time, social learning & action, and resources to be internalized and institutionalized within governance systems (permanent structures).

6. RECOMMENDATIONS

Table 9 below presents the evaluation recommendations, including the corresponding page numbers from the evaluation findings and recommended implementing agency.

Table 9. Recommendations and Supporting Evidence

No.	Recommendation and Page Number Reference	Implementing Party
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. They are also clear pathways of 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)	Adwuma Pa
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)	Adwuma Pa
3	The project should endeavor to further improve women's representation among the CDC members , especially within the executives, to promote women in community leadership and decision-making. It is important to consider expanding the project's OSH-related 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)	Adwuma Pa
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)	Adwuma Pa
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 to ascertain claims of staff under-payment. (Section 3.3.2 p. 26)	Adwuma Pa
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)	Adwuma Pa

No.	Recommendation and Page Number Reference	Implementing Party
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 their 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 full empowerment of the CDCs and GCPCs to bargain for recognition , with the strength of its community membership. <i>(Section 3.2.4 pp. 22-24)</i>	Adwuma Pa
8	Going forward, the project and USDOL may need to re-strategize and prioritize to address stakeholders' concerns about delays in implementation. Improving project management, further streamlining CMEP development, and ensuring that a baseline assessment does not have to wait for the completion and approval of the CMEP could help the project make up for some lost time. <i>(Section 3.1.3 pp. 14-16; Section 3.2.1 pp. 16-19; Section 3.2.4 pp. 22-24)</i>	USDOL and Adwuma Pa
9	Due to the delays caused by the Covid-19 pandemic and others , there is a need to accelerate implementation without compromising on the quality of delivery. It appears the new Project Director can provide good leadership to achieve the expected results, but the project will need an additional 12–15-month non-cost extension. <i>(Section 3.2.1 pp. 16-19)</i>	USDOL

ANNEX A. LIST OF DOCUMENTS REVIEWED

ADWUMA PA REPORTING DOCUMENTS

- USDOL Solicitation: FOA-ILAB-15-09
- Grant Award
- Adwuma Pa Project Document
- Comprehensive Monitoring and Evaluation Plan, April 2020
- Semi-annual Technical Progress Reports: April 2020 – September 2020
- Correspondence related to Technical Progress Reports – December 2020
- MOCA Project Midterm Evaluation. Sistemas Familia y Sociedad for USDOL. February 2018
- SAVABE Project Midterm Evaluation Report. Madagascar

ADWUMA PA TRAINING AND RESEARCH MATERIALS

- Cohort No. 1 raw data sheet of baseline survey. CARE International. By JMK Consulting. March 2021

BACKGROUND DOCUMENTS

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

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ANNEX C. STAKEHOLDER WORKSHOP AGENDA AND PARTICIPANTS

VIRTUAL STAKEHOLDER VALIDATION WORKSHOP- CARE ADWUMA PA PROJECT FINAL SESSION ON DATA COLLECTION & VALIDATION - IINTERIM INDEPENDENT EVALUATION			
Date	Time	Session: Part I Plenary Work by Stakeholders from the 4 Districts/Municipal Assemblies of Project location	Responsibility
22/03/21	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		

Participant list has been removed in accordance with the Federal Information Security Management Act (FISMA) of 2002, Public Law 107-347.

ANNEX D. TERMS OF REFERENCE

Independent Interim Evaluation

Adwuma Pa Project

in

GHANA

Project Award Number: IL-32741-18-75-K
Financing Agency: U.S. Department of Labor
Grantee Organization: CARE International
Dates of Project Implementation: Nov 2018 – Nov 2022
Type of Evaluation: Independent Interim Evaluation
Evaluation Field Work Dates: February 15-26, 2021
Preparation Date of TOR: December 2020
**Total Project Funds from USDOL
Based on Cooperative Agreement:** US\$ 5,000,000
Evaluation Order Number: 1605C2-20-F-00027



Sistemas, Familia y Sociedad
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I. 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.

This evaluation approach will be in accordance with DOL's Evaluation Policy²⁷. OCFT is committed to using the most rigorous methods applicable for this qualitative performance evaluation and to learning from the evaluation results. The evaluation will be conducted by an independent third party and in an ethical manner and safeguard the dignity, rights, safety and privacy of participants. The quality standards underlying this evaluation are: Relevance, Coherence (to the extent possible), Effectiveness, Efficiency, Impact (to the extent possible), and Sustainability.²⁸ In conducting this evaluation, the evaluator will strive to uphold the American Evaluation Association Guiding Principles for Evaluators.²⁹ OCFT will make the evaluation report available and accessible on its website.

Project Context³⁰

West Africa is the largest producer of cocoa in the world³¹ with Ghana providing 21% of total world production.³² 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

²⁷For more information on DOL's Evaluation Policy, please visit <https://www.dol.gov/asp/evaluation/evaluationpolicy.htm>

²⁸ 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>

²⁹ For more information on the American Evaluation Association's Guiding Principles, please visit: <https://www.eval.org/p/cm/ld/fid=51>

³⁰ Adapted from CARE Project Document and USDOL Findings on the Worst Forms of Child Labor in Ghana: <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/ghana>

³¹ FAO. 2015. "Chocolate Stats." 1–3.

³² SWAC/OECD. 2007. "Atlas on Regional Integration in West Africa: Cocoa." 1–16.

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.³³ 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 over half of the child laborers in the cocoa supply. Ghanaian girls are also encouraged to do additional unremunerated house work unlike the boys of the family.³⁴ When girls enter their middle-to-late teens, this exploitive 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 simply unrecognized for their role in cocoa production.³⁵ 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.³⁶

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.³⁷ These structural factors complicate the situation for Ghanaian women within the cocoa supply chain.³⁸ Although half of the land is cultivated by women, Ghanaian women own smaller, lesser-quality land holdings than their male counterparts.³⁹ Gender inequalities in Ghana are dictated by both customary laws and social practices, including inheritance rights.⁴⁰ Ghanaian women work primarily on family farms in which social norms dictate specific gender roles.⁴¹ Women are heavily involved in harvest and post-harvest activities but are constrained from access to, and a role in, working with local markets.

³³ ILO. 2006. "National Labor Law Profile: Ghana."

³⁴ Nkansah, T. 2018. Cocoa Sustainability Initiative Semi-Annual Report. CARE: Accra, Ghana.

³⁵ Knudsen, M. H., et. al. 2011. "Land Distribution and Acquisition Practices in Ghana's Cocoa Frontier." *Land Use Policy* 28, no. 32: 378–387.

³⁶ Nieburg, O. 2017. "'A Long Way to Go' to Equality for Women Cocoa Farmers." *Confectionary News*.

³⁷ UNDP. 2016. Human Development Report; and UNDP. 2016. "Table 5: Gender Inequality Index."

³⁸ See also: FAO. 2012. "Gender Inequalities in Rural Employment in Ghana: Policy and Legislation." 1–24.

³⁹ 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.

⁴⁰ Sarpong, G. A. 2006. "Improving Tenure Security for the Rural Poor: Ghana." LEP Working Paper #2: 1–26.

⁴¹ Barrientos, S. 2013. "Gender Production Networks: Sustaining Cocoa-Chocolate Sourcing in Ghana and India." Brooks World Poverty Institute Working Paper #186: 1–30.

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).⁴²

CARE’s problem analysis argues that these intersecting levels of poor business practices, 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 girls within cocoa production in Ghana are both harmed by this uneven playing field.

Project Specific Information⁴³

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 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 2022.

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

To achieve this Sub-Outcome, the project will be conducting awareness-raising activities, training Gender and Child Protection Committees (GCPCs) and Community Development Committees (CDCs), and creating Educational Clubs for vulnerable girls.

- **Sub-Outcome 1.2:** Enhanced knowledge and skills of vulnerable women and girls

Associated with this Sub-Outcome are activities related to training women and girls in functional literacy, microenterprise activities, life skills, and vocational training.

- **Sub-Outcome 1.3:** Increased opportunities for advancement for vulnerable women and

⁴² Hiscox, M. J., et.al. 2014. “Gender Inequality in the Ghanaian Cocoa Sector.” *Harvard University Working Paper.*

⁴³ Adapted from Adwuma Pa CMEP

girls

Activities related to this Sub-Outcome include the provision of start-up packages for women who were trained in microenterprise development and girls who received vocational training, and conducting community gender dialogues with women, men, girls and boys on key themes such as sociocultural barriers and economic empowerment. The project will also establish Village Savings and Loan Associations (VSLAs), and facilitate the formation and registration of women-led cocoa cooperatives and associations.

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.

To achieve this Sub-Outcome, the project will review Olam's (a leading cocoa-buying company in Ghana) policies and practices and advocate for improvements related to gender, child labor, forced labor, gender-based violence and discrimination, and decent work. Private sector actors will also be trained on labor rights and protections.

II. PURPOSE AND SCOPE OF EVALUATION

The purpose of interim performance evaluations covered under this contract includes, but may not be limited to, the following:

- Assessing the relevance of the project in the cultural, economic, and political context in the country, as well as the validity of the project design and the extent to which it is suited to the priorities and policies of the host government and other national stakeholders;
- Determining whether the project is on track toward meeting its objectives and outcomes, identifying the challenges and opportunities encountered in doing so, and analyzing the driving factors for these challenges and opportunities;
- Assessing the effectiveness of the project's strategies and the project's strengths and weaknesses in project implementation and identifying areas in need of improvement;
- Providing conclusions, lessons learned, and recommendations; and
- Assessing the project's plans for sustainability at local and national levels and among implementing organizations, and identifying steps to enhance its sustainability.

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

- Assessing if the project is on track in achieving its objectives and outcomes, identifying the challenges encountered in doing so, and analyzing the driving factors for these challenges;
- Assessing the intended and unintended effects of the project;
- Assessing lessons learned and emerging practices from the project (e.g., strategies and models of intervention) and experiences in implementation that can be applied

in current or future projects in the focus country(ies) and in projects designed under similar conditions or target sectors; and

- Assessing which outcomes or outputs can be deemed sustainable.

Intended Users

The evaluation will provide OCFT, the grantee, other project stakeholders, and stakeholders working to combat child labor more broadly, an assessment of the project's performance midway, 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 any project adjustments that may need to be made, and to inform stakeholders in the design and implementation of subsequent phases or future child labor elimination 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.

III. EVALUATION QUESTIONS

The evaluation will answer the following evaluation questions, which are organized according to the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) criteria: Relevance/Validity, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.⁴⁴

Relevance and Coherence

1. To what extent is the project design appropriately and adequately addressing the key causes of child labor among adolescent girls and women in Ghana's cocoa supply chain?
2. At midterm, to what extent is the project on track to meet targets and objectives as described in the Project Document, TPR Annex A and the CMEP?
3. How has the Covid-19 pandemic affected project implementation and is the project strategy still relevant within the context of the prevailing pandemic?
4. To what extent is the theory of change (ToC) as visualized in the CMEP, valid and coherent given the implementing environment? To what extent are the project strategies relevant to the needs of its target participants, communities, and other stakeholders?

Effectiveness and Perceived Impact

5. How and to what extent has the Adwuma Pa project contributed towards improving public awareness on the rights and access to protections against child labor, forced labor, and other violations of labor rights for women and girls in the target communities?

⁴⁴ 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>

6. How effective are the project's efforts to improve 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?
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?

Management Efficiency and Effectiveness

8. To what extent is the project on course in mitigating labor-related and overall project implementation risks as a result of Covid-19 in target communities?
9. To what extent are the strategies and measures adopted by the project's management in addressing the problems or delays encountered by the project, and contributing to achieving its objective and outcomes?
10. How effective is the formulation and management of the M&E system in tracking the achievement of planned outcomes?
 - a. To what extent is the project implementing the CMEP (including design and/or implementation of the DPMS)?
 - b. To what extent is project data being used to inform decision making?

Sustainability

11. What measures, approaches and strategies are being established or used for implementation to ensure that project outcomes become sustainable?
12. What are the factors that are likely to limit or facilitate the project's technical or financial sustainability?
13. What are the recommended next steps/priorities to support the sustainability of project activities?

IV. EVALUATION METHODOLOGY AND TIMEFRAME

The evaluation methodology will consist of the following activities and approaches:

A. Approach

The evaluation approach will be qualitative and participatory in nature, and use project documents including CMEP data to provide quantitative information. Qualitative information will be obtained through field visits, interviews and focus groups as appropriate. Opinions coming from stakeholders and project participants will improve and clarify the use of quantitative analysis. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders and project participants.

To the extent that it is available, quantitative data will be drawn from the CMEP and project reports and incorporated in the analysis. In particular, project monitoring data shall be triangulated with relevant quantitative or qualitative data collected during fieldwork, in order to objectively rate the level of achievement of each of the project's major outcomes on a four-point scale (low, moderate, above-moderate, and high).

The evaluation approach will be independent in terms of the membership of the evaluation team.

Project staff and implementing partners will generally only be present in meetings with stakeholders, communities, and beneficiaries to provide introductions. The following additional principles will be applied during the evaluation process:

1. Methods of data collection and stakeholder perspectives will be triangulated for as many as possible of the evaluation questions.
2. Efforts will be made to include parents' and children's voices and beneficiary participation generally, using child-sensitive approaches to interviewing children following the ILO-IPEC guidelines on research with children on the worst forms of child labor (<http://www.ilo.org/ipeinfo/product/viewProduct.do?productId=3026>) and UNICEF Principles for Ethical Reporting on Children (http://www.unicef.org/media/media_tools_guidelines.html).
3. Gender and cultural sensitivity will be integrated in the evaluation approach.
4. Consultations will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders and beneficiaries, allowing additional questions to be posed that are not included in the TOR, whilst ensuring that key information requirements are met.
5. 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.

As per USDOL evaluation guidelines, all evaluations:

- Should identify which interventions are most effective at producing the desired outcomes
- Should identify which outcomes and, where applicable, which outputs have the greatest likelihood of being sustained after donor funding ends
- Should objectively rate the level of achievement of each of the project's major outcomes on a four-point scale (low, moderate, above-moderate, and high).
- As relevant, should assess whether the findings from the RDQA were used by the project to formulate and implement measures to strengthen their data management and reporting system and improve data quality.

Additionally, interim evaluations should include evaluator activity to review CMEP (and DPMS where applicable) data with grantee for the purpose of informing the report.

B. Evaluation Team

The evaluation team will consist of:

1. The lead evaluator
2. As appropriate an interpreter fluent in necessary languages will travel with the evaluator

One member of the project staff may travel with the team to make introductions. This person is not involved in the evaluation process, or interviews.

The lead evaluator will be responsible for developing the methodology in consultation with (Contractor), USDOL, and the project staff; assigning the tasks of the national consultant (as applicable); assigning the tasks of the interpreter for the field work (as applicable); directly conducting interviews and facilitating other data collection processes; analysis of the evaluation material gathered; presenting feedback on the initial results of the evaluation to the national stakeholder meeting and preparing the evaluation report.

The responsibility of the interpreter in each provincial locality is to ensure that the evaluation team is understood by the stakeholders as far as possible, and that the information gathered is relayed accurately to the evaluator. The interpreter should be impartial and independent from the grantee in order to mitigate potential bias.

C. Data Collection Methodology

1. Document Review

- Pre-field visit preparation includes extensive review of relevant documents
- During fieldwork, documentation will be verified and additional documents may be collected
- The evaluator shall also review the Routine Data Quality Assessment (RDQA) form completed by the grantee. The evaluator shall assess whether findings from the RDQA were used by the project to formulate and implement measures to strengthen their data management and reporting system and improve data quality. The evaluator's analysis should be included in the evaluation report.
- The evaluator shall also review key CMEP outcome and OCFT Standard Output indicators with the grantee. This will include reviewing the indicator definitions in the CMEP's Performance Monitoring Plan (PMP) and the reported values in the Technical Progress Report (TPR) Annex A to ensure the reporting is accurate and complete.
- Documents may include:
 - CMEP documents and data reported in Annex A of the TPR,
 - Routine Data Quality Assessment (RDQA) form as appropriate
 - Baseline report or pre-situational analyses,
 - Project document and revisions,
 - Project budget and revisions,
 - Cooperative Agreement and project modifications,
 - Technical Progress and Status Reports,
 - Project Results Frameworks and Monitoring Plans,
 - Work plans,
 - Correspondence related to Technical Progress Reports,
 - Management Procedures and Guidelines,
 - Research or other reports undertaken (KAP studies, etc.), and,
 - Project files (including school records) as appropriate.

2. Question Matrix

Before beginning fieldwork, the evaluator will create a question matrix, which outlines the source of data from where the evaluator plans to collect information for each TOR question. This will help the evaluator make decisions as to how they are going to allocate their time in the field. It will also help the evaluator to ensure that they are exploring all possible avenues for data triangulation and to clearly note where their evaluation results are coming from. The Contractor will share the question matrix with USDOL.

3. Interviews with stakeholders

Informational interviews will be held with as many project stakeholders as possible. The evaluation team will solicit the opinions of, but not limited to: children, youth, community members in areas where awareness-raising activities occurred, parents of project participants, teachers, government representatives, employers and private-sector actors, legal authorities, union and NGO officials, the action program implementers, and program staff regarding the project's accomplishments, program design, sustainability, and the working relationship between project staff and their partners, where appropriate.

Depending on the circumstances, these meetings will be one-on-one or group interviews. Technically, stakeholders are all those who have an interest in a project, such as implementers, partners, direct and indirect participants, community leaders, donors, and government officials. Thus, it is anticipated that meetings will be held with:

- OCFT staff responsible for this evaluation and project prior to the commencement of the field work
- Implementers at all levels, including child labor monitors involved in assessing whether children have been effectively prevented or withdrawn from child labor situations
- Headquarters, Country Director, Project Managers, and Field Staff of Grantee and Partner Organizations
- Government Ministry Officials and Local Government Officials who have been involved in or are knowledgeable about the project
- Community leaders, members, and volunteers
- School teachers, assistants, school directors, education personnel
- Project participants (children withdrawn and prevented and their parents)
- International NGOs and multilateral agencies working in the area
- Other child protection and/or education organizations, committees and experts in the area
- U.S. Embassy staff members

4. Field Visits

The evaluator will visit a selection of project sites. The final selection of field sites to be visited will be made by the evaluator. Every effort should be made to include some sites where the project experienced successes and others that encountered challenges, as well as a good cross section of sites across targeted CL sectors. During the visits, the evaluator will observe the activities and outputs developed by the project. Focus groups with project participants will be held, and interviews will be conducted with representatives from local governments, NGOs, community leaders and teachers.

D. Ethical Considerations and Confidentiality

The evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, stakeholders, communities, and project participants, implementing partner staff will generally not be present during interviews. However, implementing partner staff may accompany the evaluator to make introductions whenever necessary, to facilitate the evaluation process, make respondents feel comfortable, and to allow the evaluator to observe the interaction between the implementing partner staff and the interviewees.

E. Stakeholder Meeting

Following the field visits, a stakeholder meeting will be organized by the project and led by the evaluator to bring together a wide range of stakeholders, including the implementing partners and other interested parties to discuss the evaluation findings. 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 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:

1. Presentation by the evaluator of the preliminary main results
2. Feedback and questions from stakeholders on the results
3. Opportunity for implementing partners not met to present their views on progress and challenges in their locality

4. If appropriate, Possible Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise on the project's performance
5. Discussion of recommendations to improve the implementation and ensure sustainability. Consideration will be given to the value of distributing a feedback form for participants to nominate their "action priorities" for the remainder of the project.

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

F. Limitations

Fieldwork for the evaluation will last two weeks, on average, and the evaluator will not have enough time to visit all project sites. As a result, the evaluator will not be able to take all sites into consideration when formulating their results. All efforts will be made to ensure that the evaluator is visiting a representative sample of sites, including some that have performed well and some that have experienced challenges.

This is not a formal impact assessment. Results for the evaluation will be based on information collected from background documents and in interviews with stakeholders, project staff, and project participants. The accuracy of the evaluation results will be determined by the integrity of information provided to the evaluator from these sources.

Furthermore, the ability of the evaluator to determine efficiency will be limited by the amount of financial data available. A cost-efficiency analysis is not included because it would require impact data which is not available.

G. 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 travel associated with the evaluation;
- Providing quality control over all deliverables submitted to ILAB;
- Ensuring the Evaluation Team conducts the evaluation according to the TOR.

The Evaluation Team will conduct the evaluation according to the TOR. The Evaluation Team 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, Key Informant Interviews (KIIs) and Focus Group Discussions (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 grantees;
- 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 findings verbally to project field staff and other stakeholders as determined in consultation with ILAB and grantees;
- 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 of the comments provided;

- Preparing and submitting the final report.

ILAB is responsible for the following items:

- Launching the contract;
- Reviewing the TOR, providing input to the evaluation team as necessary, and agreeing on final draft;
- Providing project background documents to the evaluation team, in collaboration with the grantees;
- 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 evaluation team.

The grantee is responsible for the following items:

- Reviewing the TOR, providing input to the evaluation team as necessary, and agreeing on the final draft;
- Providing project background materials to the evaluation team, 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;
- Helping the evaluation team to identify and arrange for interpreters as needed to facilitate worker interviews;
- Reviewing and providing comments on the draft evaluation reports;
- Organizing, financing, and participating in the stakeholder debriefing meeting;
- Providing in-country ground and air transportation to meetings and interviews;;
- Including the ILAB program office on all written communication with the evaluation team.

H. Timetable

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

Task	Responsible Party	Date
Evaluation launch call	DOL/OCFT	Oct 9, 2020
TOR Template submitted to Contractor	DOL/OCFT	Oct 27
Background project documents sent to Contractor	DOL/OCFT	Nov 13
Draft TOR sent to DOL/OCFT and Grantee	Contractor	Nov 24
DOL/OCFT and Grantee provide comments on draft TOR	DOL/OCFT and Grantee	Dec 4
Revised TOR sent to DOL/OCFT and Grantee	Contractor	Dec 11
Contractor and Grantee work to develop draft itinerary and stakeholder list	Contractor and Grantee	Dec 15
Logistics call - Discuss logistics and field itinerary	Contractor and Grantee (DOL/OCFT as needed)	Dec 16
Contractor sends minutes from logistics call	Contractor	Dec 16
Finalize field itinerary and stakeholder list for workshop	DOL/OCFT, Contractor, and Grantee	Dec 21
Fieldwork budget submitted to DOL/OCFT	Contractor	Jan 6, 2021
Fieldwork budget approved by DOL/OCFT	DOL/OCFT	Jan 9

Task	Responsible Party	Date
Final TOR submitted to DOL/OCFT for approval	Contractor	Jan 11
Question matrix submitted to DOL/OCFT for review	Contractor	Jan 11
Final approval of TOR by DOL/OCFT	DOL/OCFT	Jan 15
Submit finalized TOR to Grantee	Contractor	Jan 15
Interview call with DOL/OCFT	Contractor	Feb 1
Interview call with Grantee HQ staff	Contractor	Feb 3
Fieldwork	Contractor	Feb 15-26
Stakeholder Workshop (remote, if needed)	Contractor	Mar 1
Post-fieldwork debrief call	Contractor	Mar 8
Draft report (2-week review draft) submitted to DOL/OCFT and Grantee	Contractor	Mar 22
DOL/OCFT and Grantee/key stakeholder comments due to contractor after full 2-week review	DOL/OCFT and Grantee	Apr 6
Revised report submitted to DOL/OCFT and Grantee	Contractor	Apr 13
Draft infographic document submitted to DOL/OCFT	Contractor	Apr 15
DOL/OCFT comments on draft infographic	DOL/OCFT	Apr 20
Final approval of report by DOL/OCFT	DOL/OCFT	Apr 27
Final infographic submitted to DOL/OCFT	Contractor	Apr 27
Final approval of infographic by DOL/OCFT	DOL/OCFT	Apr 30
Editing and 508 compliance by contractor	Contractor	May 11
Final edited report submitted to COR	Contractor	May 11
Final edited approved report and infographic shared with grantee	Contractor	May 12

V. EXPECTED OUTPUTS/DELIVERABLES

Ten working days following the evaluator’s return from fieldwork, a first draft evaluation report will be submitted to the Contractor. The report should have the following structure and content:

- I. Table of Contents
- II. List of Acronyms
- III. Executive Summary (no more than **five pages** providing an overview of the evaluation, summary of main results/lessons learned/emerging good practices, and key recommendations)
- IV. Evaluation Objectives
- V. Project Description
- VI. Listing of Evaluation Questions
- VII. Results
 - A. The results section includes the facts, analysis, and supporting evidence. The results section of the evaluation report should address the evaluation questions. It does not have to be in a question-response format, but should be responsive to each evaluation question.

VIII. Conclusions and Recommendations

- A. Conclusions – interpretation of the facts, including criteria for judgments
- B. Lessons Learned and Emerging Good Practices⁴⁵
- C. Key Recommendations - critical for successfully meeting project objectives and/or judgments on what changes need to be made for sustainability or future programming

- IX. Annexes - including list of documents reviewed; interviews/meetings/site visits; stakeholder workshop agenda and participants; TOR; Evaluation Methodology and Limitations; Table of Recommendations (citing page numbers for evidence, implementing party) etc.

The key recommendations must be action-oriented and implementable. The recommendations should be clearly linked to results and directed to a specific party to be implemented. It is preferable for the report to contain no more than 10 recommendations, but other suggestions may be incorporated in the report in other ways.

The total length of the report should be approximately 30 pages for the main report, excluding the executive summary and annexes.

The first draft of the report will be circulated to OCFT and the grantee individually for their review. The evaluator will incorporate comments from OCFT and the grantee/other key stakeholders into the final reports as appropriate, and the evaluator will provide a response, in the form of a comment matrix, as to why any comments might not have been incorporated.

While the substantive content of the results, conclusions, and recommendations of the report shall be determined by the evaluator, the report is subject to final approval by ILAB/OCFT in terms of whether or not the report meets the conditions of the TOR.

⁴⁵ An emerging *good practice* is a process, practice, or system highlighted in the evaluation reports as having improved the performance and efficiency of the program in specific areas. They are activities or systems that are recommended to others for use in similar situations. A *lesson learned* documents the experience gained during a program. They may identify a process, practice, or systems to avoid in specific situations

ANNEX E. 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 is the project design appropriately and adequately addressing the key causes of child labor among adolescent girls and women in Ghana’s cocoa supply chain?</p>	<p>Methodology:</p> <ul style="list-style-type: none"> ▪ Document review (TPR, CMEP, NORC Study, EU Child labour Report Nation Plan of Action and others) ▪ Field visits ▪ Interviews ▪ Evaluation Workshop <p>Indicators/Sub-questions:</p> <ul style="list-style-type: none"> ▪ Use of participatory approaches/tools to assess the extent of involvement of local stakeholders and beneficiaries in project diagnosis phase, planning, implementation, and monitoring ▪ Extent of clarity, consistency and coherence between project expected Outcome and issues identified ▪ Extent of appropriateness of the project design including strategies for implementation. ▪ Accuracy and appropriateness of the sectors/target groups and suitability of locations chosen for projects – what informed these decisions - baseline surveys? ▪ Are current interventions adequate or sufficient for the expected results? ▪ Quality of description and alignment of Activities, Outcomes/Outputs, indicators, Objectives in the RF ▪ Usefulness of project indicators and means of verification ▪ Likelihood of project assumptions and risks (COVID-19) 	<ul style="list-style-type: none"> ▪ Project management and staff ▪ Communities and beneficiaries (Community leaders, , Youth Groups (including Women and girls), CAP?) ▪ CDCs members ▪ 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, CDC training courses, stakeholders’ meetings. ▪ Research or other reports undertaken ▪ Field visits’ observations and notes.

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
	<ul style="list-style-type: none"> ▪ Consideration of available information on the socio-economic, cultural, and political situation ▪ Institutional arrangements, expectations, roles, capacity, and commitment of stakeholders. ▪ Did design consider expansion and upscaling or mainstreaming results? How? ▪ Quality of problems and needs analysis ▪ Degree of inclusion of gender differences ▪ Targets achieved vs actual results expected – time spent ▪ Effects of pandemic on expected results and strategic responses forward? 		
<p>2. At midterm, to what extent is the project on track to meet targets and objectives as described in the Project Document, TPR Annex A and the CMEP?</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"> ▪ Quality of problems and needs analysis ▪ Degree to which the project has worked with a gender perspective, reflected in project design and implementation, with focus on sustainability of project outcomes. ▪ Validity of the project approach and strategies. ▪ Consideration of available information on the socio-economic, cultural, and political situation (and disaggregation by sex) ▪ Extent of awareness creation or systems being established to facilitate such awareness on child labour, 	<ul style="list-style-type: none"> ▪ Project management and staff ▪ Communities and beneficiaries (Community leaders, CAP members, VSLAs, CDCs, NBSSI/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.

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>force labour and violations of labour rights being undertaken.</p> <ul style="list-style-type: none"> ▪ Pointers of project’s activities on training girls and women towards microenterprise skill development and economic empowerment. ▪ Are gender concerns adequately represented in the development, interpretation and use of indicators in the project’s outputs? ▪ How far have the project enhanced gender empowerment by helping private sector actors in addressing CL, FL and violations of the rights of women in their operations? 		
<p>3. How has the Covid-19 pandemic affected project implementation and is the project strategy still relevant within the context of the prevailing pandemic?</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"> ▪ Briefly assess relevance and appropriateness of project activities in the face of the pandemic ▪ Number of District Child Protection Committees revived or formed as per project plan at midway ▪ % of Awareness-raising activities on rights and protections conducted per midterm workplan ▪ % of GCPCs and CDCs trained on child labor, forced labor, and other labor violations and linked with appropriate stakeholders as per midway workplan ▪ % of Educational clubs established for vulnerable girls ▪ % of Women & girls trained in functional literacy & numeracy as per midway workplan 	<ul style="list-style-type: none"> ▪ Project management and staff ▪ Communities and beneficiaries (Community leaders, CAP members, CDCs, NBSSI, BAC, youth and families, schools) ▪ Facilitators ▪ Government and non-governmental agencies/partners 	<ul style="list-style-type: none"> ▪ Project document ▪ CMEP ▪ Baseline studies ▪ TPRs ▪ Reports on skills training courses. ▪ Research or other reports undertaken ▪ Field visits ‘ observations and notes.

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
	<ul style="list-style-type: none"> ▪ % of Women trained in microenterprise activities ▪ % of Girls trained in life skills ▪ % of Girls provided with vocational training ▪ % of Start-up packages provided for women-led microenterprises or vocationally trained women and girls ▪ % of Village savings and loan associations (VSLAs) established ▪ % of Community gender dialogues conducted ▪ % of Women-led cocoa cooperatives and associations formed and registered ▪ % of Gender-related practices of Olam reviewed ▪ % of Private sector actors (PSA) trained on labor rights and protections ▪ % of Advocacy for stronger labor rights and protections conducted by CARE Ghana ▪ Number of community members (youth and parents) who can identify two benefits of project or its training for beneficiaries 		
<p>4. To what extent is the theory of change (ToC) as visualized in the CMEP, valid and coherent given the implementing environment? To what extent are the project strategies relevant to the needs of its target participants, communities, and other stakeholders?</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"> ▪ % of Women & girls trained in functional literacy & numeracy as per midway workplan 	<ul style="list-style-type: none"> ▪ Project management and staff ▪ Communities and beneficiaries ▪ Government and non-governmental agencies/partners 	<ul style="list-style-type: none"> ▪ Project document ▪ CMEP ▪ Baseline studies ▪ TPRs ▪ Reports education activities ▪ Research or other reports undertaken

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
	<ul style="list-style-type: none"> ▪ % of Women trained in microenterprise activities ▪ % of Girls trained in life skills ▪ % of Girls provided with vocational training ▪ % of Start-up packages provided for women-led microenterprises or vocationally trained women and girls ▪ % of VSLAs established ▪ % of Community gender dialogues conducted ▪ % of Women-led cocoa cooperatives and associations formed and registered ▪ % of Gender-related practices of Olam reviewed ▪ Girls and women expectations regarding the vocational training and other microenterprise programs 	<ul style="list-style-type: none"> ▪ Communities and beneficiaries (Community leaders, CAP members, CDCs, youth and families) NBSSI, BAC and Olam 	<ul style="list-style-type: none"> ▪ Field visits ´ observations and notes.
Effectiveness and Perceived Impact			
<p>5. How and to what extent has the Adwuma Pa project contributed towards improving public awareness on the rights and access to protections against child labor, forced labor, and other violations of labor rights for women and girls in the 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 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. 	<ul style="list-style-type: none"> ▪ USDOL/OCFT staff responsible for this evaluation and project ▪ CARE Ghana project management and staff ▪ Communities and beneficiaries (Community leaders, CDCs, VSLAs, CPCs, CAPs, NBSSI, BAC, girls and women targeted) ▪ Other 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.

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
	<ul style="list-style-type: none"> ▪ Number and percent of communities who have established functional CAPs to address CL, FL and violations ▪ Number and percent of community-approved CAPs ▪ Number and percent of beneficiary girls (15-17) trained and participating in acceptable work opportunities ▪ Number of VSLA established and functioning ▪ Number of women cooperatives formed and registered and receiving livelihood services 		
<p>6. How effective are the project's efforts to improve 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"> ▪ % of Gender-related practices of Olam reviewed ▪ Number of Private sector actors (PSA) trained on labor rights and protections and implementing CL action plans ▪ Number of activities undertaken on advocacy for stronger labor rights and protections conducted by CARE Ghana 	<ul style="list-style-type: none"> ▪ CARE project management and staff ▪ Communities and beneficiaries (Community leaders, CAP members, VSLAs, CDCs, youth and women. ▪ Government and non-governmental agencies/partners ▪ Olam project staff and stakeholders 	<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.
<p>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</p>	<p>Methodology:</p> <ul style="list-style-type: none"> ▪ Document review ▪ Field visits ▪ Interviews ▪ SWOT Analysis with project staff 	<ul style="list-style-type: none"> ▪ USDOL/OCFT staff responsible for this evaluation and project ▪ CARE Project management and staff 	<ul style="list-style-type: none"> ▪ Project document ▪ CMEP ▪ Baseline studies ▪ TPRs

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>women and girls who receive training and/or start-up kits?</p>	<ul style="list-style-type: none"> ▪ 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 ▪ Differences among project target-regions ▪ Are there concrete indicators (incomes) showing participating girls and women's standard of living have improved? ▪ Validity of the project approach and strategies. 	<ul style="list-style-type: none"> ▪ Communities and beneficiaries (Community leaders, CAP members, VSLAs, CPCs, CVET), ▪ Project Facilitators ▪ Government and non-governmental agencies/partners 	<ul style="list-style-type: none"> ▪ Reports on capacity building activities, including CAPs, VSLAs, skills training courses, stakeholders' meetings. ▪ Research or other reports undertaken ▪ Field visits' observations and notes.
Management Efficiency and Effectiveness			
<p>8. To what extent is the project on course in mitigating labor-related and overall project implementation risks as a result of Covid-19 in target communities?</p>	<p>Methodology:</p> <ul style="list-style-type: none"> ▪ Document review ▪ Field visits ▪ Interviews ▪ Evaluation Workshop 	<ul style="list-style-type: none"> ▪ USDOL/OCFT staff responsible for this evaluation and project ▪ CARE Project management and staff 	<ul style="list-style-type: none"> ▪ Project document ▪ CMEP ▪ Baseline studies ▪ TPRs ▪ Reports on program implementation

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>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 have been adopted? ▪ Quality and quantity of outputs delivered? Were any of the outputs delivered virtually due to Covid-19? ▪ How efficient was the organisation, 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 – can we add some mitigation indicators? ▪ Likelihood of project assumptions and risks – COVID has brought changes – what are they and how have they impacted on effective implementation? ▪ Consideration of available information on the socio-economic, cultural and political situation ▪ Quality of problems and needs analysis ▪ Degree of delays affecting programmed activities and which alternative options were or are being explored? ▪ Targets vs actual results achieved and why variance? - analysis ▪ Have the assumptions required to translate project results into the project purpose been verified? If not, why and how did this affect the project? ▪ Number and percent of communities who have established functional CAPs to address CL ▪ Number and percent of community-approved CAPs 	<ul style="list-style-type: none"> ▪ Communities, beneficiaries and Project Facilitators ▪ Government and non-governmental agencies/partners 	<p>activities including capacity building for beneficiaries and stakeholders</p> <ul style="list-style-type: none"> ▪ Research or other reports undertaken ▪ Field visits ´ observations and notes.

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 are the strategies and measures adopted by the project’s management in addressing the problems or delays encountered by the project, and contributing to achieving its objective 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 have been adopted? ▪ How efficient was the organisation, monitoring, management, implementation of the project before and during the prevalence of Covid-19 ? ▪ Relevance of the project approach and strategies within context? ▪ Besides COVID, what has brought changes – and how have they impacted on effective implementation? ▪ Consideration of available information on the socio-economic, cultural and political situation ▪ Degree of delays affecting programmed activities and which alternative options were or are being explored? ▪ Targets vs actual results achieved and why variance? - analysis 	<ul style="list-style-type: none"> ▪ USDOL/OCFT staff responsible for this evaluation and project ▪ CARE Project management and staff ▪ Communities, 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.

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>10. How effective is the formulation and management of the M&E system in tracking the achievement of planned outcomes?</p> <p>a. To what extent is the project implementing the CMEP (including design and/or implementation of the DPMS)?</p> <p>b. To what extent is project data being used to inform decision making?</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"> ▪ How efficient was the organisation, monitoring, management, implementation of the project? ▪ Implementation of the Direct Participant Monitoring System (DPMS): Major milestones, challenges and successes ▪ Appropriateness of the DPMS to track the situation of direct participants or beneficiaries. Is the system user-friendly enough for senior and field staff? How could it be improved? 	<ul style="list-style-type: none"> ▪ USDOL/OCFT staff responsible for this evaluation and project ▪ CARE Project management and staff ▪ Communities, beneficiaries and 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.
Sustainability			
<p>11. What measures, approaches and strategies are being established or used for implementation to ensure that project outcomes become sustainable.</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"> ▪ What signs by midway are indicative of measures that exist and are likely to ensure sustainability? 	<ul style="list-style-type: none"> ▪ USDOL/OCFT staff responsible for this evaluation and project ▪ CARE Project management and staff ▪ Communities, beneficiaries and Project Facilitators 	<ul style="list-style-type: none"> ▪ Project document ▪ CMEP ▪ Baseline studies ▪ TPRs ▪ Reports on capacity building activities, including CAPs, FGDs with CDC and analysis of

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
	<ul style="list-style-type: none"> ▪ Extent to which project adopted the use of participatory approaches to enhance the inclusion of local stakeholders and beneficiaries (targeted girls and women) in project conception and designing. ▪ Extent of systematic participation of and consultations with national/local stakeholders in project, planning, implementation, and monitoring. ▪ Degree to which the project has worked with a gender perspective, reflected in project design and implementation, with focus on sustainability of project outcomes. ▪ 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? ▪ To what extent has the project begun steps to ensure that its activities are mainstreamed within prevailing decentralized institutions? ▪ At national level and policy, what linkages exist with the Gender Ministry, Ministry of Employment and Labour Relations including the steering committee on Child Labour? 	<ul style="list-style-type: none"> ▪ Government and non-governmental agencies/partners ▪ USDOL/OCFT staff responsible for this evaluation and project ▪ CARE Project management and staff ▪ Communities, beneficiaries and Project Facilitators ▪ Government and non-governmental agencies/partners 	<p>training curriculum, stakeholders' meetings.</p> <ul style="list-style-type: none"> ▪ Research or other reports undertaken ▪ Interviews with Beneficiaries and other Key Informant Interviews ▪ Field visits' observations and notes.
<p>12. What are the factors that are likely to limit or facilitate the technical or financial sustainability?</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"> ▪ USDOL/OCFT staff responsible for this evaluation and project ▪ CARE Project management and staff ▪ Communities, beneficiaries and Project Facilitators 	<ul style="list-style-type: none"> ▪ Project document ▪ CMEP ▪ Baseline studies ▪ TPRs ▪ Reports on capacity building activities, including CAPs, FGDs with CDC and analysis of

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
	<ul style="list-style-type: none"> ▪ To what extent are decentralized stakeholder institutions ready and capable of technically supporting communities to maintain or improve on gains and outcomes of “Adwuma Pa” Project? ▪ Similarly, to what extent are decentralized stakeholder institutions ready and capable of financially contributing to the sustainability of empowering vulnerable girls and women to reduce CL and sustain positive results achieved by Adwuma pa project? ▪ What factors will impede technical support and how can that be addressed? ▪ What factors can limit financial support to sustain gains made and how can they be addressed? ▪ Improvement of technical and institutional capacities to support CDCs to implement CAPs and combat CL ▪ Development of CAPs facilitated by CDCs ▪ CAPs Implementation ▪ Households with improved sustainable livelihoods ▪ Challenges and opportunities for leveraging resources for CAPs Implementation 	<ul style="list-style-type: none"> ▪ Government and non-governmental agencies/partners 	<p>training curriculum and stakeholders’ meetings.</p> <ul style="list-style-type: none"> ▪ Research or other reports undertaken ▪ Interviews with Beneficiaries and other Key Informant Interviews Field visits’ observations and notes.
<p>13. What are the recommended next steps/priorities to support the sustainability of project activities?</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"> ▪ USDOL/OCFT staff responsible for this evaluation and project ▪ CARE Project management and staff ▪ Communities, beneficiaries and Project Facilitators 	<ul style="list-style-type: none"> ▪ Project document ▪ CMEP ▪ Baseline studies ▪ TPRs ▪ Reports on capacity building activities, including CAPs, FGDs with CDC and analysis of

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
	<ul style="list-style-type: none"> ▪ To what extent a phase out strategy has been defined, planned, and grounded to ensure eventual sustainability (e.g., communities/local governments involvement) ▪ Have these strategies been implemented, and articulated/explained to stakeholders? ▪ Level of awareness regarding child labor, labor rights, education and extent of economic empowerment among girls and women beneficiaries. ▪ Extent of local support to CDCs in implementing its CAPs and participation of local stakeholders in project activities ▪ Opinion of key institutional and community stakeholders on project's results at midway and the likelihood that their efforts may become sustainable. ▪ What more should the project do, in community leaders' opinion, to increase the chance that its results become sustainable? ▪ What technical and financial options exist to sustain implementation beyond the end of "Adwuma Pa" project? 	<ul style="list-style-type: none"> ▪ Government and non-governmental agencies/partners 	<p>training curriculum and stakeholders' meetings.</p> <ul style="list-style-type: none"> ▪ Research or other reports undertaken ▪ Interviews with Beneficiaries and other Key Informant Interviews Field visits observations and notes.

ANNEX F. INTERVIEW GUIDES

Interview Questions for Stakeholders (Institutional Actors/CDCS/CARE Staff/Partners)

1. What is the functional roles and responsibilities of your institutions on the Adwuma Pa project?
2. What has been achieved or done by the Adwuma Pa project in your area?
3. What are your expectations of the Adwuma Pa project?
4. What are the challenges and opportunities to improve on program?
5. What can be done to improve on project deliverables going forward?
6. How can the activities or achievements of Adwuma pa be sustained after the project ends in your area?

Questionnaire for Beneficiary Girls (15-17 years old) in Tano South

1. Name

2. At which location in Tano South? (check all that apply)
 - Subriso
 - Nsuta
 - Kwasu
 - Tuagyankrom
 - Other
3. Age
 - 15 years
 - 16 years
 - 17 years
4. Education (mark only one)
 - Still in school
 - Not in school
 - Never been to school
 - Attended but no more
 - Other: _____
5. Level of Literacy and Numeracy Skills
 - Basic literacy
 - Below basic literacy

- Almost illiterate
- Never been to school
- Completed primary
- Completed JSS
- In or completed SSS
- Other: _____

6. Have you heard about the Adwuma Pa project?

- Yes
- No
- Not sure

7. If yes, when did you hear about the CARE Adwuma Pa project? (check all that apply)

- Baseline study
- Before selected
- After selection
- Other

8. What is the CARE Adwuma Pa project about?

9. What are your expectations of the Adwuma Pa project?

10. Are the objectives of the project relevant to your community?

- Very relevant
- Relevant
- Not relevant
- No idea

11. Why your answer?

12. Have you personally witnessed children working or carrying loads above their capacity instead of being in school?

- Many cases
- Never
- Few cases

13. Have you heard about the following: (check all that apply)

	Yes	No	No Idea
Child Labor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forced Labor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labor Rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Violence against women and children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender and Child Protection Committee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Do you earn monthly income or small tips for anything you would want to buy?

- No
- Yes
- Other: _____

15. In the absence of your parents/guardian/provider, without any source of income, could you consider working whole day (i.e., carry very heavy harvested cocoa beans) as victims of child labor do?

- Yes
- No
- No idea
- Other: _____

16. What are your aspirations in life? Prioritize them:

	High	Medium	Low
Get married	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Go back to school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Literacy and employability skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capital for petty training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Go hustle or live in the city	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn a trade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Get divorced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. As a potential beneficiary, please rate the likelihood of your expectations of support services from CARE Adwuma Pa happening indeed? (check all that apply)

- Very likely
- Likely
- Don't know
- Unlikely
- Very unlikely

18. Would you prefer to be part of a cooperative?

- Yes
- No
- Maybe

19. Please kindly give reason for your answer?
