

2014 Pathways Annual Report

CARE Ghana



December 2013 - November 2014

Progress and Results:

1. **Objective 1:** To increase the productive engagement of 7,000 poor women in sustainable agriculture, and contribute to their empowerment

a. Project Dashboard

The project seeks to support and empower 7000 women to increase their productivity through capacity building, improved access to land and other productive resources, improved agric extension services, women’s improvement in household decision making and creating an enabling environment for such under privileged farmers.

Impact and target groups, members and outreach	
Number of villages	50
Number of groups by type	
• VSLA/Producer groups	197
• Self Help Groups	0
• Solidarity groups	0
• Marketing committees	120
• Other	
Total number of poor women smallholder farmers (Impact Population) in collectives (Gates Foundation)	4,104
Total number of Impact Population (other donors)	3,000
% of women in leadership position	80%
Total number of other target group	
• Men and Boys e. g. spouses, other	609
• Elites including traditional leaders	197
• Other Male Gender Champions (MGC)	50
• Other (CBEAs)	139

Below is a graph depicting the geographical distribution of the producers Pathways is working with in the Garu -Tempane and Lambussie-Karni District.

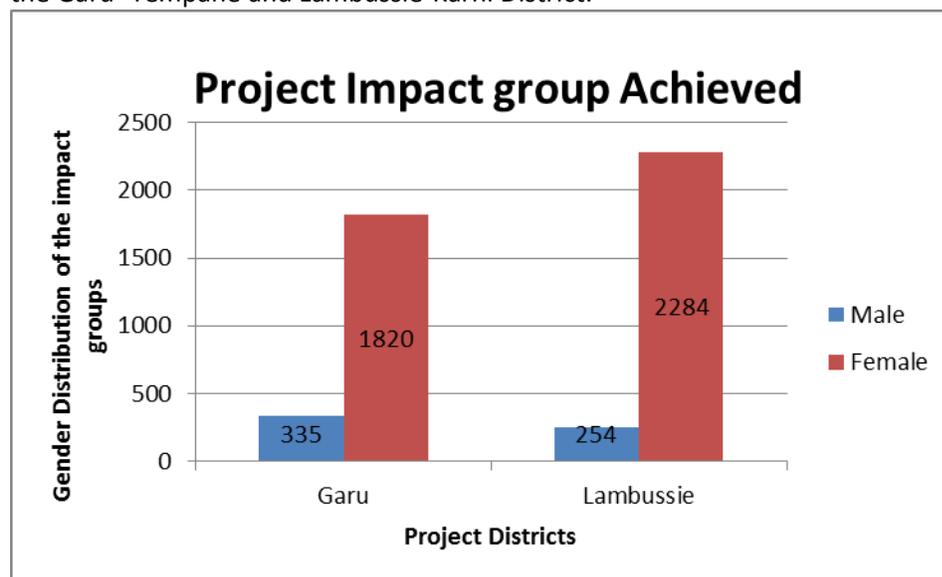


Figure 1: Geographical distribution of the project impact group by sex.

By December 2014, the project reached **4,713** smallholder farmers. This comprises 609 men and 4,104 women from 197 producer groups in the Lambussie and Garu districts. This outreach represents 67% of the total target of 7,000 small holder farmers the project targets. The remaining 2,287 small holder women farmers will be enrolled into the project beginning of 2015.

b. Results by change lever

1. **Change Lever 1 - Capacity:** Improved knowledge, skills, relationships, self-confidence, and conviction of women smallholder farmers.

1.1 Results

As part of the effort to build the capacity of smallholder women farmers, a total of 4,713 smallholder farmers (Male: 609 Female: 4,104) were trained in Good Agronomic Practices (GAPs), production Cost –Benefits analysis, record keeping, marketing and negotiations skills, lobbying skills, decision making, soya utilization, nutrition and gender issues. Community-based Seasonal calendars were developed to guide the establishment of the FFBS (Farmer Field business School) plots in the project communities. A total of 40 FFBS demonstration plots were established in 23 communities to serve as a platform for small holder farmers to learn and observe through field days that were linked to the major activities carried out on fields. 115 field days were organized across all the FFBS fields during the five stages of the FFBS activities (land preparation, sloughing, planting, weeding and harvesting). Farmers were also engaged in series of activities on the FFBS plots to guide them to generate data for analysis which will help them make informed decisions on the best farming practices. A total of 139 CBEAs (Community Based Extension Agent) (Female: 120 Male: 19) were identified and trained in all of the topics above, and they served as a major source of agricultural extension support for project participants and communities at large. Averagely a CBEA supports 40 small holder farmers.

Largely the project has enabled smallholder farmers’ access extension services in the targeted project communities through the use of the Community Based Extension Agent model. The project’s 2013 Annual Review Study (ARS) indicates that 85.7% of the smallholder farmers in the targeted communities now have access to extension services, compared with 42% reported during the project baseline in 2012. The main source of extension information as reported in the ARS 2013 was from the CBEAs.

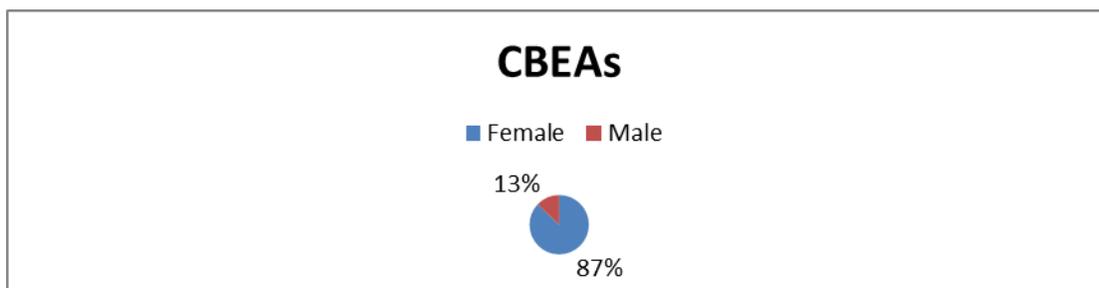


Figure 2: Percentage distribution of Male and Female CBEAs

During the Mid Term Review conducted in 2014, it was reported by both men and women that the significant improvement of their knowledge base is as a result of the routine trainings by the project team, project partners and CBEAs. Most of the women have also acquired knowledge on how to prepare different kinds nutritious meals using soy and groundnut as a result of the routine community cooking

demonstrations and the Mid-Term Review revealed that most households now eat meals prepared from soybean.

1.2 Challenges

The extension support to smallholder farmers is still inadequate and the CBEAs usually are stretched during the peak farming periods. As more farmers participate in the project, it is envisaged that the producers groups will be a platform for peer support and farmer to farmer education.

1.3 Lessons learned and way forward

The combined use of Community based Extension Agent (CBEAs) and the Farmer Field Business Schools models are effective in enabling smallholder women farmers' access and adopt agricultural extension information. The Pathways project in Ghana supported the training of women CBEAs to address the cultural barriers which prevented smallholder women farmers in the rural communities from engaging and receiving continued extension support from male government and private extension officers. The project's Annual Review Report (ARS) 2013 indicates that the entirety of the female farmers (94%) benefitted at least from one form of training in production, through the of CBEAs and demo plots. In contrast, the ARS report also notes very few farmers benefited from the government extension service agents (3%). The community based extension agents live in the community and work round the schedules of the women farmers. Also the demo plots in the community provide a platform for the women to use the "learning by doing" approach. The effectiveness of the combined use of the two models (FFBS and CBEAs) is supported by data from the project PPT report (2013) which indicates that 74.3% of women in the project communities adopted recommended agricultural practises

As the project increases the number of targeted beneficiaries, it is important to identify and train more CBEAs and also emphasize the use of the FFBS platform.

2. Change Lever 2 - Access: Increased access to productive resources, assets, markets, and appropriate and reliable services and inputs for poor women farmers.

2.1 Results

Land access: Through trainings, community level stakeholder meetings and sensitizations carried out with chiefs and landlords in 40 communities, the Pathways project is sensitizing the communities on the need for women to have access to productive lands, and this seems to be yielding results. As a first step, women are reporting that they are now able to access land that they can use themselves, and traditional leaders have made a commitment to ensure women can access land. Kpirekpen of Suke community (a project participant asserts; *"this is the first time my husband has given me land to farm my own crops. Over the years any time I asked for land he would tell me that the land is not even enough for him to share with me and that if I were such a great farmer I wouldn't have left my father's house to come and marry him. So I thank you people for changing the minds of our husbands"*.

. A study on integrating improvements to Women's Land Tenure Security in Northern Ghana conducted by Landesa's (Center for women's land right organization) reveals a positive change in community leader's willingness to allow women access lands for their own use. . Largely there is still a lot to be done to change attitudes and behaviors to address the cultural barriers which prevent women from owning and controlling land.

Equitable access to equipment: PRUDA - The project local partner in the Lambussie district lobbied the district assembly to support women to access affordable and timely tractor services. The district supported PRUDA to acquire a tractor purposely to help women farmers plough their fields at a subsidized cost of GHC 50(17USD) instead of 70GH (24USD) that was being charged by other commercial operators. 230 women benefited from this service. And a total of 117 acres was ploughed. The timely land preparation helped the women cultivate their soy and groundnuts during the planting season.

Access to inputs: In response to an input needs assessment conducted by the project in February 2014, input fairs were organized in various project communities to introduce farmers to available input suppliers and also to educate farmers' on the right utilization of these inputs. In all, 4,300 (Male: 774, Female: 3,526) producers/VSLA members and non members participated in the input fairs. What the farmers found unique about these fairs was that the prices of the inputs at the community level were the same as sold at the shops in the big cities.

Among the products that were patronized by the farmers are;

- 55 farmers bought the Green Ok 250ml (foliar feed green manure) (Garu).
- 29 farmers bought 38 liters of glyphader (Glyphosate based weedicide) (Garu).
- 30 farmers bought 24 liters of Activus 500EC (selective weedicide for legumes) (Garu).
- 1 Knapsack sprayer (Lambussie).
- 62 farmers bought 75 liters of sunphosate (Glyphosate based weedicide) (Lambussie).23 farmers bought 23 liters of Activus 500 EC (selective weedicide for legumes) (Lambussie).
- 63 farmers bought 1,075kg of improved soybean seed through PRUDA.

Access to markets. Pre-season engagement forums were organized for key stakeholders in the soybean and groundnuts value chains to prepare for the season. The forums in both districts were attended by the CBEAs, Ministry of Food and Agriculture (MoFA), marketing committee members, input dealers, tractor service providers and produce buying companies. In total, 74 people (45 women and 29 men) representing different groups of actors along the soy and ground nut value chain participated in the fora in both districts. These forums provide the platform for all actors in the chain to jointly assess and discuss the interconnectedness of the chain and identify gaps limiting the effective linkage of all actors.

Marketing committees were able to mobilize the producer groups to sell produce to buying companies. In Garu, a total of 85.77 tons of soy was sold to marketing companies such as Zibasung Produce Buying and Marketing Company among others at the price that was agreed at the Yi-Po-Co-Ma training. Also, 28.59 tons of soya was sold through open market. In Lambussie Karni District, farmers were linked to a soybean processing company (Golden Web Ghana Ltd.) which purchased a total of 10 tons of soybean from the project communities. Additionally, another 202.52tons were sold in the open market. A total of 52.8 tons of ground nuts was also sold through open market.

Other key results in accessing productive resources by the impact population are:

- Delivery of agricultural extension services by 139 CBEAs.
- Linked farmers to department of Agriculture (DoA) for extension service on their farms at the community level.
- Facilitated linkage to research institutions (SARI) for certified seed and technical support at the FFBS platforms.
- Women's access to land has improved from 0.50 acres in 2013 to 1 acre in 2014, remarkable from the baseline of zero (0 acres) land available to women farmers especially in Lambussie Karni District.
- PRUDA negotiated with the input dealers to supply inputs for sale to farmers. Among the inputs that were purchased from PRUDA include certified seed, weedicides and inoculants. In total about 1,075kg of soybean seed, 46 cartons of weedicides, 30 knapsack sprayers and 46 liters of Green Ok folia fertilizer were purchased through PRUDA during the season.

2.2 Challenges

The short tenure of land leased to women limits their ability to invest and develop such lands.

There are no input shops in most of the project communities and this therefore makes it challenging for the farmers to access inputs after the input fairs. To address the situation, the implementing partner in Lambussie (PRUDA) served as a retailer for some of the major input dealers.

2.3 Lessons learned and way forward

As a first step to ensuring security of land accessed by women, the project will strengthen oral agreement by bringing at least three recognized persons - the chief, Assembly person and the Tindaana or opinion leader in the community to witness land leases to women.

In the ensuing year project will facilitate the establishment of small scale agro input shops in the communities and link these community businesses to certified input suppliers who participated in the input fairs. The community agro input shops will enable smallholder farmers have access to inputs in the small quantities they require and also at competitive prices.

3. Change Lever 3 - Productivity: Improvements in yield and income through adoption of sustainable and intensified agriculture and value addition.

3.1 Results

In February 2014, the project team organized dissemination meetings with about 3500 producers (Female: 2,975, Male: 525) in both districts to share the results of 2013 FFBS demonstration plots at the community level. This was meant to inform choice of treatment at individual farmer’s level based on cost of production and yields. During the sessions, it was revealed that the use of, “Rhizobium inoculant” is most cost effective treatment among all the treatments. Prior to the inception of the season the project team and partner staff undertook physical inspection of the women farmers’ plots to ensure those are suitable soils for the cultivation of soybean and groundnut.

Results from 2013 PPT revealed that 74.3% of the impact group had adopted all the recommended GAPs and this has led to an increase in yields of soybean and groundnut in the project communities. During the baseline survey in Garu, it was revealed that the average yield of soy for female farmer was 127kg/acre. This figure increased to 428kg/acre in 2013 and then 510kg/acre in 2014. In a similar study in Lambussie-Karni district, the average yield of soy for female farmer was 77kg/acre. This figure has also increased to 319.27 kg/acre in 2013 and then 367.04kg/acre in 2014 as shown in the figure below.

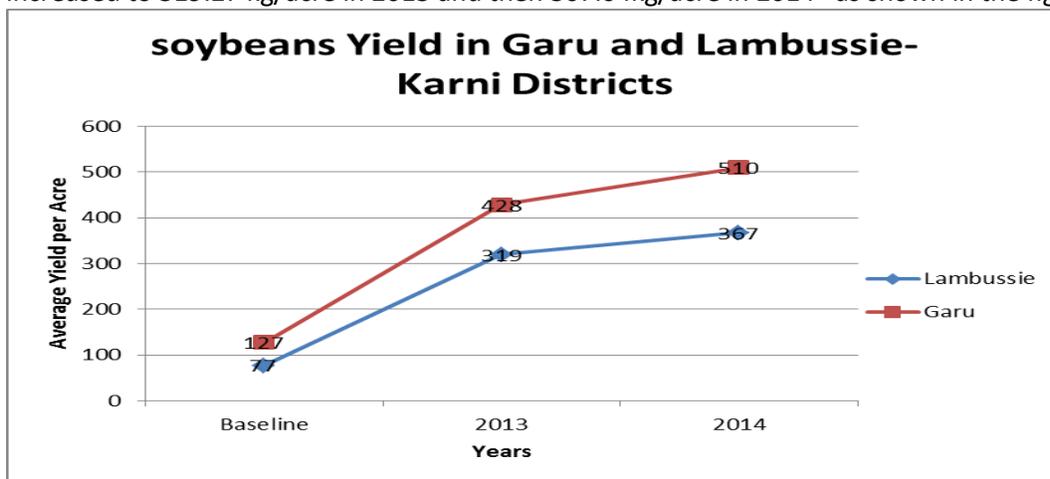


Figure 3: Average yield of soy for a female farmer in the project districts.

Source: 2012 and 2013 Baseline Studies and production estimates from PPT

The yields of groundnut which was 111.3kg/acre during the baseline study in Lambussie district, increased to 185.69kg/acre in 2013 and then 292.89kg/acre in 2014. However, prior to the beginning of the project, it was indicated that the soils in Garu district are not suitable for groundnut production. During the 2014 cropping season, Pathways in collaboration with SARI established groundnut trial field at Boko in the Garu/Tempane district, to test several groundnut varieties and the results of the trial was

successful as a result farmers have expressed their interest in cultivating groundnut during the next season.

During the national farmer’s day celebration in the Lambussie District, a beneficiary and CBEA of the Pathways project received the award for being the best soybean farmer in the district. She harvested a total of 1 ton (1000kg) of soybean from an acre. In both districts, the Pathways project was awarded a certificate for contributing to the development of agriculture in the districts.



Figure: 4 Banka Jamila receiving her award at the National Farmers’ Day Celebration.

For the second year of the project implementation, the average income of a farmer who cultivated an acre of soybean in 2013 and 2014 has improved

Average cost of production and average income of soybean for 2013 and 2014

Year	Average cost of production/acre		Average yield/acre	Price per 50kg		Average income/acre			
				Nov-Dec	April-May	Nov-Dec		April-May	
	GH¢	USD(\$)	Kg	GH¢	GH¢	GH¢	USD(\$)	GH¢	USD (\$)
2013	150.00	50	428	45.00	60.00	385.20	128.4	513.6	171.2
2014	200	66.7	438.50	80.00	106.40	701.7	233.8	733	244.3

In view of the significant increase in price of the soy and ground nuts during the lean season, pricing calendars for soybean and groundnuts were developed during the YIPOCOMA¹ training to enable

¹ This is farmer business model which considers four basic business principles of farming as shown below: “Yi” stands for Yield, and “Yi session” aims at analyzing the practices to maximize the yield. “Po” stands for Post-harvest, and “Po session” encourages farmers to think of ways to reduce post-harvest loss. “Co” stands for Cost, and “Co session” is a training to calculate the production cost, estimated revenue and the profit. “Ma” stands for Marketing, and “Ma session” encourages farmers to think from buyers’ perspective and to think of ways to satisfy their customers.

The four sessions together intend to provide farmers an opportunity to thoroughly analyze their own practices and come up with ways to improve their business in all four aspects.

farmers appreciate the price changes and to be able to take the best decision about when to sell to optimize profit.

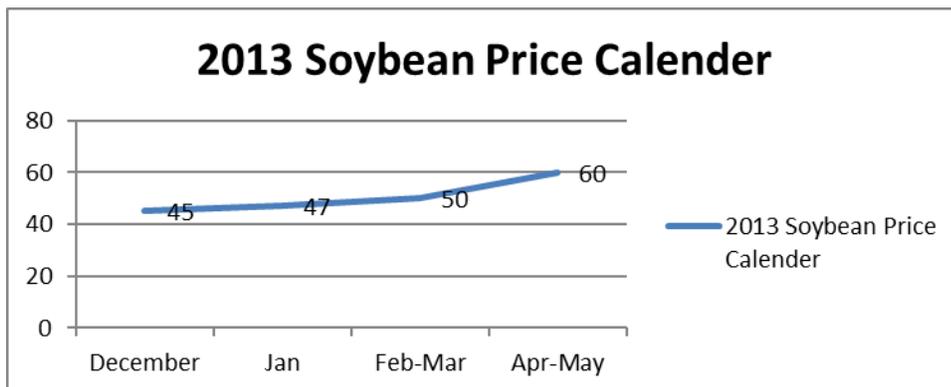


Figure: 5 Pricing calendar Source: YIPOCOMA training 2014.

Based on an analysis of the pricing calendar producers have decided to delay the sale of their soybean and groundnut this year and resort to borrowing from their VSLA groups when the need arises so that they can sell their produce when the price is good.

During the Medium Term Review (MTR) project participants cited their ability to process soybean into household meals as having contributed to food security and nutrition improvement in their households. Due to the bad weather farmers who could not harvest sufficient quantities to sell were happy that they were able to use it to prepare food in their households.

Soy cheese and soya- blend which are some of the recipes being promoted by Pathways have become an alternative source of income for 41 women in the project communities as they have started processing these products in large quantities for sale. During focus group discussions In Lambussie, women reported additional earnings of about GHC60 (20USD) per month. In Garu, for an average of 3 persons from each of the project communities are engaged in either soy cheese, "dawadawa" (local spice) and/ or soy blend processing and sales whilst, in Lambussie district, an average of 2 persons per each community are engaged in soy cheese, " dawadawa" and soy blend as business.

3.2 Challenges

Prolonged draught which occurred during the vegetative stages of soy and groundnut affected yields. Also, as a result of government removal of input subsidies, most of the women farmers were not able to purchase improved seed and fertilizer.

Moreover, due to limited access to land, some of the women farmers intercrop their soy and groundnut with other crops like millet and maize which results in low plant population and leads to low yield per unit area. The "Rhizobium innoculant" which farmers considered as the most cost effective method was not readily available during the planting season. The project therefore is working with SARI to make the Rhizobia inoculants available for farmers in the next cropping season.

3.3 Lessons learned and way forward

Over-reliance on input dealers for the supply of certified seed and other inputs poses a serious challenge in terms of delay and high cost of production. Therefore, the project has identified, trained and supported five community seed growers to produce soy certified seed at the community level. During

the season, 500kg of soybean seed was produced and this will be sufficient for the cultivation of 33 acres. In the ensuing year, the project intends to train more female seed growers and to link them to the appropriate authorities for certification.

4. Change Lever 4 - Household Influence: Increased poor women farmer contributions to and influence over household income and decision making.

4.1 Results

During the period under review, 29 community and 59 group level gender sensitizations were organized. 18 Male Gender Champions and 59 CBEAs were trained on gender tools and 42 gender dialogues were facilitated at the group and community level.

The gender sensitization sessions provided the opportunity for men and women in the communities to openly deliberate on major gender issues especially women's access to land. As a result, women in the new project communities in Lambussie district were able to negotiate for an average of 1 acre each despite earlier resistance of men to allocate land to women for the fear of women no longer paying attention to men's farms.

Also as a result of regular sensitizations, more women now participate in the community level meetings and also avail themselves for leadership positions. There are improvements in women's confidence in expressing their opinion in public from a baseline of 42% in 2012 to 64% (Project Annual review study 2013).

The Male Gender Champions and CBEAs across the two districts were able to reach out to 585 men, 867 women and 54 community leaders in eighteen (18) communities through the facilitation of gender dialogues. Through these dialogues, community members have learnt that good communication is a major tool for peaceful co-existence among families. During the Mid -Term Review, it was revealed that unity between men and women at the household and community levels has increased as a result of improvement in effective communication through the skills gained from the communication dialogue sessions. During the dialogue sessions, most men learnt and felt how one feels when she/he has no input in decision making at the home or in the community and this motivated them to also involve women in household decision making especially on production and household expenses. This has accounted for an increase in the percentage of women who either take decision solely or jointly with their spouses on household income and expenses from an average of 27.5% in 2012 baseline to 94% in the 2013 ARS. Also, the 2013 Participatory Performance tracker (PPT), reveals that 100% of respondents are involved in household income/expenditure decision making. There has also been an attitudinal change in men as they are now supporting women with household chores such as fetching water and bathing children. Men who are making such changes in their homes have indicated being questioned and discouraged initially by both male and female neighbors.

Women report feeling more respected and recognized by their spouses, the reason most women attribute to this change is their financial contribution to the upkeep of their homes. In Lambussie Karni district, most of the men who initially expressed fear of losing respect from their wives if they give them land to farm have this year joined their wives to their farms for the inspection of the farms by the project team. This is in recognition of the fact that the income that is earned by the women through soybean and groundnuts production contributes to the welfare of the home. The general improvement in the involvement of more women in decision making and their ability to influence decision is as a result of:

- In women's financial contribute on to the household expenditures due to an improvement in their financial status through their farming and VSLA activities.

- Improvement of women's capacity in good agronomic practices through the FFBS and other extension trainings which has positioned women as 'experts' in agric and hence their involvement in decisions on production. The kitchen is no more regarded as the confine for women.

4.2 Challenges

Lack of co-operation from some few disgruntled men who regard male gender champions as 'women' and as such do not want to participate in their activities. To address this challenge, the project intends to target more of such men during gender sensitization sessions and in community gender dialogue sessions.

Lessons learned and way forward

Facilitating women to influence decisions through their own efforts has a more sustainable effect than (an outsider) trainer negotiating on behalf of the women. In view of this it is important to continue to build the capacity of women to be able to negotiate for resources on their own.

- 5. Change lever 5 - Enabling Environment:** More positive and enabling attitudes, behaviors, social norms, policies, and institutions.

5.1 Results

Under this lever, the project organized an advocacy meeting at the district level in Lambussie which enabled women leaders from Pathways communities to discuss with traditional leaders about how to eliminate social and cultural practices that affect women's empowerment in the area. One significant result of this activity has been the formulation of community level by-laws in four (4) of the Pathways communities to promote women's access to land. Women's access to productive land was identified as a major obstacle during the baseline with only 17.7% of women from male headed households and 75% from female headed households taking sole or joint decisions and control over agricultural land.

A study to integrate improvements in women's land security conducted in February 2014 in collaboration with Landesa –Centre of women land rights 'highlights the need to work on increasing women's tenure security, specifically in securing their access to and control over land due to the fact that rights to land are not exercisable by women in the same way that they are for men in the project locations. The study also highlighted some gains that have been made by the project as results of the existing land rights activities. Notably the study revealed a change between the baseline period and the period of the study in the attitude of communities with regards to willingness of community leaders to allow women to access lands. Thus in both districts, women's right to access land of their own is becoming socially legitimate. A sampled assessment of the average land holding size of women conducted by the project team in both districts reveals that average land size has increased from 0.50 of an acre in 2013 to 1 acre in 2014.

The combined effect of the use of Male Gender Champions and the VSLA as a key entry point for discussing gender equality issues and challenging traditional gender and cultural related barriers has contributed to significant results. Findings from the Mid Term Review of the project reveal that both the gender dialogues and the involvement of men and women together in the VSLA groups have increased unity and reduced quarrels and violence at both the household and community levels.

Beyond the community, there has been increased responsiveness and recognition of women's needs and value as farmers. Before the onset of the Pathways project, no female farmers' were awarded during the national best farmer's awards at the district level in Lambussie Karni. Due to the increased engagement of the department of agriculture with women farmers as a result of the project, in 2013 two (2) female were awarded and this number increased to four (4) in 2014 National Farmers' Day Celebration.

5.2 Challenges

Since the VSLAs have served as the major platform for most activities including gender sensitization sessions and dialogues this has limited the extent to which the project is reaching out to men since most of the members of the VSLAs are women. This challenge was confirmed during the MTR when most non-VSLA men reported not being fully engaged by the project. To address this challenge, the project has worked consciously at involving spouses of participants and other men in the communities in the gender dialogue sessions and using other community level meetings such as Parent Teacher Association (PTA) meetings to conduct gender sensitization activities. By reaching more men it is expected that the project will influence the attitude of some of the men who fill they will be ridiculed by their colleagues for undertaking some household chores or retain the attitude that women will not respect them if they help their wives.

5.3 Lessons learned and way forward

Some of the challenges to creating an enabling environment for women are embedded in the cultural and religious norms and vary in the different communities. Beyond working with male champions and project staff to influence change in behaviors, the project intends to increasingly work with influential traditional and religious leaders to address the underlying norms and beliefs that are detrimental to women.

6. Challenges and Risks:

It was anticipated that, the rainfall pattern for the 2014 cropping season will be more favourable than the 2013, unfortunately the rainfall pattern has equally been very erratic. At the beginning of the season, there was a very long dry spell. This therefore resulted in late planting of most of the fields. The project tried to address this challenge by liaising with the Adaptation Learning Project for project beneficiaries to participate in the participatory scenario planning sessions in both project districts. Unfortunately most of the seasonal forecasts from the Meteorological Department did not happen as predicted.

Based on 2013 FFBS demonstration results a lot of farmers developed interest in the use of soybean inoculants in order to improve their yields. However this year, the inoculants were not available in the market at the time of planting. Although SARI has secured approval to produce the inoculants, production did not start this year. The inoculants still had to be imported and they arrived quite late in the country.

The government did not implement the national fertilizer subsidy programme in 2014. As a result farmers who intended to use fertilizer were unable to do so because of the price increase from GH¢51 (USD 17) for 50kg in 2013 to GH¢110 (USD 36.7) in 2014. The project therefore plan to sensitize farmers on the use of organic manure and also train beneficiaries on the preparation and application compost using crop residue and other local material during the next season.

- 7. Program Management, Monitoring and Evaluation:** What are the significant program management, monitoring and evaluation activities that have occurred in the past 12 months? *A suggested table format for responses is included below.*

Monitoring and Evaluation	
Monitoring and evaluation conducted	Both group and individual PPT tools were administered and analyzed during this period and the report shared with the Pathways team. The annual cohort study for 2013 was conducted during this period, a total of 40 project participants were sampled for this study. The data has been analyzed and the report shared with the Pathways team and partners.

Organizes field days on FFBS with impact groups	115 field days were organized in 23 communities by both CARE and the consultants from SARI to disseminate information to smallholder farmers on the various treatments and also to monitor the performance of the various treatments.
Monitoring tools developed and being used. Please specify tools for activity/output tracking as well as tools for outcome monitoring.	During the period under review, the PPT tool was used to monitor the performance of individual collective members on a number of areas, such as the GAP, Gender, and market access and group cohesion. Data collection sheets have been designed to be used by CBEAs to track information dissemination and adoption.
Review or reflection meetings	During this period, the team participated in three PMLT meetings and other thematic working group meetings through WebEx. Four review meetings were organized; 3 at CARE and 1 at partner level.
Mid Term Review	This exercise was carried out using the outcome mapping approach. Data was collected to review progress of the five levers of change from 4 sampled communities.
Nutrition Situational Analysis	The nutrition situational analysis is aimed at supporting the project team to understand the underlying causes of Malnutrition and to ensure that the nutrition activities for the project are well targeted to address these underlying causes. Data for the study has been collected and currently being analyzed.
M&E lessons, reporting-challenges, and modifications/way forward	To enhance the quality of reporting, both partner and CARE staff would document activity reports that include the processes, the approaches and the results of the activity carried out. Also, CBEAs will be supported with simple data collection templates to record numbers, activities carried out and results of the activities. Learning- The project needs to consciously plan activities to share lessons learnt, successes of models and approaches as well as influence other projects and organizations for adoption and up-scaling Monitoring- Develop check list for result-based monitoring at all levels. Data and Information Management- Data in the project is being collected and stored in separate templates and therefore does not aid harmony in consolidating country level reports, establishing status quo of indicators among others. A project indicator tracking table would be developed to store and retrieve data more easily.
Program Management	
Describe any changes in staffing in the last 12 months and impacts on program, and efforts to bridge these	The Pathways project in Ghana secured approval to extend implementation till March 2016 and to also increase the targeted beneficiaries from 3,300 to 7000. The project has therefore recruited an additional project facilitator for Garu Tempene and an M&E officer for the project.