

# Interim Evaluation of the Project Adwuma Pa: Empowering Vulnerable Women and Girls within the Cocoa Supply Chain in Ghana



Sistemas, Familia y Sociedad Ltd. (SFS) | Contract Number: 47QRAA20D0045 | Task Order: 1605C2-20-F-00027

## Objective

The project aims 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 project targets 5,200 vulnerable women and girls in 80 cocoa-growing communities across four districts in three regions of Ghana (Ahafo, Western Region and Central Region).



## Period of Performance

November 2018 – November 2022



## Funding

\$5,000,000



## Implementer

CARE International

## Key Findings

### Coherence

- The project's goal, overall objective and expected outcomes are highly relevant to Ghana's socioeconomic and human capital development policy objectives. They are also consistent with the development priorities of Ghana's revised National Plan of Action (NPA II, 2017-2021).
- However, the project is not fully embedded within the regional and national child labor institutional network.

### Effectiveness

- As of March 2021, the Adwuma Pa project had achieved very little as compared to what was expected from its planned interventions to reduce child labor, forced labor and other labor rights violations.
- 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.

### 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.
- Concerns about human resource management and the remuneration of project staff is a challenge. The project lost four critical staff within two years, a fact that has cumulatively caused delays and affected efficiency.



### Overall Impact

Given the limited level of implementation it is early to assess the overall impact of the project.

### Sustainability

Since project interventions had not yet started at the time of the evaluation, the existing draft sustainability plan and its strategies had not been put into practice.

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Ghana Talks Business

## RESPONSE TO COVID-19



In response to the pandemic, the project reallocated funds and proactively put together a proposal and strategy to create awareness and mitigate labor-related risks derived from the pandemic. The emergency response actions included purchasing personal protective equipment and hygiene kits in line with protocols established by the Government of Ghana to ameliorate the negative impacts of the pandemic in project target communities. This activity, together with the awareness creation campaign on Covid-19, have been praised by all relevant stakeholders.



### Promising Practices

- The exchange of experiences with other projects: E.g., USDOL organized a meeting with the MOCA project to share the latter's experiences with Adwuma Pa, which proved useful.
- The early involvement of key decentralized institutional actors from the four districts in community engagement and awareness-raising, a fact which will contribute to implementation and sustainability.
- Maintaining a balanced gender distribution among project staff, by hiring roughly 50% female staff for implementing the project.

### Lessons Learned

- 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.
- Lack of proper risk mitigation analysis in the Adwuma Pa project design highlights the need for donors and grantees to look more seriously at assumptions and risk mitigation measures when appraising potential projects.
- Limiting the project's partnership or collaboration with the private sector to only one organization, as the sole cocoa license buying company, reduces implementation opportunities and project's reach.
- Though useful, the development of the CMEP appears to be a lengthy process that causes delays in projects' implementation.

## RECOMMENDATIONS

	USDOL	CARE
1 Continue and further consolidate the project's strategies to form and/or revive the Community Development Committees (CDC), Gender Child Protection Committees (GCPC), Village Savings and Loan Associations (VSLA), and microenterprise cooperatives, linking this work more closely with permanent, functional local government structures.		✓
2 Actively involve Ghana Cocoa Board (COCOBOD), the Department of Cooperatives (DoC), Ghana Agricultural Workers' Union (GAWU), and the Ministry of Food and Agriculture's (MoFA) extension services in the project, to ground project outcomes within the local institutional context and promote sustainability.		✓
3 Improve women's representation among CDC members, especially at executive level, to promote women in community leadership and decision-making.		✓
4 Re-strategize the scope of project's partners and work with more than one private sector license buying company in the cocoa supply chain. Working with only one company is affecting implementation and progress.		✓
5 The project should address its staffing issues (e.g., hire and train a new M&E Officer to complete the setup and full implementation of its M&E system); based on staffing concerns, the project should consider carrying out 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 regional and national levels. This would give current project staff more time to focus on implementation, supervision, monitoring and assessment of the project.		✓
7 Introducing a multi-stakeholder process approach would help ensure proper stakeholder engagement and communication management (at community, district, regional and national levels). Embedding, structurally and functionally, Adwuma Pa's interventions in a permanent institutional setting would lead to full empowerment of the CDCs and GCPCs, so they can bargain for recognition based on the strength of community membership. This in turn will be crucial for achieving project sustainability.		✓
8 Going forward, the grantee and USDOL may need to re-strategize and prioritize activities to address stakeholders' concerns about delays in implementation. Improving project management, further streamlining the Comprehensive Monitoring and Evaluation Plan (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.	✓	✓
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. However, the project would need to receive approval for a 12–15-month non-cost extension from USDOL.	✓	