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Investing in rural people

Independent Office of Evaluation



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Republic of Ghana

Country Strategy and Programme Evaluation

Key Findings, Conclusions and Recommendations

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Agenda

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Introduction

Methodology

Key findings

Conclusions

Recommendations

- 3rd Country-level evaluation in Ghana. Period of this evaluation: 2013-2023
- Scope: IFAD-supported strategies and operations and non-lending activities
- Strategy and portfolio coverage: COSOP 2013-2018; 2019-2024
Seven projects (4 completed, 2 past their mid-term point, and 1 relatively new)
- Evaluated portfolio: US\$628.1 million, with IFAD financing of US\$ 224.8 million
- Majority co-financing with: African Development Bank

Timeframe	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
IFAD COSOP	COSOP 2013-2018						COSOP 2019-2024					New COSOP		
PBA Cycle	IFAD 9			IFAD 10			IFAD 11			IFAD 12		Soon IFAD 13		
IFAD Portfolio	RTIMP (US\$ 18.9 million)													
	NRGP (US\$ 22.7 million)													
	RAFiP (US\$ 15 million)													
	REP (US\$ 86.5 million)													
				GASIP (US\$ 46.6 million)										
						AAFORD (US\$ 15 million)								
								ESRF (US\$ 20 million)						

- Evaluation criteria: per IFAD Evaluation manual 2022
- Reconstructed theory of change
- Mixed-methods approach including:
 - Secondary data analysis, desk review;
 - Virtual and in-person interviews of various stakeholders;
 - Direct observations during field visits (six regions)
- Purposeful sampling for site visits
- Limitations: limited rigorous studies, logistical challenges to access all project sites



- The COSOPs and their thematic focus areas well-aligned with the Government of Ghana's policies and flagship programmes, and with IFAD
- IFAD's country programme reflective of its comparative advantage and pertinent given some headwinds in Ghana's economy
- Focus of portfolio shifted to respond to government's changing priorities
- Relevant targeting of women and youth, and of specific geographic areas with high concentrations of poverty
- Strong and effective strategic partnership with the government; cooperation with AfDB leveraging IFAD's investments further
- Evidence of some level of effort in collecting knowledge from projects and of some contribution to national policy

- Effective outreach of the target population: smallholders and MSMEs
- Production and productivity gains from supply of inputs, productive infrastructure and improved farming practices
- Some success in infrastructure for improved market linkages
- Evidence of increases in incomes and food security
- Increased access to rural finance
- Strengthened capacities of government institutions
- Projects facilitating some innovations in Ghana



- Planned targets for women's participation achieved
- Targeted interventions improved gender equity
- Overall sustainability of rural financial institutions highly likely
- Enhanced technical skills of FBOs and group financing model sustainable
- Good Agricultural Practices, Conservation Agriculture and Climate Smart Agriculture fostering better resilience
- Holistic approach to complementing better NRM and adaptation of climate change practices with provision of planting material and improved technologies



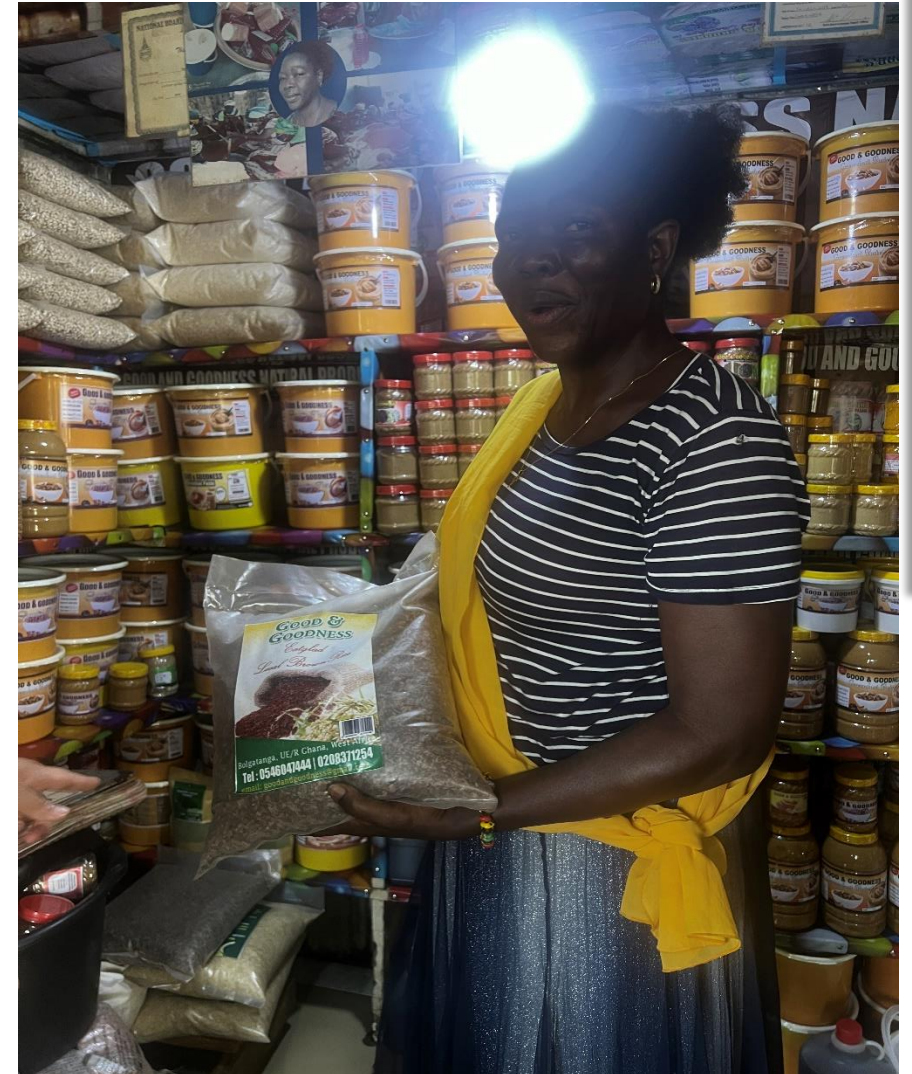
- Inadequate needs assessment, demand and supply analysis and feasibility studies. Project designs related to rural finance not always adequately contextualized
- Not sufficient recognition and addressal of the heterogeneity of target population
- Lack of diversification of international co-financing
- Lack of systematic approach to knowledge utilization from projects; inadequate consideration of knowledge from other organizations and of local knowledge. M&E a challenge
- Efficiency challenges - bureaucratic processes, procurement and external factors negatively affected timeliness and disbursement



Challenges: effectiveness and impacts

- Potential for production and productivity gains affected by quality and timeliness of distributed certified seeds and agrochemicals
- Lesser focus on marketing side of crops; formal contracts with agri-businesses limited
- Effective support to MSMEs affected by: lack of clarity about their growth path, underestimation of time and effort to create and sustain them and the demand led approach
- Financing instruments for value chain participants and enterprises showed less than optimal results
- Mixed performance of institutions supporting rural enterprises
- Support to grassroots organizations effectively oriented to production, and less to marketing, and insufficient to create self-reliant, self-managed institutions

- Early indications of enabling equal gender voices within households, but these still to be consistently practiced
- Insufficient gender strategies and action plans in project designs
- The institutions supporting MSMEs, the value chain marketing linkages created and the matching grants provided not expected to be sustainable
- Somewhat weak production infrastructure affecting sustainable agricultural productivity and community resilience
- Despite strategic attention on scaling-up, not enough leveraging of IFAD's approach



- IFAD programme solidly aligned with policies and programmes of government and IFAD's own; strong partnership with government, and to an extent, with private sector
- Targeting and capacity building of beneficiaries generally sound but not adequately responsive to specific needs, context
- Income increases for beneficiaries, but lack of both a holistic approach for FBOs and a growth trajectory for enterprises
- Insufficient leverage of non-lending operations
- Persistent and systemic inefficiencies, and weak accountability
- Sustainability of grassroots organizations, supporting institutions and some infrastructure a challenge to overcome



Recommendation 1

- Develop the next COSOP with explicit strategic orientations on support for business models (aligned with IFAD targeted groups), with clear impact pathways and measurable targets

Recommendation 2

- Further expand partnerships with the private sector and other development actors supporting rural enterprises and value chains (pro-poor oriented)

Recommendation 3

- Strengthen the targeting strategy by being more responsive to needs and choices of the target groups and more systematic in the geographic scope

Recommendation 4

- In line with the good practice and standards of financial institutions, systematically address capacity inefficiencies, including the implementation of functional system of documentation, monitoring and accountability

Recommendation 5

- Leverage additional funding for infrastructure investments and explicitly address gaps that weaken the sustainability of those investments through effective local governance and enhanced community ownership

Thank you for your attention

