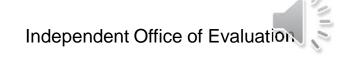


Republic of Ghana– Root and Tuber Improvement and Marketing Programme

Project Performance Evaluation

102nd Session of the Evaluation Committee 4 September 2018





Project context

- Ghana became a Lower Middle Income Country in 2011.
- Poverty headcount fell from 31.9% (2005) to 24.2% (2015), but poverty was still pervasive in the north: 56% in 2015
- Root and tuber (R&T) are widely grown for food and cash throughout Ghana, especially by the rural poor
- Designed as a follow-up to the IFAD-Root and Tuber Improvement Programme (1997- 2005), which focused on cassava research and development with a total cost of US\$10.1 million

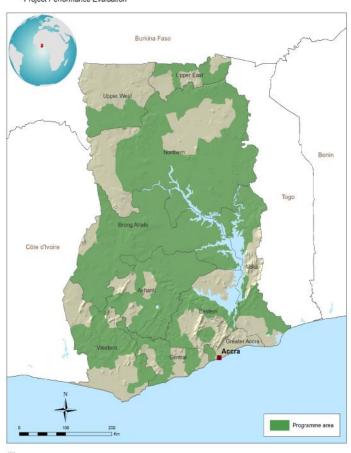


Basic project information

Republic of Ghana

Root and Tuber Improvement and Marketing Programme

Project Performance Evaluation



• Project area: national, covering 106 districts

Outreach:

- Direct: 217,258 households;

- Indirect: 859,765 households

• Time frame: 2005-2015

• **Project finance**: Appraisal US \$27.7 million; Actual US\$ 23.6 million:

- IFAD loans (US\$ 18.8 million; 80%)

- Government (US\$ 2.3 million; 10%)

- GEF (US\$ 0.578 million)

- Participating financial institutions (US\$0.4 million, against US\$4.0 million expected).



Project objectives and activities

Project objectives:

- Goal: to enhance the food security and incomes of poor rural households in Ghana, with special emphasis on women and other vulnerable groups
- Objectives: to build up competitive, market-based and inclusive commodity chains for roots and tuber, supported by relevant, effective and sustainable services that are accessible to the rural poor

Components:

- A. Support to increased commodity chain linkages
- B. Support to root and tuber crop production
- C. Upgrading of small-scale root and tuber processing, business and marketing skills
- D. Promoting a value chain approach to climate change adaptation in agriculture (PROVACCA financed by GEF grants)
- E. Programme coordination, monitoring and evaluation

Relevance

Relevance to country needs and development objectives:

- Relevant to the Government's Poverty Reduction Strategy Paper (2006-2009) with a focus on private sector-led economic growth

Relevance of design:

- Balanced and well integrated design with key elements in place
- Engage private sector from production to marketing
- Long duration- flexible and responsive to emerging needs through two funds
- However, the technical details were weak:
 - Initiative Fund: lack detailed guidance on application and selection criteria
 - Micro Enterprise Fund (MEF): unrealistic assumptions





Effectiveness

- Production increased due to improved farming practices and improved planting varieties
- Processing objectives were underachieved
 - Good practice centers function as processing venues, but not as demonstration sites;
 - Micro enterprise fund was ineffective in mobilizing credits for R&T processing activities
- Most of the marketing mechanism were ineffective or implemented too late
 - E.g. farmer organizations, supply chain facilitators, district stakeholder forums
 - Initiative fund scaled down and underutilized
- The implementation was affected by the low capacity of the Government.



Weak and ineffective market-linkages combined with overproduction



Efficiency

Slow implementation:

- Especially for marketing component

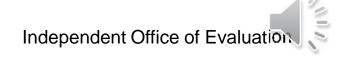
Increased management cost:

- Allocation: US\$ 2.9 million on Programme coordination, monitoring and evaluation
- Actual expenditure: US\$11.5 million (PCR), US\$ 5.9 mil (PPE recalculation); equivalent to 32% of the IFAD loan
- Driven by increased vehicles, office equipment, salaries and allowances

Deficiencies in financial management:

- inaccurate and unreliable audited financial statements
- ineligible expenditures, and
- procurement issues





Rural poverty impact

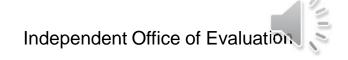
- Yields increased significantly through improved varieties and better farming management skills
- Initial household income gains, but was impaired later by the local market saturation; and the increment was small
 - Only 1% households increased income above US\$4/day
- Human and social capacity increased through various training, knowledge dissemination, and capacity-building activities.
- Little was achieved at the institutional and policy aspect, which also negatively affected the sustainability of benefits



Other evaluation criteria

- -Adaptation to climate change
- RTIMP was a good vehicle for introducing and applying climate change adaptation practices
- Due to delays in implementation, activities were transferred to a new project-Ghana Agricultural Sector Investment Programme
- The resource could have been better allocated between awareness raising and other activities.
 - Awareness had been raised before RTIMP (18% of the project costs)
 - The climate-resilient technologies and transfer was effective with high absorptive capacity





Main conclusions

- 1. In spite of a balanced design, a serious imbalance between production and commercialization during implementation led to unfulfilled potential, partly due to the lack of capacity
- 2. The matching grant mechanism needed more intensive support to address both supply and demand sides bottlenecks
- Good practice centers were critical for commercialization, but did not provide sufficient market absorptive capacity
- 4. Subsistence farming can be commercialized with appropriate support, but a commercialization approach should be commenced early in implementation





Recommendations

- 1. Future market-oriented projects should invest early in specialized skills on market development and capacity building of the relevant agencies, and pay close attention to demand fluctuations
- Matching grant may be appropriate but alternative rural financing mechanisms should also be explored
 - a. Through linkages with the IFAD-financed Rural Enterprises Programme
- Project management issues need to be addressed early and decisively to avoid dilution of the strategic intent and efficiency of the project
 - a. Appropriate implementation structure to enhance the Ministry's leverage



