

EVALUATION DEPARTMENT

Report 9 / 2020
Country Evaluation Brief



GHANA

Evaluation Portrait

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Ghana – Evaluation Portrait

1 Evaluations published in 2019

1.1 Near-End Review, Oil for Development Programme in Ghana

Evaluation	Near-End Review, Oil for Development (OfD) Programme in Ghana
Published (year)	2019
Author/Agency	Scanteam
Commissioned by	Norwegian Embassy in Ghana
Type of evaluation	Programme Review
Project period	2015-2019
Keywords	Economic growth, oil and gas, capacity development, partners, collaboration, natural resources, environment, finance
Abstract	The main purpose of this near-end review was to assess the impact and results of the programme's second phase, 2015 to 2019. It focused on the resource management and environmental management components. It also considered sustainability and the appropriateness and need for continuing Oil for Development (OfD) support after 2019 for these two components, and beyond 2020 for the revenue component (which was added in 2017 and runs through 2020). This is to be done in light of the Ghana government's vision of "Ghana beyond aid" and the Norwegian Government's decision of having Ghana as a "Partner Country". The methodology of the review is not described in detail. According to the ToR it was based on studies of available documentation, both general documents and project specific documents and interviews with relevant actors in Ghana and Norway in the implementing institutions, as well as other relevant stakeholders, including major exploration and production companies in Ghana and relevant civil society organisations. The review found that while Ghana and OfD could point to important achievements with regards to institutional development and significant organisational and skills development, governance progress was less structured, and the steps taken less significant. The resource component delivered the most results – the legal, policy and administrative and frameworks for the sector. Looking ahead the report identified the need to develop cross-organisational teams for delivering on more complex oversight and control issues with the rapid evolution of the sector. The environment component had an ambitious list of outputs for institutional development, and while several were not yet delivered, the overall result was satisfactory. There was a need to consolidate experiences in the context of the much more complex socio-political economic dynamic of onshore and expanding sector activities. The revenue component was generally conditional on larger PFM and sector organisational issues being addressed. Since activities had just begun results remained largely indicative and at activity level.
Cross-cutting issues	Good governance, gender, civil society and media
Link to evaluation	https://norad.no/globalassets/publikasjoner/publikasjoner-2019/near-end-review-oil-for-development-programme-in-ghana.pdf

1.2 Resilience in North East Ghana: Impact evaluation of the Climate-Resilient Agricultural and Food Systems project (2015 – 2018)

Evaluation	<i>Resilience in North East Ghana: Impact evaluation of the Climate-Resilient Agricultural and Food Systems project (2015 – 2018)</i>
Published (year)	2019
Author/Agency	Oxfam and PAS-Garu, PARED, ProNet North and NANDRIDEP
Commissioned by	Oxfam GB's Global Performance Framework
Type of evaluation	Impact evaluation
Project period	2015-2018
Keywords	Climate-Resilient Agriculture, raising awareness on climate change impact, promoting resilient livelihood activities
Abstract	The Climate-Resilient Agricultural and Food Systems (CRAFS) project in the northern regions of Ghana aimed at raising awareness throughout the districts on climate change impact, the need to adapt to it, and the restoration of the natural resource base. It also sought to build the resilience of men and women by promoting resilient livelihood activities and improving food supply, while regenerating the natural resource base. A quasi-experimental impact evaluation design was used to measure the effect that is causally attributable to – and representative of – the project's intervention. The evaluation design involved comparing the households of project participants to households from nearby communities who were thought to have had similar characteristics to the project participants, before the project was carried out. The main finding of the evaluation was that CRAFS had a positive and significant impact on the overall resilience index, at 57 percent on average in the intervention group, while households in the comparison group scored positively on 52 percent of indicators (a difference significant at 1 percent). It appears that the project did not have a measurable positive impact on absorptive capacity indicators. The project seems to have had a positive and significant effect on indicators of adaptive capacity through access to credit and control over its use within the household, control over decisions to sell livestock heads within the household and participation in groups. There is evidence that transformative capacity was built thanks to better awareness of existing regulation, better interaction with district institutions and more control over income within the household. It was observed, looking at steps along the theory of change, that a higher share of respondents received information or training sessions on Village Savings and Loans Associations (VSLAs) in the CRAFS areas than in the comparison ones, and there is evidence for the VSLAs in CRAFS areas to be working differently from in the comparison communities. Participation in bush fire committees was also a key component of the project logic. Such committees are in place in the comparison areas, and participation is not significantly improved by CRAFS overall. Finally, CRAFS seems to have resulted in an improvement in the natural resource base, as self-assessed by respondents.
Cross-cutting issues	Resilience and disaster risk reduction, gender equality,
Link to evaluation	https://policy-practice.oxfam.org.uk/publications/resilience-in-north-east-ghana-impact-evaluation-of-the-climate-resilient-agric-620889

2 Evaluations published in 2018

2.1 Evaluation Study: Graduation and Development Finance in the SDG Era: The Case Study of Ghana

Evaluation	<i>Evaluation Study: Graduation and Development Finance in the SDG Era: The Case Study of Ghana</i>
Published (year)	2018
Author/Agency	Danish Institute for International Studies
Commissioned by	DANIDA
Type of evaluation	Evaluation Study
Project period	Focus on 2008-2018
Keywords	Development finance
Abstract	This evaluation was a preliminary assessment which analysed the changed composition of development finance in Ghana, including the implications of graduation, and related fiscal management challenges as well as a brief review of the political and institutional response of the Government of Ghana. There is no description of the methodology, and the report does not provide recommendations. The report analysed the changing context of development finance for a Low Middle Income Country (LMIC) in the context of the SDGs, an issue of relevance to every donor in Ghana, including Norway, and listed five main conclusions. • Graduation was followed by a change in the composition of development finance, including decreasing bilateral disbursements indicating a 'herding' effect. • While the graduation process may have contributed to developments in Ghana, public financial management remained a key challenge, which has led to persistent deficits and underfunding of the social sectors and agriculture. • Despite efforts to improve domestic resource mobilisation, Ghana is still lagging behind comparable countries, which is critical in view of the government's intention of financing a significant share of the development needs with domestic finance. • Ghana has not developed a plan to guide the implementation of the SDGs, and although this was early in the process, there were major concern whether Ghana will be able to finance the fulfilment of the SDGs. • The experience of Ghana documents the complex challenges countries face when they transition through different phases, but also that transition processes will be country specific, and that the international community could play an important role in assisting in these processes.
Cross-cutting issues	N/A
Link to evaluation	http://www.netpublikationer.dk/UM/evaluation_case_study_ghana_may_2018/Pdf/evaluation_case_study_ghana_may_2018.pdf

2.2 Evaluation of the Ghana-Denmark Partnership (2007 – 2017)

<i>Evaluation</i>	<i>Evaluation of the Ghana-Denmark Partnership (2007 – 2017)</i>
Published (year)	2018
Author/Agency	Orbicon and Nordic Consulting Group (NCG)
Commissioned by	DANIDA
Type of evaluation	Country development partnership evaluation
Project period	2007-2017
Keywords	General budget support, governance (including decentralisation and human rights), health, tax/customs and private sector development
Abstract	The Denmark-Ghana Partnership Policy 2014-2018 envisaged a transition of the partnership from primarily development cooperation to a strategic partnership, mainly based on political and commercial cooperation. The objective of the evaluation was to assess the results achieved and their sustainability in light of the fact that the development cooperation between Ghana and Denmark would be reduced and gradually taken over by the new strategic partnership. The main findings of the evaluation were: • Programming: The enabling environment in Ghana was not conducive for the provision of development assistance in the period of the evaluation. Furthermore, the Danida-supported development interventions were not sufficiently adjusted to Ghanaian political-economic realities. Taken together these two factors affected the prospects for achieving transformational and longer-term changes within the supported sectors. • Transformation: While the democratic development in Ghana was further consolidated, also in the period after 2011, Danida (together with other Development Partners) did not manage effectively to support a transformation of economic and productive sectors to sustain the growth process. • Transition: The transition process served as an interesting demonstration of innovative approaches, synergies and working modalities at the crossroad between development and commercial/political cooperation that should be replicated by other embassies. The evaluation recommendations included: • A more flexible, adaptive and opportunity-driven programmatic approach (e.g. aligned to the Problem Driven Iterative Approach), with shorter planning/implementation cycles and more critical decision points on who and how, should be piloted in a country with a highly complex political settlement (like Ghana), based on what is possible within existing Danish MFA financing and budgeting frameworks; • Development programming should aim at creating greater synergies between governance and private sector supported level interventions by focusing on specific corruption-related constraints that slow down sustainable growth; • Sustainability aspects should be more critically addressed earlier in the phase out process and more responsibility should be placed on national partners in terms of co-funding arrangements (e.g. that Danida funding will be gradually phased out over a three to five year period in accordance with a mutually agreed exit strategy and that the partner institution will develop and implement a fundraising strategy in parallel to this).
Cross-cutting issues	Human Rights Based Approach (HRBA), rule of law, gender equality, OHS, environmental management, climate change
Link to evaluation	https://um.dk/en/danida-en/results/eval/eval_reports/publicationdisplaypage/?publicationid=1aab6b16-ac73-44a9-9e43-4c79ad689b15

2.3 Endline Summary Report: Impact Evaluation of the SADA Millennium Villages Project in Northern Ghana

Evaluation	Endline Summary Report: Impact Evaluation of the SADA Millennium Villages Project in Northern Ghana
Published (year)	2018
Author/Agency	ITAD, in association with: IDS, Participatory Development Associates Ltd, London School of Hygiene & Tropical Medicine
Commissioned by	UK Department for International Development (DFID)
Type of evaluation	Project Evaluation
Project period	2012-2016
Keywords	Poverty, health, education, gender, equality, (MDGs), agriculture
Abstract	The Millennium Villages Project (MVP) aimed to demonstrate how the Millennium Development Goals (MDGs) - eight globally endorsed targets that addressed the problems of poverty, health, gender, equality and disease - could be achieved locally through an integrated approach to development. The report summarised the findings from the first independent impact evaluation of the MVP approach. It was based on five survey rounds of household (and other) data collected from 2012 to 2016, as well as three qualitative studies that were undertaken during the baseline (2012), midterm (2014) and in the final years (2016-17). The analysis highlighted changes compared with the baseline and isolated impacts that can be attributed to the MVP through the use of control groups. Overall, the study found that the project had a statistically significant impact on seven out of the 28 MDG outcome indicators. In Northern Ghana, the MVP did not achieve the MDG target to reduce extreme poverty and hunger at the local level (Goal 1). However, the report acknowledged that reducing poverty on this scale is very hard to achieve within a five-year period. The qualitative studies further highlighted the complexity of the income-expenditure-savings dynamic, particularly given the local context and deeply entrenched behaviours. The evaluation did not find any evidence that people living in the MVP areas had escaped the poverty trap. Incomes had grown at the same rate for all households, leaving inequality unchanged. Beyond monetary-based measures of poverty, the report suggested that well-being may have improved. While the MVP model recognises the need to address many interrelated challenges, attempting to address all at once appears not to have delivered significant results or synergistic effects. Instead, addressing specific sector-based problems may still yield better and more cost-effective results. The report found there is a need for considerable experimentation and testing in context, working with the current political economy of what is possible by district and community institutions, as well as the local cultures and behaviours that change and adapt technologies and know-how. Sustainability was considered a challenge by the evaluation, and there is a need for early strategic thinking beyond the project lifecycle, particularly for approaches like top-up allowances, community education workers and new health facilities ('super-CHPS'), given their implications for government funding and delivery in the long term.
Cross-cutting issues	Gender covered as part of the MDGs
Link to evaluation	https://itad.com/reports/endline-summary-report-impact-evaluation-of-the-sada-millennium-villages-project-in-northern-ghana/

2.4 Evaluation of the Project: UN Environment/UNDP/WRI Green Climate Fund (GCF) Readiness Programme

<i>Evaluation</i>	<i>Evaluation of the Project: UN Environment/UNDP/WRI Green Climate Fund (GCF) Readiness Programme</i>
Published (year)	2018
Author/Agency	Arthur Dennis Long, Albert Stocker
Commissioned by	UN Environment
Type of evaluation	Project Evaluation
Project period	2013/14-2018
Keywords	Climate change, climate finance, adaptation
Abstract	The UN Environment/UNDP and World Resources Institute project began in 2014 and intended completion in December 2017. The project's overall development objective was to prepare countries to access, manage, deploy, and monitor scaled-up financing through the Green Climate Fund (GCF). The evaluation had two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing that could be applied as the project moves towards its completion. The evaluation used the UN Environment rating scale and methodology and assessed this project to overall rating of "Moderately Satisfactory". The project team, working in all nine countries: Benin, Colombia, El Salvador, Fiji, Ghana, Kenya, Nepal, Philippines and Uzbekistan, focused on increasing the understanding and engagement of the governments with the GCF and supporting 'Direct Access' via the National Designated Authorities. The project supported the institutional setup to effectively engage with GCF at the national level (including national climate finance strategies); creation and application of decision-making tools with regards to GCF finance; GCF accreditation and development of proposals for GCF funding. The initial focus was on adaptation projects that could attract grant funding, followed by mitigation projects that were more likely to attract loans and be implemented by the private sector. The study found, inter alia, that with multiple activities being carried out in nine countries by three implementing partners and two supporting institutions, it was a challenge to make an assessment of timely performance. While communication flows between partners was good, differences in implementation modalities confused Government partners and undermined the sequencing of implementation, resulting in shortened timelines for implementation, given iterative capacity-building goals. The evaluation also pointed out that the governments of the nine countries face competing priorities. Many face debt-ceiling issues; have entrenched government administrative systems and may not see investments in climate change as a national priority, nor might they be supportive of strong private sector involvement.
Cross-cutting issues	Cross-cutting defined as tackling both adaptation and mitigation
Link to evaluation	https://wedocs.unep.org/handle/20.500.11822/26286?show=full

2.5 Evaluation of UNHCR's Livelihoods Strategies and Approaches (2014-2018) Ghana Case Study

<i>Evaluation</i>	<i>Evaluation of UNHCR's Livelihoods Strategies and Approaches (2014-2018) Ghana Case Study</i>
Published (year)	2018
Author/Agency	Technical Assistance to Non-Governmental Organizations (TANGO) International
Commissioned by	United Nations High Commissioner for Refugees
Type of evaluation	Programme Evaluation
Project period	2014-2018
Keywords	Refugees, livelihoods
Abstract	The purpose of this evaluation was to gather strategic and timely evidence on the effectiveness of refugee livelihoods programming from 2014-2018. Its purpose is to inform organisational strategy and practice within UNHCR and external to UNHCR, aiming to improve the economic inclusion of refugees and other people of concern (PoC). Main techniques included a desk review of secondary data (e.g. focus data, programme documents), and literature and primary qualitative data collection. The main findings of the evaluation were: The programme design drew on previous lessons learned and market analyses to implement demand-driven job skills training and give business loans to a limited number of programme participants. UNHCR appropriately funded activities by capable partners. The activities helped to overcome barriers to financial inclusion. Language barriers, work in groups, low quality starter kits, and insufficient loans constrained effectiveness. The programme-built Persons of Concern (PoC) absorptive capacity by increasing income generation activities which enabled PoC to meet basic needs; adaptive capacity was built through training and by increasing access to financial services. The evaluation team concluded that (i) the livelihood interventions were somewhat effective in reducing protection risks. Livelihood programming increased opportunities to earn income and build household assets and savings, thus building households' ability to prepare for and cope with shocks (i.e., absorptive capacity). (ii) UNHCR needs to improve cooperation with other partners, particularly private sector and development actors. Funding was primarily carried out through UNHCR, so a long-term handover plan that considers sustainability and scalability is needed. (iii) UNHCR should consider starting a slow and systematic process to close all refugee camps and to strategically shift the livelihood programme focus to improving the enabling environment. (iv) Continue the multi-year/multi-partner programming approach and plan for handover of individual-based livelihood activities to strategic partners.
Cross-cutting issues	PoC gender differentiation
Link to evaluation	https://reliefweb.int/sites/reliefweb.int/files/resources/5c5060ea4.pdf

3 Evaluations published in 2017

3.1 Ghana Evaluation of the Bank's Country Strategy and Programme 2002 - 2015

Evaluation	Ghana Evaluation of the Bank's Country Strategy and Programme 2002 - 2015
Published (year)	2017
Author/Agency	Independent Development Evaluation (IDEV) of AfDB
Commissioned by	African Development Bank Group
Type of evaluation	Country Strategy and Program
Project period	2002-2015
Keywords	Transport sector, governance, agriculture sector, social sector, power sector, financial sector and industry, water supply and sanitation sector
Abstract	The evaluation primarily addressed: (i) relevance; (ii) effectiveness; (iii) efficiency; and (iv) sustainability of three Country Strategy Papers (CSPs) and all lending and non-lending activities approved between 2002 and 2015. The portfolio under review comprised 44 projects, four studies, one technical assistance grant and one emergency operation. The majority of the Bank's support by value was in the transport 32.2%, governance 24.3% and agriculture 14.3% sectors. A theory of change and an evaluation matrix were developed to guide data collection and analysis and provide a transparent account of how IDEV examined the achievement of results across each sector, including key indicators, judgment criteria and rating scales. Findings: • Relevance of the Bank's CSPs and Project Portfolio was satisfactory. The Bank's CSPs over the evaluation period were found to be well aligned with contemporary National Development Strategies. Furthermore, the project portfolio was aligned with the Bank's CSPs, corporate and sector policies and the needs of beneficiaries. • Effectiveness of the Bank's interventions was moderately satisfactory. Across sectors, 88% of planned outputs were delivered and, in several cases, targets for delivery of outputs were exceeded. However, some project components were over-delivered whereas other key project outputs were under-delivered, impacting the achievement of results. Progress was achieved toward the majority of project outcomes, but the extent of achievement varied across sectors. • Overall, Efficiency was rated as unsatisfactory. On average, 18 months elapsed between project approval and first disbursement, exceeding the Bank's guidelines. Furthermore, delays were noted between the original and actual completion dates, including average delays of 32 months for social sector projects, 39 months for transport projects and 37 months for Water Supply and Sanitation Sector projects. • Sustainability of outcomes varied across sectors but was moderately unsatisfactory overall. Risks to sustainability were diverse, stemming from sector-wide challenges and exogenous shocks as well as project design and implementation issues.
Cross-cutting issues	Gender, inclusive growth and green growth
Link to evaluation	https://idev.afdb.org/en/document/ghana-evaluation-banks-country-strategy-and-program-2002-2015

3.2 Evaluation Report of the UNICEF Ghana Education Programme: A Capacity-Building Perspective

<i>Evaluation</i>	<i>Evaluation Report of the UNICEF Ghana Education Programme: A Capacity-Building Perspective</i>
Published (year)	2017
Author/Agency	American Institutes for Research
Commissioned by	UNICEF
Type of evaluation	Programme Evaluation
Project period	2012-2017
Keywords	Capacity Development, Education
Abstract	The lack of capacity within the education sector in Ghana is a critical constraint and is evident in weak service delivery; insufficient infrastructure and teacher skills; and poor management, accountability, and coordination structures. The evaluation covered capacity development (CD) interventions implemented under UNICEF's Education Programme and examined the effectiveness, relevance, perceived impacts, and sustainability of UNICEF-supported CD interventions during 2012-2016 in three thematic areas: teaching and learning, systems/planning, and girls' education. The evaluation was based on qualitative and quantitative methods. Given the relatively limited documentation available and the absence of a rigorous monitoring framework, the evaluation relied on triangulation of information from a variety of sources. Methods used included interviews, focus group discussions, survey, and school observations. The main limitation of the evaluation remained its retrospective nature, as the CD interventions of interest took place between 2012 and 2016. The evaluation found that overall, the CD activities in the three thematic areas were relevant and effective, but the impact sustainability was found to be often unsatisfactory. Respondents found the teaching and learning-focused trainings to be well organised and implemented, and teachers consistently referenced applying the concepts learned from various trainings, in particular the child-friendly schools (CFS) training. Constraints included limited availability of child-friendly teaching and learning materials. Findings also suggested that teachers (not only head teachers) needed refresher trainings on the proper use of the CFS checklist, hinting at the limitations of a one-off training model. The evaluation found that CD interventions supporting girls' education (most notably the Gender-Responsive Pedagogy training) were highly relevant, and key concepts from this training were being applied in classrooms. However, similar and some additional factors (the need for additional follow-up trainings on gender-responsive pedagogy, the lack of monitoring and accountability following CD interventions, the lack of parental and community engagement in education, and the limited number of female teachers in certain areas), inhibit the potential for long-term impacts and sustainability of CD interventions in the field of girls' education.
Cross-cutting issues	Gender, girl's education
Link to evaluation	https://www.unicef.org/evaldatabase/files/AIR_UNICEF_Ghana_CD_Report_revised_final.pdf

3.3 Joint Strategic Evaluation of Budget Support to Ghana (2005 - 2015)

Evaluation	Joint Strategic Evaluation of Budget Support to Ghana (2005 – 2015)
Published (year)	2017
Author/Agency	Particip GmbH
Commissioned by	European Commission, World Bank, Government of Ghana, Denmark, France and Germany
Type of evaluation	Budget support evaluation / country
Project period	2005-2015
Keywords	Main sectors: health, environment and natural resources, agriculture. Other key areas: public finance reform, local governance/decentralisation, private sector development and cross-cutting issues (including gender)
Abstract	The evaluation assessed the extent to which budget support (BS) contributed to achieving its expected results by helping the Government of Ghana (GoG) to strengthen the implementation of its national and sectoral strategies. It covered the effects of BS on macro-fiscal management, public financial management, decentralisation, private sector development, various crosscutting issues such as gender, and outcomes in the sectors targeted by BS. A mix of data collection tools and methods were used to assess direct contributions of BS and the sector outcomes. Main tools included: documentary review (3,000 documents), semi-structured interviews at central and local level (200 interviews), e-Survey (112 respondents), political economy analysis, statistical analyses and analyses of financial data, econometric analysis, benefit incidence analysis, focus group, site visits/observations, Environment and Natural Resource Management expert panel. The evaluation concluded that BS had played a moderate role in the country's considerable achievements in reducing both monetary and non-monetary poverty. The BS mix of inputs contributed to substantially increasing access to basic services and to maintaining, to some extent, a focus on pro-poor interventions, especially during the first half of the evaluation period. BS dialogue and the considerable accompanying technical support also supported the country in its transition towards a middle-income oil-producing economy, which helped to sustain growth. Although the dialogue did not prevent the destabilising trends observed in the accumulation of arrears, the level of salary spending and the overall indebtedness, BS contribution to macroeconomic stabilisation and its indirect effect on growth were important in various ways. Coupled with debt relief initiatives, BS contributed to substantial fiscal space in the mid-2000s and co-financing of the IMF-led stabilisation programme of 2009-2012 was significant. Its suspension contributed to the Government of Ghana's return to the path of stabilisation in 2015.
Cross-cutting issues	Gender, climate
Link to evaluation	https://ec.europa.eu/international-partnerships/joint-strategic-evaluation-budget-support-ghana-2005-2015_en

3.4 Country Programme Evaluation of UNDP Supported Programme (2012 - 2017)

<i>Evaluation</i>	<i>Country Programme Evaluation of UNDP Supported Programme (2012 – 2017)</i>
Published (year)	2017
Author/Agency	Donata Maccelli, Daniel Kofi Andoh
Commissioned by	UNDP
Type of evaluation	Country Programme Evaluation
Project period	2012-2016
Keywords	Sustainable Human Development; Inclusive Growth; Democratic Governance and Consolidation of Peace (The key areas of focus of the CPD 2012-2017)
Abstract	The evaluation focused on general results and achievements of the UNDP Ghana Country Programme Document (CPD) 2012-2017. It assessed the CPD's relevance, effectiveness, efficiency, sustainability, partnership and coordination, and generated lessons for informing UNDP's continued support to Ghana as a MIC. It presented forward-looking recommendations to shape the design of the next phase of the programme. Mixed methods were used for the evaluation, including document review, semi-structured interviews with UN and UNDP staff as well as stakeholders involved in the programming and implementation of the CPD, field visits and participation in the UNDP annual planning retreat. Two questionnaires were prepared but the response rate was too low for the data to be used. The evaluation found that UNDP Ghana interventions were highly relevant, but that though relevant, there appeared to be too many piecemeal projects/programmes. The achievement of results was uneven across thematic areas (governance, inclusive growth, and sustainable development). In the governance cluster, the establishment of networks and the joint engagement of the different stakeholders contributed to increased understanding of the importance of dialogue among stakeholders, and of the added value of interventions devised and developed together, towards a new awareness about the pro-active roles each institution can play if effectively coordinated. In the sustainable development thematic area, notable results were achieved at the downstream level through interventions at the community level (e.g. environmental sustainability and Policy for cocoa production) and through initiatives aimed at improving energy efficiency. Key finding of the evaluation was that UNDP's potential and comparative advantages was neither fully unfolded, nor sufficiently marketed among development partners. The report also noted that projects were more successful where they were carried out simultaneously with sector reforms and legislative developments. Uneven management and coordination hampered the programme and thus impaired a proper and objective assessment of benefits and gaps. In projects where there was a combination of weak capacities of Implementing Partners, high quantity of activities and number of stakeholders, the positive effects and results impact were diminished. Finally, the evaluation concluded that more attention should be paid to M&E and sustainability issues which were not adequately addressed at design stage.
Cross-cutting issues	Human rights, gender equality
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/8552

3.5 Performance Evaluation of the Partnership for Growth in Ghana

<i>Evaluation</i>	<i>Performance Evaluation of the Partnership for Growth in Ghana</i>
Published (year)	2017
Author/Agency	Management Systems International
Commissioned by	United States Government (USG) (USAID)
Type of evaluation	Evaluation Bilateral Initiative/Program
Project period	2013-2017/18
Keywords	Partnership; improving access to credit and strengthening the financial system; energy - power sector
Abstract	Partnership for Growth (PFG) was a bilateral partnership that leveraged US Government (USG) and Government of Ghana (GOG) resources to support a shared development programme. It aimed to accelerate and sustain broad-based economic growth by addressing two key binding constraints to private investment and economic growth in Ghana: (1) an unreliable and inadequate supply of electric power, and (2) insufficient access to credit in the weak financial system. The evaluation examined: 1. the overall impact of PFG in Ghana, and how the various lines of action contributed to this outcome; 2. how the PFG approach affected the bilateral relationship - including USG and GOG program implementation and dialogue - in each partner country, both in intended and unintended ways; 3. what best practices and lessons could be learned from the PFG approach to: i) apply to the bilateral relationship in Ghana, and ii) apply to future USG assistance efforts worldwide. Field research for this evaluation looked across all 10 PFG goals, focusing on higher-level stakeholders and decision-makers from the USG and GOG, and found that the PFG's greatest strength was its convening ability. The evaluation found that the PFG brought together GOG and USG representatives in the power and credit sectors, enabling collaboration between disparate institutions and individuals with different expertise and resources. It also caused the institutions to take responsibility for common objectives and made it easier for those institutions to organise and share ideas. Additionally, PFG facilitated the establishment of a shared set of metrics and supported the drafting of widely shared technical studies and policy documents that contributed to GOG planning and decision-making. According to the evaluation, the main challenge that PFG faced was the absence of new funding streams for identified interventions, which limited the ability of some agencies to meet performance and diminished overall enthusiasm for Partnership for Growth. PFG also failed to establish universal definitions for small and medium enterprises, which could have reduced service redundancy in that area. The absence of a formal strategy to bring in private sector actors and civil society organisations may have also limited broader buy-in to the PFG agenda.
Cross-cutting issues	N/A
Link to evaluation	https://www.state.gov/wp-content/uploads/2019/05/Partnership-for-Growth-PFG-Mid-Term.pdf

3.6 Ghana Agriculture Development Policy Operations Phase I-IV, Project Performance Assessment Report

<i>Evaluation</i>	<i>Ghana Agriculture Development Policy Operations Phase I–IV, Project Performance Assessment Report</i>
Published (year)	2017
Author/Agency	IEG (Independent Evaluation Group)
Commissioned by	World Bank
Type of evaluation	Project Performance Assessment
Project period	2008-2012
Keywords	Agriculture, growth, poverty reduction
Abstract	The report assessed the Development Policy Operations (DPO) in the agriculture sector in Ghana. The DPO series for the agriculture sector responded to the need to support policy reforms and provide budgetary resources at the sector level. To produce the Project Performance Assessment Report (PPAR), IEG staff examined project files and other documents, visited the country to discuss the operation with the government and other in-country stakeholders, interviewed World Bank staff and other donor agency staff both at headquarters and in local offices as appropriate, and applied other evaluative methods as needed. The PPAR was then subjected to technical peer review, internal IEG panel review, and management approval. The IEG found that the programme's objectives were well aligned with the goals of Ghana's agriculture strategies and the World Bank's country assistance and partnership strategies. While prior actions (in other World Bank assistance programmes) and government policies were clearly aligned in both series (Agriculture DPO 1&2 and Agriculture DPO 3&4), most prior actions involving the upstream adoption of legislative and government decisions, plans, and policies were insufficiently tied to implementation. Their contribution to expected outcomes was, therefore, frequently difficult to establish. The report also noted that prior actions were spread across too many policy areas, with insufficient depth in any one area to translate into results in the field. Given the substantial relevance of the series objectives but modest relevance of design, and the modest efficacy of one objective and negligible efficacy of the other, the outcome of each programmatic series was rated moderately unsatisfactory. Key lessons learnt included: • Responsibilities in Ghana's agriculture sector were fragmented across different directorates and agencies. Broadening the World Bank engagement to other directorates charged with delivering program results beyond key counterparts in the leading Agristry can enhance development impact. • Rigorous assessment of government commitment and ownership is needed not only at the design stage but throughout implementation. • Effective coordination, monitoring, and feedback across sector and general budget operations can create potential synergies between the two, but it requires adequate coordination and feedback between sector and macro level teams. • Defining DPO objectives in concrete and measurable terms and tailoring prior actions to realistic targets can improve the demonstration of impact and enhance attribution.
Cross-cutting issues	Gender, climate
Link to evaluation	https://ieg.worldbankgroup.org/sites/default/files/Data/reports/ppar-ghanaagridpo-3202017.pdf

3.7 Ghana Case Study Summary Report – Evaluation of Sustained Outcomes

<i>Evaluation</i>	<i>Ghana Case Study Summary Report – Evaluation of Sustained Outcomes</i>
Published (year)	2017
Author/Agency	Management Systems International, A Tetra Tech Company, and Development and Training Services, a Palladium company
Commissioned by	USAID
Type of evaluation	Programme Evaluation
Project period	1996-2004
Keywords	Education
Abstract	USAID's Basic Education Strategy in Ghana (1997–2004) aimed to support the Ministry of Education to expand quality primary education, including through broad decentralisation initiatives. The primary USAID mechanism to support Free Compulsory Universal Basic Education (FCUBE) was Quality Improvement in Primary Schools (QUIPS), an umbrella programme delivered from 1996 to 2004 through several projects, including the Community Schools Alliance (CSA) project in the south of the country. The evaluation assessed one outcome of the United States Agency for International Development's (USAID's) Ghana QUIPS programme. The evaluation used a systems approach as the guiding methodology. USAID defines systems thinking as a “set of analytic approaches - and associated tools - that seek to understand how systems behave, interact with their environment, and influence each other. Common to these approaches is a conviction that particular actions and outcomes are best understood in terms of interactions between elements in the system.” Accordingly, the methodology encouraged a case study that reflected holism: that this was not an evaluation of QUIPS nor of the CSA activity. The case study team selected the QUIPS outcome of “enhancing parent engagement in local education”. The evaluation addressed four evaluation questions. The main findings were: Positive attitudes about the importance of education and promoting school initiatives were sustained. Community members and school officials involved with CSA continued to believe in community responsibility or participation in school management. Those who were not involved with CSA were less likely to view community participation in school management favourably. Several factors combined to negatively affect the sustainability of the CSA outcome, including government policies and the fluidity of communities. The evidence suggests that CSA influences seemed to have little to no value when they introduced new systems or ideas that are contrary to, appear to be contrary to, or challenge authority, whether it is in educational, traditional, or cultural structures or systems.
Cross-cutting issues	Gender, girl's education
Link to evaluation	https://pdf.usaid.gov/pdf_docs/PBAAJ311.pdf

3.8 Accountability through Active Citizenship: Improving Petroleum Governance in Ghana, Mozambique and Tanzania

<i>Evaluation</i>	<i>Accountability through Active Citizenship: Improving Petroleum Governance in Ghana, Mozambique and Tanzania</i>
Published (year)	2017
Author/Agency	External consultant (Katinka C.van Cranenburgh)
Commissioned by	Oxfam
Type of evaluation	Programme Evaluation
Project period	2014-2016
Keywords	Petroleum governance (focus on 4 outcomes: knowledge development and distribution, role of the media, preventing corruption within the legal frameworks, key committee understanding and monitoring)
Abstract	The first 3-year NORAD grant for the program, “Accountability through Active Citizenship: Improving Petroleum Governance in Ghana, Mozambique and Tanzania,” ended in March 2017. The aim of this NORAD-funded program run by Oxfam in Ghana was to enable active and informed participation of communities, Civil Society Organisations (CSO) and the media in Oil and Gas (O&G) governance processes, while ensuring a strong gender component. The objective of the End of Project Evaluation (EPE) was to analyse and document (i) progress of activities; (ii) results achieved; (iii) relevant contextual changes; (iv) program management practices and (v) put forth recommendations to support the extension of the program planned for 2017-2018. The EPE used a qualitative approach based on a thorough literature review encompassing academic journals, partner reports, publications, media clippings and in-country news and interviews with a total of 27 key informants, of which 12 participated in the baseline or the MTA. The evaluation found that over the three years, civil society was significantly strengthened by international funding streams from for example Oxfam (through NORAD) and DFID. This did not only increase citizens’ awareness around O&G revenue management and mismanagement but also created a relative balance between government control and citizens’ participation. However, the report also noted that this change mainly referred to the situation in the capital, Accra, and that spin-off was further needed in the areas outside the capital, where education levels were generally lower. Key recommendations included: • To consolidate the work done to-date and close the loop (developing knowledge, distributing it and creating awareness) by holding those accountable to account and preventing misconduct. • To provide O&G affected communities more direct access to those in power by eliminating layers of ‘in-between’ groups communicating messages between communities and government decision-makers, such as village chiefs and local government officials with little to no authority. • To interest donors to review their current funding focus on O&G revenue management and accountability towards a more integrated funding strategy of O&G resources and national petroleum and power needs.
Cross-cutting issues	Gender
Link to evaluation	https://s3.amazonaws.com/oxfam-us/www/static/media/files/NORAD_Ghana_Final_Project_Evaluation_Report.pdf

3.9 Ghana Mid-Term Performance Evaluation of Accountable Democratic Institutions Systems Strengthening (ADISS) Activity (2014-2017)

<i>Evaluation</i>	<i>Ghana Mid-Term Performance Evaluation of Accountable Democratic Institutions Systems Strengthening (ADISS) Activity (2014-2017)</i>
Published (year)	2017
Author/Agency	Mitchell Group, Inc. (TMG)
Commissioned by	USAID
Type of evaluation	Mid-Term Performance Evaluation / Programme
Project period	2014-2017
Keywords	Anti-corruption, CSO capacity
Abstract	This mid-term evaluation assessed the ADISS activity's performance, the appropriateness and the adequacy of implementation strategies and methodologies. It answered five USAID/Ghana identified evaluation questions: 1) How has the ADISS activity performed to achieve project results? 2) What is the adequacy of the activity's timeframe and cost to achieve its purpose? 3) To what extent are the ADISS interventions and structures designed to enhance sustainability and ownership of anti-corruption by state institutions, civil society and communities? 4) What are specific recommendations for the ADISS Activity to improve on effectiveness and results? 5) What are future recommendations for USAID/Ghana to effectively address corruption in Ghana? The team adopted a mixed-methods, qualitative and quantitative approach for data gathering. Using a standard questionnaire, the qualitative tools featured Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs), totalling 249 informants. The quantitative instrument, comprising two open-ended questions and 15 statements measured on a Likert Scale, consisted of a survey of 273 respondents in fifteen districts. According to the report, at the mid-point, ADISS appeared to be on track to achieving its targets as defined by its performance indicators. It performed best in regard to CSO capacity-building, CBO network strengthening, and raising public awareness about the risks and costs of corruption. The effectiveness of the consortium partners themselves was boosted by their extensive experience and good reputations in their respective districts. ICT and ALAC corruption reporting mechanisms were providing citizens with outlets to report corruption, but the uptake was weak. The report noted that further adjustments and modifications to these tools and increased public awareness of them were needed. ADISS's weakest link was its pursuit and prosecution of corruption and follow up by state-civil society coalitions on Public Accounts Committee (PAC) recommendations. The absence of political will to provide capacity and resources for public accountability institutions, contributed to low performance. Perhaps ADISS's greatest strength was its support to grassroots networks of citizens and accountability CBOs. These actors represented a growing constituency for reform, which was fostering a culture of integrity throughout ADISS districts. If nurtured and sustained, this movement could be ADISS's most lasting contribution to enhanced accountability in Ghana, according to the report.
Cross-cutting issues	Gender
Link to evaluation	https://pdf.usaid.gov/pdf_docs/PA00N24F.pdf

3.10 Livelihood Empowerment Against Poverty Programme Endline Impact Evaluation Report

<i>Evaluation</i>	<i>Livelihood Empowerment Against Poverty Programme Endline Impact Evaluation Report</i>
Published (year)	2017
Author/Agency	Institute for Statistical, Social and Economic Research of the University of Ghana-Legon (ISSER), the UNICEF Office of Research - Innocenti, and the University of North Carolina (UNC)
Commissioned by	The Government of Ghana and the United Nations Children's Fund (UNICEF) Ghana
Type of evaluation	Programme / Impact Evaluation
Project period	2012-2016
Keywords	Cash transfer, poverty reduction, food security, school access, health access
Abstract	The report presents results from the six-year follow-up evaluation of the Livelihood Empowerment Against Poverty (LEAP) cash transfer programme, Ghana's flagship social protection programme. The main objective of the programme was to reduce poverty by increasing consumption and promoting access to services and opportunities among the extreme poor. The evaluation found that payments became regular, and the transfer itself was over double the value it was in 2012. (However, with continued inflation, there remained an urgent need to monitor the value of the transfer to ensure that it maintains its real value.) A key improvement in programme operations was the linkage with National Health Insurance Scheme (NHIS). A simple comparison of outcomes among LEAP households from baseline (2010) to 2016 showed significant improvements in virtually all aspects of the household economy. • Consumption increased in LEAP households: LEAP households experienced an increase in their monthly consumption per adult equivalent of 67%. This was largely driven by food consumption, which doubled over this period. Subjective well-being among LEAP households reflected the improvement in consumption, showing 18 percentage points increase, with 57% of beneficiaries now reporting they are happy with their life, compared to only 39% at baseline. LEAP households demonstrated improvements in their productive activities and financial position. • Access to NHIS among both adults and children increased tremendously in LEAP households (the per cent of LEAP adults with a valid NHIS card nearly doubled from 28 at baseline to 52% in 2016, and more than doubled among children 0-17 years, from 23% in 2010 to 57% in 2016). • LEAP led to limited improvements in schooling. Overall, enrolment levels remained stable for LEAP children between baseline and end line, at over 87 per cent. However, LEAP led to some improvements in attendance: only about eight per cent of LEAP children missed any school at end line, much lower than a comparable estimate from the Ghana Living Standards Survey.
Cross-cutting issues	Gender
Link to evaluation	https://transfer.cpc.unc.edu/wp-content/uploads/2018/03/LEAP_Endline-Report.pdf

4 Evaluations published in 2016

4.1 Project Performance Assessment Report Ghana - Economic Governance and Poverty Reduction Credit, and Seventh and Eighth Poverty Reduction Support Credits

<i>Evaluation</i>	<i>Project Performance Assessment Report Ghana – Economic Governance and Poverty Reduction Credit, and Seventh and Eighth Poverty Reduction Support Credits</i>
Published (year)	2016
Author/Agency	IEG (Independent Evaluation Group)
Commissioned by	World Bank Group
Type of evaluation	Programme Performance Assessment
Project period	2009-2012 (2013-16)
Keywords	Economic Governance, Poverty Reduction - Public Financial Management; Public Sector Reform; and Social Protection
Abstract	The Program Performance Assessment Report evaluated three consecutive development policy operations (DPOs) in Ghana during 2009–12. The assessment aimed to review whether the operations achieved their intended objectives and, if so, how they achieved them. Findings were based on a review of the program documents, Implementation Completion and Results Reports, Implementation Completion and Results Reviews, Aide Memoires, IMF and World Bank reports, and other relevant materials, including a number of publicly available studies conducted by various donors. An IEG mission conducted interviews with key stakeholders and partners, World Bank staff in Accra and Washington DC. According to the report, the objective of supporting “the authorities’ three-pronged effort to restore budgetary discipline and tackle long-standing public sector and energy issues, while protecting the poor” was highly relevant to country circumstances, and World Bank and government strategy, and was complementary to IMF engagement. The operation’s design considered the higher-than-usual risks to the reform program’s implementation. The instrument choice (stand-alone, two-tranche operation) was an adequate risk mitigation measure. It was also an adequate choice to implement budget support without other donors in a temporary departure from the performance assessment framework, but in close coordination with the IMF program, given prevailing macro-risks and the authorities’ commitments to address them through a World Bank and IMF-supported stabilisation program. Most of the specific policy actions which the operation supported, were relevant to the objective. On balance, IEG rated the relevance of design as substantial. The overall achievement of objectives was mixed. IEG rated the efficacy of the first objective (restoring budgetary discipline) as substantial. IEG rated the achievement of the second objective (addressing long-standing public sector reform issues) as modest, and the third objective (strengthening the protection of the poor) as substantial because of a significant drop in poverty across the country and the faster-than-expected implementation of Livelihood Empowerment Against Poverty Program. The IEG rated the overall outcome as moderately satisfactory, reflecting the high relevance of objectives, substantial relevance of design, and substantial achievement for two out of three objectives.
Cross-cutting issues	N/A
Link to evaluation	http://documents.worldbank.org/curated/en/642251469189437185/pdf/106279-PPAR-P127314-P117924-Box396280B-PUBLIC-disclosed-7-21-16-ppar-ghanaecon-0716.pdf

4.2 Performance and Learning Review of the Ghana Country Partnership Strategy

<i>Evaluation</i>	<i>Performance and Learning Review of the Ghana Country Partnership Strategy</i>
Published (year)	2016
Author/Agency	IDA, IFC, MIGA
Commissioned by	World Bank Group
Type of evaluation	Review Country Partnership Strategy
Project period	2013-2018
Keywords	Improving economic institutions; improving competitiveness and job creation; protecting the poor and vulnerable
Abstract	The Performance and Learning Review (PLR) assessed implementation progress under the Ghana-World Bank Group Country Partnership Strategy (CPS) for FY13-16. The PLR covered the period of the CPS to FY18, and described adjustments made to the program to adapt to changes in country circumstances. The CPS sought to support Ghana's efforts to consolidate its transition to middle-income status through continued growth and poverty reduction, addressing sources of inequality and strengthening key institutions. The Performance and Learning Review was prepared by World Bank Group staff and consultants under the guidance of the Country Director. It benefited from discussions with Development Partners, the Government of Ghana and consultations with the general public. The number of operations in the Ghana portfolio was relatively stable over the CPS period but there was significant growth in the volume of commitments. In addition, FY15 saw the introduction of new instruments such as guarantees as part of the World Bank Group's commitment to support Ghana's transition to lower middle-income country status. In addition to International Development Association and regional commitments, there were over 50 trust fund activities delivered or in progress since FY13. All analytical work planned under the CPS had been delivered or was on course at the time of the review. According to the report, portfolio performance improved since FY14, especially with respect to disbursement ratios. The number of problem projects varied between three and five over the CPS period, representing 12-20 percent of the portfolio. A number of systemic challenges continued to affect the Ghana portfolio, despite some improvements. The main challenges encountered during the CPS period included delayed effectiveness of approved projects and frequent changes of project staff at national and district levels. There was a need to address ongoing project implementation issues, including weak contract management, cost overruns and delays in payment of compensation to project affected people due to resettlement, for mostly infrastructure-based projects.
Cross-cutting issues	Environment, Climate
Link to evaluation	http://documents.worldbank.org/curated/en/420891479610839347/pdf/1479610836274-000A10458-Ghana-PLR-Oct-20-16-Final-for-AFRVP-clearance-10262016.pdf

5 Evaluations published in 2015

5.1 Operation Evaluation, Country Programme Ghana

<i>Evaluation</i>	<i>Operation Evaluation, Country Programme Ghana</i>
Published (year)	2015
Author/Agency	Alison Gardner, Johan Pasquet, Leslie Casely-Hayford
Commissioned by	World Food Programme
Type of evaluation	Country Programme Evaluation (Mid-Term)
Project period	2012 – 2016
Keywords	Primary and girls' education, nutrition support for vulnerable groups, school meals program, resilience to climate shocks and support for livelihoods
Abstract	The evaluation addressed three principal questions: i) How appropriate is the operation; ii) What are the results; and iii) Why and how has the operation produced the results? The specific questions examined included relevance, outputs, impact, efficiency, gender, capacity building and sustainability. The evaluation team used a pragmatic and participative approach, which combined quantitative (e.g. extracting data from the GSFS database) with qualitative methods (including key informant interviews and focus group discussions) coupled with direct observations at project sites. Main Findings: • The evaluation found the Country Programme (CP) to be coherent with the objectives in government policies and strategies, except not entirely with one of its components. • The choice of activities and the geographical targeting were relevant to the needs of the population and the objectives of their components. The School Meals (SM) activity was fairly well targeted geographically at a regional level based on food insecurity and poverty indices, but the intra district targeting was less effective with some districts, not serving more remote rural areas. Overall, however, the choice of activities and the geographical targeting were relevant to the needs of the population and the objectives of their components. • In terms of efficiency, the CP performed poorly and its effectiveness varied across components. The report however concluded that the SM programme exceeded the planned outputs in the programme but experienced challenges in relation to meeting the minimum standards due to the breakdown in accountability systems/community involvement and head teacher involvement. (The school meals reduced in quality and quantity for children due to the delay in payment to caterers by the Ghana government and WFP.) • The evaluation also observed that targeted supplementary feeding (TSF) activities were aligned with WFP corporate guidance. Irregular and limited food distributions did, however, severely curtail TSF activities, as well as slowed the detection of implementation issues. Redesigning the programme so that it is not dependent on government transportation could reduce the constraint. The report recommended (i) reducing programme geographical coverage through reassessing WFP capacity to implement activities in 7 regions and 54 districts, (ii) strengthening M&E through capacity building, adding staff and stronger feedback loops between WFP Program and M&E units; and (iii) continuing to advocate for the resolution of the government's constraints related to food clearance and transport. This should be done through a reengagement process with the Ministry of Health and Ministry of Education that ensures they fulfil their responsibilities to timely transport, proper

	storage and distribution of food, and appropriate accountability for food/cash/vouchers.
Cross-cutting issues	Gender, Climate
Link to evaluation	https://documents.wfp.org/stellent/groups/public/documents/reports/wfp274793.pdf

5.2 Synthesis Report – Ethiopia and Ghana Country Program Cluster Evaluation

<i>Evaluation</i>	<i>Synthesis Report – Ethiopia and Ghana Country Program Cluster Evaluation</i>
Published (year)	2015
Author/Agency	Goss Gilroy Inc.
Commissioned by	Department of Foreign Affairs, Trade and Development (DFATD), Canada
Type of evaluation	Country Programme Cluster Evaluation
Project period	2008/09-2013/14
Keywords	Food security, budget support, poverty reduction, agriculture
Abstract	The report assessed the performance of the Department of Foreign Affairs, Trade and Development (DFATD) in providing development assistance to Ethiopia and Ghana during fiscal years 2008/09 - 2013/2014, with a particular focus on food security. The evaluation investigated the extent to which the Country Programs (including initiatives from the three DFATD Branches) attained planned results as specified in the goals and objectives and/or stated outcomes in the respective program and project logic models and performance measurement frameworks (PMFs). Mixed methods were used for the evaluation, including document and literature review, key informant interviews, focus groups and case studies or site visits (9 districts in Ethiopia and 6 districts in Ghana). The evaluation sampled 40 projects: 20 in the Ethiopia Program (\$344.32 million representing 54.3% of total disbursements, and 82.3% of those for food security); and 20 in the Ghana Program (\$223.87 million representing 44.8% of total disbursements and 92.5% of those for food security). The report found that the programme was highly relevant and well aligned to the priorities of Ghana, particularly efforts to achieve the MDG 1 target of halving hunger by 2015. Canada's focus on the three northern regions was highly relevant to the needs of the population given the disproportionately high levels of poverty, lack of access to basic services and level of malnutrition compared to other regions. The additional focus on water and sanitation was an appropriate complement in achieving improved nutritional outcomes. The programme was also aligned with Canada's G8 commitments most relevant to the Ghana context, and engagement in policy dialogue made a significant contribution to enabling conditions for food security, public sector reform, and decentralisation. The main implementation modality was budget support, which accounted for two-thirds of the disbursements in Ghana. According to the report, the level of results achieved was satisfactory. Canada contributed to the development of key strategies and plans for agriculture development and to their implementation, which led to improved crop and livestock production.
Cross-cutting issues	Gender equality, environmental sustainability and governance
Link to evaluation	https://www.international.gc.ca/gac-amc/publications/evaluation/2016/ethiopia-ghana.aspx?lang=eng

5.3 Evaluation of Bank Assistance to Small and Medium Enterprises (2006 - 2013) - Summary Report

<i>Evaluation</i>	<i>Evaluation of Bank Assistance to Small and Medium Enterprises (2006 – 2013) – Summary Report</i>
Published (year)	2015
Author/Agency	Economisti Associati Consulting Firm
Commissioned by	Independent Development Evaluation (IDEV) of AfDB
Type of evaluation	Thematic evaluation
Project period	2006-2013
Keywords	SMEs, private sector development
Abstract	This evaluation reviewed the assistance provided by the African Development Bank (the Bank) to small and medium enterprises (SMEs) from 2006 to 2013. The evaluation assessed the relevance, additionality, effectiveness, sustainability, and efficiency of SME assistance operations, as well as the Bank's approach to SME development. The evaluation involved a combination of desk work, including review of all relevant documents from various sources, and field work, including missions to six countries (Ghana, Kenya, Morocco, Tanzania, Togo and Zambia). The evaluation also benchmarked the Bank's operations, organisational setting, and procedures against two other multilateral development banks (MDBs), namely, the World Bank Group and the European Bank for Reconstruction and Development. Overall, the exercise covered 105 operations, of which 50 had been completed by the end of 2013, and 55 were at various stages of implementation, including some projects that had been approved but not yet signed. The report found that the themes addressed by the Bank were highly relevant for SME development. However, when compared with other MDBs, the Bank was more focused on improving conditions for SME finance, while less attention was paid to other areas of interventions (investment climate reform, financial market infrastructure, market access, etc.). One persistent gap in the Bank's product mix was the limited use of local currency lending, which limited its ability to effectively reach SME beneficiaries. Design weaknesses also somewhat restricted the Bank's ability to reach SMEs, with the majority of projects performing well below target. On the positive side, the majority of projects performed well in financial terms, experiencing few or no defaults. Somewhat predictably, the share of non-performing loans was higher in the case of operations more squarely targeting SMEs, a reminder of the difficulties of working with SMEs. Provision of long-term resources enabled financial intermediaries to match the demand for term credit (medium- to long-term lending). The Bank was also an important investor in a dozen equity funds, contributing to their commercial viability. However, the Bank rarely played a catalytic role.
Cross-cutting issues	N/A
Link to evaluation	https://idev.afdb.org/sites/default/files/documents/files/IDEV%20SME%20Report_WEB.pdf

6 Evaluations published in 2014

6.1 Evaluation of UNICEF's Integrated Health Systems Strengthening (IHSS) Programme in Ghana

<i>Evaluation</i>	<i>Evaluation of UNICEF's Integrated Health Systems Strengthening (IHSS) Programme in Ghana</i>
Published (year)	2014
Author/Agency	Medical Research Council (MRC), South Africa, University of the Western Cape and Save the Children
Commissioned by	UNICEF, Canadian Department of Foreign Affairs, Trade and Development (DFATD)
Type of evaluation	Programme Evaluation
Project period	2008-2013
Keywords	Health systems strengthening, maternal and child health
Abstract	The Catalytic Initiative to Save a Million Lives was an international multi-donor partnership designed to accelerate progress on the health-related Millennium Development Goals (MDGs). The purpose of the evaluation was to assess the effect of the Integrated Health Systems Strengthening (IHSS) programme on coverage of a package of maternal and child health interventions in Ghana and to inform future programme and policy decisions in Ghana and regionally. The evaluation assessed the relevance, effectiveness, impact and sustainability of the IHSS programme. This was a mixed method evaluation in that quantitative, qualitative and economic evaluation methods were used. Data sources for the analysis of intervention coverage included the Demographic and Health Surveys (DHS); Multiple Indicator Cluster Surveys (MICS); the Niger Survival and Mortality survey, and for Ghana and Malawi Lot Quality Assurance Surveys (LQAS). For analysis of coverage, trend analysis was performed using a non-parametric test of trend across years for all available surveys. Estimates of intervention coverage at population level from household surveys were used as inputs to model lives saved using the Lives Saved Tool (LiST). The evaluation found that the IHSS programme in the three Northern regions of Ghana was well received at both government, national and regional, and community levels. This was facilitated by the fact that the change in the Child Health Policy to allow CBAs to administer antibiotics and zinc coincided with the early phase of implementation of the programme, thereby enabling Integrated Community Case Management of Common Childhood Illnesses (iCCM) to take place. The programme made a considerable contribution in terms of training and equipping (Community Based Agents) CBAs to implement iCCM. However, the levels of utilisation of CBAs appear to be low. During Phase I of the programme (2007-2010), the model indicated an additional 1,900 lives were saved across the three regions, with 66% of these deaths averted being from IHSS programme focused interventions. In Phase II (2010-2013), another 1,900 lives were saved with an average of 60% of deaths averted due to the scale up of IHSS programme interventions
Cross-cutting issues	Gender equality
Link to evaluation	https://www.unicef.org/evaldatabase/files/Final_Ghana_CI-IHSS_Summative_Evaluation_Report.pdf

7 Evaluations published in 2013

7.1 Evaluating Aid for Trade on the Ground: Lessons from Ghana

Evaluation	<i>Evaluating Aid for Trade on the Ground: Lessons from Ghana</i>
Published (year)	2013
Author/Agency	African Center for Economic Transformation (ACET)
Commissioned by	International Centre for Trade and Sustainable Development (ICTSD), the Ministry of Trade and Industry (MOTI), and the Government of Ghana (GoG)
Type of evaluation	Thematic Assessment
Project period	2006-2010
Keywords	Aid for Trade (AfT)
Abstract	This paper, prepared by the African Center for Economic Transformation (ACET), assessed the effectiveness and impact of Aid for Trade (AfT) in Ghana. This assessment was part of a series of eight country studies - Bangladesh, Cambodia, Ghana, Guatemala, Malawi, Nepal, Peru, and the Philippines - conducted by the International Centre for Trade and Sustainable Development (ICTSD). This series of studies sought to complement existing mechanisms to monitor AfT led by the Organisation for Economic Co-operation and Development (OECD) and the World Trade Organization (WTO) by providing an independent, comprehensive and integrated perspective on the unique experiences of individual countries in enhancing their capacity to trade. The methodology, based broadly on the Paris principles, allowed an assessment of AfT effectiveness using a combination of quantitative indicators and information from key stakeholders obtained through surveys and interviews. This study suggested that the impact of AfT in Ghana was mixed. On the one hand, AfT programmes contributed to mainstreaming trade at various levels and tackling some of the existing constraints that hinder Ghanaian exports. On the other, AfT did not succeed in strengthening the absorptive capacity of the local institutions involved in the initiative, which limited the overall impact of AfT. Despite the increase in trade, Ghana's exports were still highly concentrated and low in value added. The data confirmed stakeholder perceptions that overall there was no additionality in AfT. The data suggested that the increase in AfT might have happened at the expense of aid to other sectors. AfT, especially AfT to infrastructure, became less predictable than aid to other sectors. However, stakeholders felt that this had more to do with internal constraints; thus, greater efforts to strengthen the capacity of Ghanaian institutions would improve AfT predictability. Contrary to international data, stakeholder perception was corroborated by the national data, which indicated that AfT was more in the form of loans, especially when compared to ODA to other sectors. This was substantiated by Ghana's increasing public debt to GDP ratio since the initiative started. Indeed, a disaggregated look at loans since the initiative started showed that the larger share of loans was for AfT.
Cross-cutting issues	N/A
Link to evaluation	https://www.ictsd.org/sites/default/files/research/2013/07/evaluating-aid-for-trade-on-the-ground-lessons-from-ghana.pdf

8 Evaluations published in 2012

8.1 IFAD Country Programme Evaluation

<i>Evaluation</i>	<i>IFAD Country Programme Evaluation</i>
Published (year)	2012
Author/Agency	IFAD Independent Office of Evaluation
Commissioned by	IFAD Independent Office of Evaluation
Type of evaluation	Country programme evaluation
Project period	2000 – 2010
Keywords	Rural finance, rural poverty, agriculture, microfinance, empowerment
Abstract	This Country Programme Evaluation had two main objectives: (i) to assess the performance of operations in Ghana, and (ii) to generate a series of findings and recommendations that would serve as building blocks for formulating the next Ghana results-based country strategic opportunities programme (COSOP), to be prepared by the West and Central Africa Division of IFAD and the Government of Ghana. It evaluated the six projects approved by IFAD in the previous 10 years and reviewed the existing evaluations of three older projects for comparison purposes. The evaluation found that the performance of IFAD's portfolio in Ghana improved in terms of most criteria. Highlights of the portfolio were institutional development, support to participatory planning at district level, and agriculture technology transfer. Since 2000, the country programme transitioned from geographically-targeted interventions to countrywide programmes focusing on one sector only or on a macro region, allowing IFAD to devote more attention to institutional development and policy dialogue, with significant results, notably in the area of rural enterprise support and, to some extent, rural finance. The evaluation recommended that: • IFAD as part of COSOP preparation, should augment its normal procedure of developing strategic and operational choices based on sound analysis of the country poverty, macro and sector policies, by commissioning specific studies, action-research or intelligence-gathering work to support major strategic decisions and changes. • IFAD should seek greater support from other donors, the private sector and the Government, as well as from similar initiatives in the region, for scaling up its most successful innovations, and emphasize the need for pilot testing when introducing new approaches. • In recognition that matching grants in rural finance have important potential for policy dialogue on support to micro and small businesses without distorting the structure of interest rates in the financial market, IFAD and its partners should consider a joint review of the experience with matching grants across IFAD's portfolio, in order to devise more effective, non-distortionary tools to foster agricultural financing.
Cross-cutting issues	Gender equality, infrastructure development, capacity building
Link to evaluation	https://www.ifad.org/documents/38714182/39712661/ghana2012.pdf/8a6cedba-d0ab-4512-9c4a-8bb6111ca5c2

Commissioned by

The Evaluation Department in Norad

Carried out by

Particip GmbH

Written by

Mavis MacCarthy

Supported by

Jörn Dosch (Team Leader)

Isabell Breunig (Project Manager)

This report is the product of the authors, and responsibility for the accuracy of data included in this report rests with the authors alone. The findings, interpretations, and conclusions presented in this report do not necessarily reflect the views of the Evaluation Department.

Norwegian Agency for Development Cooperation

www.norad.no

post-eval@norad.no

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Young girl walks to school, Ghana.

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