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**LINKAGES Project Final Report: Ghana
/ Promise**

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CARE Ghana

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Acronyms

ALP	Adaptation Learning Programme for Africa
BESSFA	Bawku East Small Scale Farmers Association
CAPs	Community Actions Plans
CBEAs	Community Based Extension Agents
CP	Cowpea
DA	District Assembly
DCD	District Coordinating Director
DDA	District Department of Agriculture
DHS	Demographic and Health Survey
EM	East Mamprusi
EMCRB	East Mamprusi Community Rural Bank
FFBS	Farmer Field and Business School
GAPs	Good Agronomic Practices
GES	Ghana Education Service
GHS	Ghana Health Service
GPRTU	Ghana Private Road Transport Union
GT	Garu-Tempane
HH	Household
LBA	Local Business Association
MTDPF	Medium Term Development Policy Framework
MoFA	Ministry of Food and Agriculture
NR	Northern Region
OMC	Operations Management Committee
PARED	Partners in Rural Empowerment and Development
PAS-G	Presbyterian Agriculture Station, Garu
RED	Rural Enterprise Development
SARI	Savanna Agriculture Research Institute
SB	Soybean
SDGs	Sustainable Development Goals
SMC	Savanna Marketing Company
UER	Upper East Region
VC	Value Chain
VSLA	Village Savings and Loans Association
WIAD	Women in Agriculture Development
Yi-Co-Po-Ma	Yield Cost Post harvest and Marketing

SECTION I – PROGRESS OVERVIEW

1. Narrative Summary

a. Briefly describe the key highlights and summary statement of results for the life of the project.

- Women’s access to agricultural extension information has improved as a result of the use of CBEAs, FFBS field demonstrations and linkage to MoFA and SARI. The percentage of women who have access to extension services increased from 39% at baseline to 70% at end line. As a result of adoption of improved practices, project participants have witnessed improvements in yields. From the project’s production trackers the average yield per acre of soybean for women in Garu Tempane increased by 211% between 2012 and 2015. In East Mamprusi, there was an increase of 14%. The yield of cowpea increased by 78% in Garu Tempane over the same period.
- The project has contributed to improved gender relations at the household and community level, changes in negative social norms and women’s increased access to productive resources. For instance at the beginning of the project in 2012 the average area of soybean cultivated by men in Garu was 1.41 and 1.08 for women by 2015 the average area cultivated by men reduced to 1.31 and that of women increased to 1.11. This means that in 2012 men cultivated 0.33 acres more land than women and this decreased to 0.20 acres in 2015.
- Over the course of implementation, 10 new recipes for soybean and cowpea were introduced, communities have adopted good food and nutrition hygiene practices. The project’s final evaluation revealed the percentage of processed soybean and cowpea consumed by women and girls increased from 30% at baseline to 86.5%. This achievement means that the project has met the target 60% processed soybean and cowpea being consumed by women. Processing is important because when participants are able to process into various recipes, it increases consumption of the crops. Sale of the processed products serves as an important source of income for women. Project participants report a general improvement in health status of household members especially women and children as a result of increased consumption of soybean and cowpea and good nutrition practices.
“Before the Promise project we used to record an average of 8 cases of Anemia among children in this community per year, since the project started the number has reduced over the years and so far this year no case has been recorded.” Osman Imoro –Yapala community (Gender Champion).
- The project was successful targeting vulnerable women and supported them to actively participate the two promoted value chains. Specifically 50 women were supported with donkeys and ploughs to enable them have timely access to ploughing services and also for income generation by ploughing for others.

Through the project's input credit scheme 1, 113 women were able to access inputs on credit to cultivate.

- Promise project has facilitated improved linkages between women farmers, input dealers and financial institutions. As a result 3 women have become micro input dealers in three communities in EM, 77 groups across the two districts have opened accounts with rural banks and seven (7) of them have received loans for farming.
- Beyond promoting the bulk sale of soybean and cowpea, the project also supported value addition and marketing of processed products. Twenty (20) women from the two districts were trained on improved processing and packaging of soybean and supported with roasters and sealing machines to enable them start their business. They have started processing and selling improved weanimix in their communities and beyond. Based on the quantities that have been sold so far, it is projected that they will make an average profit of USD 39.00 in a month.
- The use of the threshers is expected to reduce drudgery and time in threshing and winnowing SB and CP by women, thus enabling women to engage in other economic activities. The threshers have a capacity of threshing 2 tons of soybean in an hour. To do this manually it will take 15 people to thresh the same quantity in two days. Due to improved gender relations, the women will be able to use the time saved to engage in other economic activities.

A total of seven (7) threshers (4 EM, 3 GT). The two women led soybean and cowpea associations in the districts established Thresher Operations Management Committees (OMCs) to manage the threshers on behalf of the ten (10) Promise communities in each district. The threshers were presented to the OMCs at formal ceremonies that were attended by OMCs, Traditional leaders, representatives of the District Assembly, CARE Staff, Partner Staff and the media.

- The project facilitated the development of community action plans (CAPs) for all 20 project communities. All the plans have been submitted to the District Assemblies by representatives of the communities for incorporation into the District Medium Term Development Plans (DMTDPs). In view of the fact that the staff of the Assemblies actively participated in the Planning process they were able to incorporate some of the community needs into the DMTDPs even before the plans were finalized. Some of the community needs have already been addressed by the DAs, for instance the Konkomada community in GaruTempane has been provided with Community Based Health Planning Service centre (CHPs). In East Mamprusi, the Jawani community has been connected to the national electricity grid.
- In a bid to create an enabling environment at the district level, the project has built the capacity of key district assembly staff, assembly persons and heads of departments in gender planning, budgeting and monitoring. The DAs have been able to replicate these trainings at the unit committee level. The DAs report that as

Commented [A1]: We are referring to the current plan. As stated in the next Paragraph, the participation of the Assembly staff in the Planning Process ensured that they incorporated the issues even before the plans were formally presented to the DAs.

a result of these trainings they are more conscious about integrating gender issues into their plans. For instance when the Garu Tempene District Assembly was planning to construct a market in Konkomada community, they engaged both men and women to analyze the benefits of the facility and agree on where to site it.

- The project facilitated the establishment of a women's led platform in EM and negotiated for expansion of the scope of the existing Value chain Platform in GT. The platforms have been inaugurated by the DAs and registered. These platforms are functional and they are recognized and invited to participate in district stakeholder engagements by other organizations. Out of these platforms Thresher Operations Management Committees (OMC) have been set up to manage the threshers that were supplied to the communities.

b. Briefly discuss the overall progress of project and any challenges encountered (how did the *implementation* go, in summary?)

Overall the PROMISE project was executed in line with the project design and outlined activities. In the course of implementation the project team had the opportunity to redesign or introduce new activities to enhance the achievement of project results based on approval from CARE Canada. Built in the implementation of the project were reflection and planning sessions evolving from the community level through to the Sub Office level with project participants, staff and stakeholders. Progress towards implementation of planned activities has varied over the period. Out of the total of 78 activities planned, 52 activities have been completed and target achieved or exceeded, representing 66.7% of planned activities achieved. For most of the activities which did not record 100% achievement in the PIMs it does not mean that the outcome that activity was contributing to was not achieved. For example there was a target of developing 120 nutrition messages, although this target was achieved through the number of individual nutrition messages in the counseling cards, the project records the number of cards that we distributed to communities in the PIM. Hence although 40 sets of counseling cards were distributed, they contain over 120 messages.

Again in the PIM there was a target of forming 40 community based soybean and cowpea associations. Since most project participants cultivated both soybean and cowpea, the project did not find it prudent to establish separate associations for each crop in each community, hence one association of soybean and cowpea producers was established in each community hence bringing the total to 20.

Despite the relatively smooth implementation of the project, there were some challenges encountered along the line, paramount among them was a high staff

turn turnover which resulted in the project being run by a new team during the third year of implementation.

The project started with a strong focus on outcome, this was meant to strengthen capacity of participants on production and nutrition practices and also the formation of the community level value chain structures. The structures established under outcome were to serve as foundation for the work under outcome two. As a result on this, work on outcomes 2 and 3 were delayed. Work on these two outcome areas gained momentum after the third year of implementation with a good success rate of implementation of planned activities. For instance under outcome 2, out of a total of 15 activities 12 were implemented at 100% and over. Under outcome 3 there were a total of 23 activities, 13 recorded a 100% or more implementation rate.

The project during the course of implementation also encountered some delays in releasing funds to partners and execution of some activities due to bureaucratic processes associated with procurement. On the field, there were some specific challenges related to the execution of some activities. For instance the reluctance of beneficiaries to pay back inputs they received on credit with the assumption that the inputs were supplied by government. Another area the team had challenges with was in the area of bulk sale of the soybean and cowpea produced by project beneficiaries to purchasing companies. This was mainly due to the fact that the produce buying companies will always pay for the cost of the produce after they have supplied to the processing companies. This process will sometimes take about two (2) weeks, but farmers are usually not willing to sell without receiving outright cash for their produce.

2. Project Description

a. Explain how, when and why the project was put into place at the beginning :

- Key targeted “problems” in the community(ies)involved in the project
- Project’s intermediate outcomes to respond to/solve these problems.

PROMISE Project is one of four sub projects under the LINKAGES initiative designed to improve livelihood security and resilience of vulnerable women, girls, men and boys. The project was implemented in 20 communities in two districts in Northern Ghana-East Mamprusi and Garu-Tempane districts in Northern and Upper East regions respectively.

The design of the PROMISE project started in 2011, the project was designed to build on results of previous CARE Ghana projects and was done in consultation with community members, implementing partners and other stakeholders at the district and regional level. The project was designed to contribute to the Government of

Ghana's Medium Term Development Policy Framework (MTDPF) 2010-2013, particularly Thematic Area 7 (Transparent and Accountable Governance) which has Reduction of Poverty and Income Inequalities as a key focal area. This key area deals with the feminization of poverty due to lower literacy rates, heavier time burdens and lower access to productive resources which are more pronounced across Northern Ghana. Malnutrition and anaemia among children and adults was also identified as a major concern in the two regions. Another factor that influenced the design was the fact that women in Northern Ghana are a major part of the nation's productive force and yet remain amongst the poorest segments of society. Despite their central role in providing food security and economic development, women have limited access to and control of productive resources and have little voice in household level and community level decision making. Women have limited access to land, credit access and information needed to increase farm productivity of women farmers is low and there is generally much to be done to assist women.

The expected outcome of PROMISE is 'Improved nutritional and financial status of vulnerable women and girls'; and focused on achieving three intermediate outcomes:

1. Women and girls increase consumption of processed soya and cowpea and products.
2. Vulnerable women and girls equitably participate in and benefit from soya and cowpea value chains.
3. District Assembly processes in the two districts support women led multi-stakeholder platforms for cowpea and soya beans.

The approaches adopted to achieve the outlined outcomes were aimed at increasing the productivity of soy and cowpea by promoting women's improved access to land, inputs, extension information, labour, credit, markets and technology. Efforts at improving nutrition focused on nutrition and hygiene education and cooking demonstrations. Gender equity was promoted through sensitization on gender inequality and improved gender relations by Gender chamoions, gender dialogues and increased participation of women in leadership and local governance through formation of women led platforms, awareness creation on women's rights in communities and with respect to district authorities such as the D/As.

b. Identify the stakeholders involved in the project

The PROMISE project was implemented in collaboration with stakeholders at various levels. These included community members, implementing partners (PARED and PAS-G), government institutions such as District Assemblies, Ministry of Food and Agriculture (MoFA) at the district levels, Savanna Agricultural Research Institute (SARI), Ghana Health Service (GHS), Ghana Education Service (GES) as well as private companies including financial institutions and input dealers.

c. Identify the direct and indirect beneficiaries of the project

The project originally targeted mainly women and girls, a total of 4, 440 women and girls were targeted to benefit directly, while an estimated 10,500 family members will benefit indirectly. The direct beneficiaries were involved in the project as producers, processors, marketers, in and out of school nutrition and gender clubs. During the course of implementation, the project reached a total of 4,710 direct beneficiaries and 18,840 indirect beneficiaries who were reached through participation in project activities and benefits derived through being spouses or household members of project participants.

d. Indicate the total budget of the project.

The total revised budget for the project is **CAD, 1,106,637**

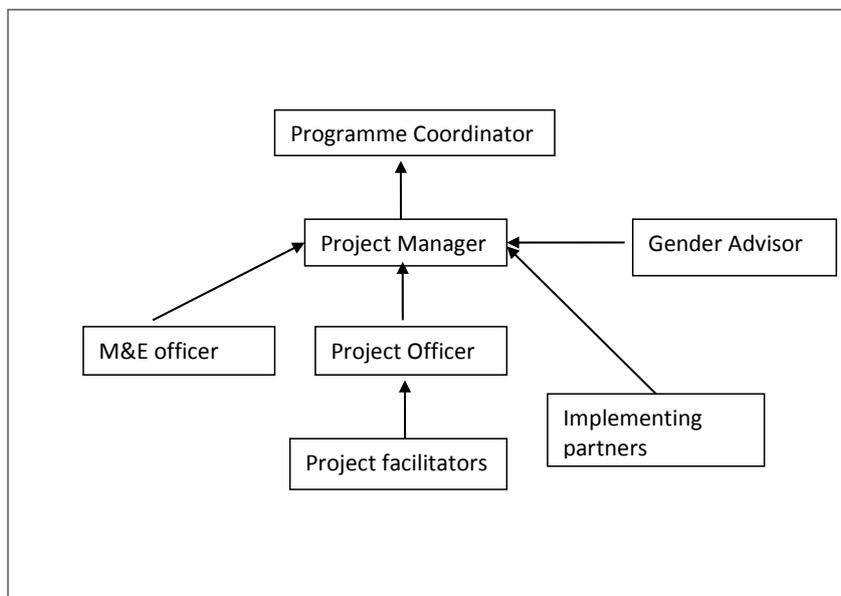
e. Indicate the project's governance (management) structure

CARE Ghana employed a strategy of Implementing at the district/community level in collaboration with an Implementing Partner in each district. Specifically Presbyterian Agricultural Station in Garu (PAS-G) Tempene District and Partners in Rural Empowerment and Development (PARED) in East Mamprusi District. CARE had field officers based in the districts and providing support to partners for implementation, planning and monitoring. The project team was led by a Project Manager who provided management oversight for the project and also managed the relationship with implementing partners. The project manager was supported by a Project Officer who supervises the two field officers. The project also received technical support from a Gender advisor and an M&E officer who were supervised by the Project Manager.

Decisions on the project were made with key stakeholders at two levels, at the district level, semi annual review meetings were held with key project stakeholders. During the project implementation period, 8 review meetings were organized with stakeholders (Community representatives, MoFA, GHS, DA, PARED, PAS-G , GES, BESSFA) across the project districts. These meetings contributed to successful execution of activities as they provided opportunities for stakeholders to assess implementation of project activities, identify gaps and how to narrow those gaps.

Beyond the district level meetings, the project team and the partner staff met annually to review and develop annual implementation plans based on input from district level meetings.

f. Include a brief project structure (organogram)



3. Project Context

a. Analyze the project’s contexts (including political considerations)

- External (socio-economic, political, etc.)

The two regions that Promise was implemented in are largely rural (70% NR and 95 % in UER) with high population densities (35 people per sq km in NR and 118 people per sq km in UER) suggesting the difficulty in acquiring land in UER. The two districts are located in the resource- poor savanna part of the country. Even though Ghana’s poverty rate has declined from approximately 52% in 1992 to 28% in 2006, the three regions in the north (NR,UE &UW) have seen only marginal decreases. The project districts are part of the savannah regions which have only one growing season unlike the south of Ghana where there are two growing seasons. The PROMISE project area is drought-prone and vulnerable to climate change and presents relatively limited economic opportunities for inhabitants. Prevalence of poverty is generally high in the north of Ghana and the project districts are no exception. For example in 2005-2006, poverty

rates in the Upper West reached 84 percent, in the Upper East, 64 percent, and in Northern 42 percent. According to the Ghana Growth and Poverty Reduction Strategy (GPRS) 2006-2009 report, low productivity and poorly functioning markets for agricultural outputs are among the main causes of rural poverty, particularly in the Northern regions. The Northern regions also have the lowest literacy rates, well below the national average and with discernible gender differences. In the Upper East, for example, 22 percent of women are literate compared to 50 percent of men. Also, the World Bank reported that while the number of poor in southern Ghana has declined by 2.5 million people, it increased by nearly 1 million in northern Ghana. This difference has been attributed to the Northern regions low population, vast land mass, relative poor roads and infrastructure.

Most people in the north are food insecure compared with the rest of the country. For instance while 5% of Ghana's population is considered food insecure, the proportion of residents in the northern part of the country who are food insecure range from double to seven times the national average (USAID-Ghana, 2012). The overall low population density in the north and poor infrastructure contribute to the isolation of households and communities, decrease individuals' accessibility to markets and exacerbate risks of food insecurity and poverty even as the country's average development indicators show significant growth.

Majority of the people in the two regions engage in subsistence agriculture. In EM 90.6% of hh are engaged in Agriculture and 85.2 of hhs in GT are engaged in Agriculture. Majority of people are into crop farming and animal rearing. Crops mostly grown include maize, millet, groundnuts, onions, watermelon. Livestock such as cattle, sheep and goats and pigs are reared. Poultry, especially guinea fowl production, is quite significant. The long dry season in the project area coupled with the inadequate infrastructure such as irrigable dams compel the youth of the districts to migrate to the southern sector of the country during the lean season in search of menial jobs,

Anaemia among children in the two regions is high at 82% in N/R and 74% in UER, higher than the national average of 66%. Anemia among women is 48% and 36% in NR and UER regions respectively against the national average of 42% (DHS 2014). The two regions practice patriarchal system and most resources including land are under the control of men. Ghana practices a constitutional democratic form of governance and its decentralization process is rooted in the 1992 constitution. The constitution established a structure for local governance consisting of 4 levels. The structure consists of the regional coordinating councils, district assemblies, sub-district councils and unit committees. The district assemblies are subdivided into metropolitan, municipal and district assemblies depending on the size of the population in the area. The unit committees represent the lowest and basic unit in the subsidiary chain upon which all the other structures including the Urban or Town or Area Councils are built. The decentralized process has allowed a bottom-up approach to development, where local development planning is assigned to the D.As and requiring participatory approaches in the identification of the community's problems, forming the basis of prioritization of development efforts, collated by the district and regional level to the National Development Planning Commission (NDPC) and integrated into national planning efforts of Central Government. Communities'

problems, needs and aspirations form the basic inputs for the formulation of district plans. The sub-district councils and the unit committees represent the decentralised mechanisms for local development, and together with elected councillors should work to generate, collect and collate local level priorities for the development of the DMTDP. Outputs of data collection and collation at the communities level form Community Action Plans (CAPs). The CAPs are basic documents prepared and owned by communities to guide their development process over a period of time and are expected to feed the Area Level Plans at the sub-district councils level, and finally into the DMTDPs at the D.As.

- **Internal (within the LINKAGES project team in your country)**
PROMISE objectives were in line with CARE Ghana's programme strategy which focuses on women and youth to achieve food and nutrition security and social and economic empowerment. The administrative structures within CARE enhanced a transparent and accountable execution of project activities. Clear-cut processes were put in place for documentation of transactions and reporting. Some of the processes (procurement and partner grants management) slowed the execution of activities.
- **Positive and negative impacts on project's outcomes and implementation**
- **LINKAGES project and other projects funded by the Government of Canada**

No. There was no collaboration between PROMISE and any other project funded by Government of Canada.

4. Activities and Outputs

When populating this section, keep the following questions in mind: What women's, girls', boys' or men's practical and strategic needs were to be addressed under each output or by selected project activities? What specific project strategies or activities were implemented to address these needs? Was there any progress towards gender equality as a result of these activities?

- a. **Using your Project Implementation Monitoring Sheet (PIMS) for activities and outputs (based on your AWP)**, report in the table below on each activity chronologically by providing analysis on results (expected and unexpected) and justifying any variance encountered **for the life of the project**. Describe what the major gaps were in the outputs, if any, and how these gaps were narrowed during the life of the project. Use quantitative and qualitative measurements as much as possible. ***** You don't need to include paragraphs before or after Table 1 if you are able to write all the information you want to share into Table 1. HOWEVER**, if there are **outstanding results (that were not planned in the PIMS but that were achieved, for example) or specific explanations** on any other important issues, assumptions or limitations which affected project's activities implementation you would like to highlight, you can use the narrative format (paragraphs) to do this.

b. Describe in detail any challenges met during the life of the project, if any and remedial action taken or to be taken (action and timeline) to address the issue (this goes into the **Variance column**).

Table 1: Project results at Activity/Output level

Complete the table using data from your Project Implementation Monitoring Sheet, expanding here on the narrative. The result column should include the **total achievement of the activity for the life of the project. Please also annex your most up-to-date PIMS with the report.**

Project Activity/Output (Please number the activities as per the PIMS)	Activity/Output Target (as per PIMS)	Result: qualitative and/or quantitative data (TOTAL and sex-disaggregated)	Variance: achieved, delayed, postponed or eliminated. Explain why.
1.1.1.1 Conduct gender dialogues and community radio discussion on women access to land (revised act.).	40	A total of 27 gender dialogues and 2 radio discussions were conducted during the lifespan of the project. The dialogues were meant to create a shift in socio-cultural norms that result in gender inequalities in communities. Topics discussed during dialogues includes women access to productive lands, ownership of household assets, sharing domestic workload, participation rights and other socio-cultural practices that inhibit women empowerment. In all, 2,431 (Female: 1,737 and Male: 694) participated in the community level dialogues. Besides the community level gender dialogues, two radio discussions (1 hour duration) were held in East Mamprusi District involving 4 panelist (1 traditional leader, 1 MGC, 1 female project beneficiary and 1 partner staff) to discuss the positive outcomes of women's access to productive lands, gender inequality issues. Another rationale for the radio discussions served as a platform to reach out to wider populations in project and non-project communities. There were phone-in segments during the discussions where listeners contributed to the discussion.	73% achieved. Apart from pure gender dialogue sessions, gender discussions also took place during other project activities. All project communities were reached with the gender dialogues. Instead of holding a radio discussion in each community, the radio programmes were held at district radio stations that had wide coverage even beyond Promise communities.
1.1.1.2 Organize 2 review meetings per year with	8	During the project implementation period, 8 review meetings were organized with stakeholders (Community	Achieved.

Stakeholders.		representatives, MoFA, GHS,DA, PARED, PAS-G , GES, BESSFA) across the project districts. These meetings contributed to successful execution of activities as they provided opportunities for stakeholders to assess implementation of project activities, identify gaps and how to narrow those gaps.	
1.1.1.3 Facilitate linkages between women involved in cowpea and soya beans production and financial institutions.	30	27 meetings were organized between financial institutions and VSLAs/Producer groups which were expected to facilitate access to finance by producer groups/VSLAs. The meetings enhanced the understanding of the groups on the operations/ transaction procedures of financial institutions and products they offer that are relevant to farmers' needs. Through these meetings, 49 producer/VSLA groups in project communities opened bank accounts with EMCRB and one of them received loans of GHC 4,800.00. In GT 28 of the groups have opened bank accounts with BESSFA and 6 groups received loans totaling GHC 21,000 from BESSFA.	90% achieved.
1.1.1.4 Support at least 100 women with donkey and traction implements.	100	Fifty (50) donkeys with ploughs have been distributed to 50 vulnerable women farmers in East Mamprusi and Garu-Tempane districts. This is to enhance timely access to ploughing services by women.	Target revised to 50 during review of PIP in 2015.
1.1.1.5 Train 400 women to access technical information on conservation agriculture.	400	To improve farm level productivity through sustainable agricultural practices, 1,345 women were trained on conservation agricultural practices. Issues discussed during the training sessions included zero tillage, crop rotation, cover cropping, use of organic manure, compost preparation and contour ploughing. Staff from MoFAand	329% achieved. This significant achievement was as a result of the fact that the trainings were organized at community level and most women had the opportunity to participate.

		SARI facilitated these trainings.	
1.1.1.6 Organize training for women and girls on post harvest management of cowpea and soybeans producers.	1000	To help reduce post harvest losses and ensure quality produce among women farmers, a total of 2,453 women were trained on various post harvest management techniques including selection of non-shattering soy and cowpea varieties, improved drying techniques before storage, use of improved storage facilities such as three layer bags and use of neem extract in treating cowpea before storage.	245% achieved. This was a community level activity and many women participated. Also, other platforms such as FFBS and Yi-Po-Co-Ma training sessions were used to educate farmers on harvest and post harvest issues.
1.1.1.7 Organize community based forums for agro-chemical dealers on various agro-chemical uses and best disposal practices.	120	76community-based forums were organised across the project communities to build capacities of farmers on safe handling of agro chemicals. Issues discussed during the forums include; wearing the right protective cloths, appropriate disposal of used chemical containers and right mixture of agrochemicals. The total number of farmers who participated in these forums was 1,022women and 446 men from both districts.	63%. In the PIMS the pre-harvest and post harvest trainings on appropriate use of agrochemicals and disposals are captured as one although they are organized at separate times. If counted individually we have 152 forums. These forums were organized separately in every community.
1.1.1.8 Facilitate MoFA and SARI to provide technical assistance (Seed, GAPs, establish out-growers & certify seed) to cowpea and soy producers.	10	As part of the efforts to improve women access to certified seeds and Good Agricultural practices, 11 facilitation sessions were organised between producers on one hand and SARI and MOFA on the other hand. This was to sensitize CBEAs and other farmers on where to source certified seed varieties, field demarcation, recommended	Achieved.110%

		planting distance, disease and pest control.	
1.1.1.9 Identify and promote 2 labour saving technologies for production of soy and cowpea per district.	2	<p>To help reduce drudgery involved in the soybean and cowpea value chains (production, processing and marketing), 3 labour saving technologies (multi crop planters, multi crop threshers and roasters) were identified and promoted to women in the project communities. Ultimately, two labour saving technologies including 7 threshers and 20 roasters with sealing machines were procured and distributed to producer groups and members in the project communities. The threshers will reduce labour and improve grain quality thereby attracting better prices for their produce.</p> <p>The roasters and sealing machines will encourage entrepreneurship and enhance value addition to soybean through improved processing and packaging and attract higher prices.</p>	Achieved.
1.1.2.1 Train 120 CBEAs on GAPs and CAPs for soy and cowpea by 2015.	120	In order to improve access to extension services by small holder farmers, 120 CBEAs (Male: 30 and Female: 90) were identified from the project communities and trained on Good Agronomic practices. Specifically, CBEAs were trained on appropriate site selection for soybean and cowpea production, land preparation, seed selection, intercropping, timely planting, and optimum planting population, harvest and post harvest management. They were also trained on Conservation Agricultural Practices (CAPs) such as use of compost, cover cropping, mulching,	Achieved.

		crop rotation and minimal tillage.	
1.1.2.2 Organize refresher training for 120 CBEAs each year on GAP and CAP on soy and cowpea by 2015	6	A total of 7 refresher trainings were organised on GAPs and CAPs for all 120 CBEAs (Male: 30 and Female: 90). The refresher trainings ensured that the knowledge and understanding of CBEAs on GAPs is improved. This is to ensure that they are able to disseminate accurate information to farmers.	Achieved.117%
1.1.2.3 Provide inputs and tools for nutrition garden and training.	40	10 set of gardening tools including soka pumping machines and accessories, fencing wire, wheelbarrows, watering cans, garden fork, trowel and poles were provided to 10 gender clubs in ten communities. 10 gender and nutrition clubs (148females and 90males) were trained on gardening. This ensured access to and consumption of fresh vegetables for the most part of the year.	This is due to unavailability of water sources in some of the project communities. Only ten communities have reliable sources of water to support dry season gardening.
1.1.2.4 Provide tool kits (Extension manual, bicycle, T-shirt, Notebook, flat file, wellington boots, flipcharts+ markers) to CBEA.	120	120 set of extension tool-kits (bicycles, wellington boots, raincoat, flat files, and notebooks) were provided to 120 CBEAs. The purpose of this is to facilitate movement and extension delivery to women cowpea and soybean farmers. Out of the beneficiaries there were 90 women and 30 men).	Achieved.
1.1.3.1CBEAs provides extension support to women cowpea and soy producers.	400	A total of 1,056 women and girls received extension support from CBEAs on improved agricultural technologies. The 120 CBEAs visited their fellow group members' homes and farms to train them on viable seed selection, best planting distances, maintaining good farm sanitation, scouting for insects & control and timing for harvesting. They also held mini fora at the VSLA level to	Achieved. (164%). The project worked with over 400 women who were engaged in direct production of the crops. The weekly VSLA meetings served as a good platform for CBEAs to reach more women with

		train women on post harvest handling of their produce.	extension information.
1.1.3.2 Form and train two nutrition and gender clubs in each project community.	40	45gender and nutrition clubs were formed and trained on gender, nutrition and hygiene related issues (20 in GT and 25 EM). These groups comprise; women, in-school and out-of-school girls.	Achieved
1.1.3.3 Train 80 male gender champions to advocate and support women to access productive land for soy and cowpea cultivation	80	A total of 120 (male: 110 and female:10) gender champions have been identified and equipped with knowledge to advocate and support women to be able to access productive lands for soy and cowpea production.	Achieved.
1.2.1.1 Form 20 processors groups in project communities	20	20 processor groups have been formed; 10 in each district. The total membership of these groups is 302 women and 2 men.	Achieved.
1.2.1.2 Community based trainers and CBEAs organize community forums to create awareness among women on innovative use of soy and cowpea.	40	40 community based forums were organized in the form of food bazaars, cooking demonstrations, education at VSLAs meetings and house to house visits by CBEAs to educate community members on nutritional benefits of soy and cowpea and the various dishes that can be made from them.	Achieved.
1.2.1.3 Organize community level forums to sensitize and create awareness on food hygiene.	40	60 community forums were organized to sensitize and create awareness on food hygiene. These forums were facilitated by local project implementing partners with support from community health volunteers (CHVs) and	Achieved.This was over achieved because forums were organized by personal from the Ghana Health Service and then later by

		community health nurses. In addition to those forums organized by the partners, the CHVs as part of their mandate also organised community level forums on food hygiene. Issues on eating healthy foods and fruits, washing the hands with soap thoroughly before eating, cooking, after visiting the toilet as well as the need to cover foods to prevent contact with houseflies and many other issues were discussed. A total 1,591 people (365 men and 1,226 women)	the community health volunteers. Hence in some of the communities the forums were organized twice.
1.2.1.4 Form 100 new VSLA/nutrition groups made up of women and girls in 2 districts.	100	52 VSLAs and 45 nutrition and gender clubs were formed across project communities during the life of the project. This created the platforms to reach many community members with awareness and sensitization messages.	97% Achieved.
1.2.1.5 Conduct trainings on nutrition at community level for 200 old VSLAs.	200	91 old (not formed by PROMISE) VSLAs were trained in the 20 communities on nutrition issues. In addition, 52 new (PROMISE formed) VSLAs were trained on nutrition issues in the communities. These trainings were done using nutrition counselling cards, reaching out to a total of 3, 217 (2,652 females and 565 males) of all VSLAs in 20 project communities.	46% achieved. This was the number of old VSLA existing across the 20 communities. After the new 52 VSLA groups were formed the project realized that almost all the women in the communities were in VSLAs.
1.2.1.6 Conduct two trainings for 40 CHVs and CBEAs in nutrition messaging.	2	Three nutrition messaging trainings were conducted for 40 CHVs / CBEAs (23 males, 17 females) in East Mamprusi and Garu Tempene using nutrition counselling cards. This training built capacities of Both CBEAs and CHVs to disseminate health and nutrition messaging through the use of counselling cards.	Achieved.

1.2.1.7 Train 40 Community based Health Volunteer (CHVs) on food hygiene and general sanitation.	40	Ninety Community Health Volunteers (CHVs) were identified and trained on food hygiene and general sanitation. In addition, refresher trainings were carried out for the CHVs on the above issues.	Achieved. CHVs are formed by Ghana Health Service hence the project trained the CHVs that existed in the communities and this number was greater 40 that was anticipated by the project.
1.2.1.8 Train 20 processors groups on best nutrition practice.	20	All the 20 processors groups within project communities were trained on best nutrition practices particularly concerning the nutritional value of soybean and cowpea.	Achieved.
1.2.1.9 Organize 4 food bazaars and/or fairs per District.	4	Four food bazaars were conducted during the project implementation period across the two districts to demonstrate soybean and cowpea recipes to the project beneficiaries. The bazaars created the platforms for communities to put into practice the knowledge acquired by participating in the cooking demonstration sessions with MoFA and also come out with their own of SB and CP recipes.	Achieved.
1.2.2.1 MoFA/WIAD to support development of new cowpea and soy products that respond to nutritional needs of women, girls and children.	10	A total of 20 cooking demonstrations were organized in collaboration with MOFA/WIAD to demonstrate the preparation of new/improved SB and CP recipes including soy khebab, soy milk, soy porridge, Bombiga, Tokni, soy fortified banku, walsa, soy sauces, soy fufu, cowpea tea, soy pastries and Tubani.	Achieved. The project worked in 20 communities hence the project found it prudent to organize 1 demonstration in each community.
1.2.2.2 Organize community level forums to create	40	A total of 50 community level forums were conducted to create awareness on nutritional values of soy and cowpea.	Achieved.

awareness on the unique nutritional value of cowpea and soy.		The forums reached out to 1,568 (1,175 women and 411men) beneficiaries. Routine monitoring and observation has revealed high knowledge and increased recipes at households and community markets.	
1.2.2.3 Enhance the knowledge and skills of at least 5 processors in each community on processing of soy and cowpea into various recipes.	100	A total of 69 individual processors' knowledge and skills on processing of soy and cowpea into different products has been enhanced through cooking demonstrations and community level trainings. Additionally, 20 roasters and sealing machines were distributed to 20 VSLA members from the project communities. These machines will contribute to improve the quality and packaging of processed products (weanimix).	The project trained existing processors in the communities. However in the final year 20 women were identified and trained on weanimix processing.
1.2.3.1 Hold 2 demonstrations per year on improved utilization of soy and cowpea for women and girls including male gender champions.	80	Twenty (20) cooking demonstrations were conducted in both districts. Participants learnt new recipes that can be prepared from soy and cowpea. Some of the dishes prepared during the demonstration include; soy porridge, soy khebab, Bombiga, Tokni, soy and fortified banku, walsa, soy sauces, soy fufu, cowpea tea, soy pastries, Tubani, soy milk, waakye and doughnut.	After the first cooking demonstrations facilitated by WIAD, community members and partners staff continue to organize food bazaars (4 bazaars) to apply the skills acquired during the cooking demonstrations. Hence the project adapted its methodology to avoid duplication.
1.2.3.2 Develop 120 nutrition messages and counseling cards.	120	Forty (40) nutrition counseling cards with over 100 nutrition-related messages were developed. CHVs and CBEAs were trained on use of the cards to educate the community members on the various nutritional issues in their communities including exclusive breast feeding, feeding during and after pregnancy; washing hands with	Achieved.

		soaps etc)	
1.3.1.1 Conduct training for 120 Male Gender Champions on behaviour change communication.	120	120 Gender Champions were trained on gender issues and concepts, household mobilization and usage, participation rights, and access to household assets/resources.	Achieved.
1.3.1.2 Conduct 2 trainings/ per year for 40 CBEAs on the principle of conservation agriculture relevant for cowpea and soy production.	4	5 trainings were conducted for CBEAs on zero tillage, crop rotation, cover cropping, use of organic manure, compost preparation and contour ploughing in the two districts. The CBEAs during their routine visits educate the community members on these conservation agricultural practices.	Achieved.
1.3.1.3 Organise 40 Farmer Field and Business Schools (FFBS) on cowpea and soybean in two districts	40	53 FFBS plots for both cowpea and soybean were established in all the project communities during the project implementation period. These FFBS plots enable farmers to learn at first hand the practical application of the good agronomic practices for soy and cowpea and the results.	Achieved. This was over achieved because in each community there were two different plots for soybean and cowpea hence they were countered as 2 demonstration plots.
1.3.1.4 Form cowpea and soy producer groups from members and non-members of VSLAs in each targeted community.	40	41 producer groups were formed (31 in GT and 10 in EM) with a total membership of 1,808 (1,404 women, 404 men). Soybeans have a greater patronage among farmers as compared to cowpea. This is due to fact that it is easy to produce and to store soybean than cowpea. Soybean has also received a lot of promotion among government and non-governmental organizations.	Achieved.

1.3.1.5 Organise community-Based training on ownership of assets from cowpea and soy produce and products	40	46 trainings on ownership of assets have been conducted by Male Gender Champion (MGC) at the community level in both districts. This is to ensure that women have ownership of their farm produce and other assets in the household. In EM, there was a total of 314 people trained in June 2013 (152 women/182 men) and in GT, 1,072 were trained in asset ownership (200 men and 872 women) 2014 and 2015.	Achieved.
1.3.1.6 Train at least 20 processing groups and nutrition and gender clubs in project communities on hygienic processing and packaging of soy and cowpea product.	20	20 processing groups and 6 gender clubs were trained on hygienic processing and packaging of soy and cowpea products. A total 20 roasters and ceiling machines were procured and distributed to 20 women to help make roasting soya easier and produce quality “weanimix”.	Achieved.
1.3.1.7 Male Gender Champions organize at least one community forum on the legalities and benefits of women’s control of their productive assets.	20	46 trainings have been conducted at community level by Male Gender Champions to educate community members on their basic human rights which include land, property, and participation rights. Communities were taken through chapter 5 of Ghana’s constitution, which deals with fundamental human rights. 10 of these training were carried out by implementing partners and 36 done by male gender champions on ownership of assets.	Achieved.
1.3.1.8 Organize refresher trainings for male gender champions to acquire skills	4	Five (5) refresher trainings were conducted for 80 Male Gender Champions to enhance their knowledge and skills to be able to negotiate with their fellow men to release	Achieved.

and enhance their knowledge on advocacy and lobbying for women to have greater control of soy and cowpea products and produce.		productive lands to women. There were also trained on advocacy for women to control their cowpea and soy produce and products.	
1.3.2.1 Link women cowpea and soybeans VC groups to 5 micro dealers.	5	7 micro dealers including an input dealer, PARED, PAS-G, Azure Farms, Asumkpat and GPRTU, Alhaji Kasim have been linked to the women cowpea and soybean producers in the project communities. These dealers are providing various services to the women including fertilizer, certified improved seeds, weedicide, traction services and transportation services.	Achieved.
1.3.2.2 Facilitate processes for micro dealers to provide at least five specific services to cowpea and soybeans value chain actors/groups.	5	The linkages between the women cowpea and soybean producers and the 7 micro dealers have resulted in producer groups accessing five different services including traction, transportation, spraying, input supply and output marketing from other value chain actors.	Achieved.
2.1.1.1 Form 40 community based soy and cowpea associations	40	In order to strengthen small holder farmers' involvement in the SB and CP VCs so that they are better organized to receive training and negotiate for better prices for their produce, 20 community based associations have been formed in the 20 project communities.	Even though 20 groups have been formed, each group has both SB and CP farmers. There were no separate group for soy and cowpea thus the target, while revised, has been achieved
2.1.1.2 Form District level women-led cowpea and soybeans Associations.	6	Two district level women-led associations have been formed (1 in EM and 1 in GT) to increase women's participation in the VCs of CP and SB.	It was better to have two district level associations since project is in two districts only.
2.1.2.1 Train 180 leaders of	180	Over the project period, 686 leaders (435 women, 251	Achieved. These trainings were

community level associations on negotiation, lobbying and advocacy.		men) were trained to build their capacity on negotiation, lobbying and advocacy. This has strengthened their capacity in dealing with service providers (input dealers, produce buyers, extension agents etc.)	organized at both the community and district level hence offered opportunity for high participation especially at the community level. The trainings were also targeted both male and female leaders over the four year period.
2.1.2.2 Train 30 leaders of district level women-led cowpea and soybeans associations on negotiation, lobbying.	30	A total of 35 leaders of the district level women-led SB and CP associations were trained on lobbying, negotiation and advocacy to build their capacity to be able to negotiate for better prices for produce of members, and to engage effectively with district authorities to address their concerns as an association.	Achieved.
2.1.2.3 Facilitate the formation of district level value chain committees	2	Two value chain committees (1 in GT and 1 in EM) have been formed.	Achieved.
2.1.2.4 Train 300 women and girls on leadership skills and group dynamics.	300	734 women and girls have been trained to build their capacity on leadership and group dynamics. This enhanced the knowledge of members on group dynamics and leadership so as to achieve group sustainability in the communities.	Achieved. The formation of gender and nutrition clubs enabled the project target the leaders of these clubs who were mostly girls.
2.1.2.5 Provide support to 1000 women active in the weaker portions of cowpea and soy value chains.	1000	A total of 1,113 women were supported over the project period with ploughing services, certified seeds, foliar fertilizer, hand gloves, and triple storage bags. This facilitated access to critical services and inputs for production of soybean and cowpea by farmers.	Achieved.

2.1.3.1 Conduct one survey to identify possible market outlets for soy and cowpea.	1	A survey was conducted at district and regional levels to identify market outlets for cowpea and soybean of project farmers. Some of the outlets identified included the Wa Soybean and cowpea wholesale markets, Ghana Nut in Techiman, Tamale market and Savannah Marketing Companies.	Achieved.
2.1.3.2 Facilitate linkages between cowpea and soybean women producers and identified market outlets	12	In order to strengthen linkages between producer associations and marketing outlets, 13 meetings were facilitated between producers and marketing companies. Market and research committees of the producer associations interacted with marketing companies such as the Savanna Marketing Company (SMC), and Fara naya, Ghana nuts, Yedent and vester oils. This has exposed farmers to companies where they could get market for their produce.	Achieved.
2.1.3.3 Conduct training for women and girls on competitive pricing of soy and cowpea produce and products.	40	42 trainings were conducted over the course of project life to build capacities of farmers to be able to cost their production and also price their produce in a competitive manner. The trainings were achieved through the Yi-Po-Co-Ma training platform.	Achieved
2.2.1.1 Facilitate 8 district level value chain meetings.	8	Four district level VC meetings were held involving producers, produce buyers, financial institutions, traction service provider and MoFA to facilitate women's access to available services along the SB and CP VC.	VC meetings were held at the community levels prior to the formation of the district level association.
2.2.2.1 Train community level women (20 in each district) soy and cowpea associations on marketing.	40	50 community level associations have been trained over the period on marketing. This has built the capacity of women farmers to be able to scout for market and negotiate for better prices to increase their incomes.	Achieved.

2.2.2.2 Organize open days for 20 VC groups to link them up to SARI and MoFA.	6	13 open days were organized during the life of the project. The open days were organized at the community level and on FFBS plots for Value chain groups to link up with SARI and MoFA for improved agricultural technologies and other related services. These open days gave women farmers the opportunity to learn and observe good agricultural practices so they can apply on their fields.	Achieved. The FFBS fields demonstrated different technologies each year hence it was important to organize additional open days even after the target had been achieved because there was still a lot for the farmers to learn.
2.2.2.3 Train women leaders of cowpea and soybean associations to negotiate profitable contracts with processing and marketing companies	44	138 women leaders were trained over the project period to build their capacity to negotiate profitable contracts with processing and marketing companies. Besides the training seven market research committee members from the producer associations visited three SB processing companies to learn at first hand the industrial processing of SB, and to interact with the companies on specification of the raw material (SB) they buy, and to introduce their groups to the companies.	Achieved. These trainings were organized at both the community and district level hence offered opportunity for high participation especially at the community level. Leaders from both community level and district level associations participated in these training.
2.2.2.4 Train women leaders of soy and cowpea on market information monitoring.	44	138 women leaders received trainings on how to look for market information of their produce as well as monitor pricing trends of their produce overtime and in different markets.	Achieved.
3.1.1.1 Organise training for stakeholders on CAP process.	4	Three trainings were conducted on CAPs processes in the two districts. As a result, CAPs have been prepared for all the 20 PROMISE communities. The development of the CAPs was facilitated by staff of the two DAs. Stakeholder consultative meetings were also organized to validate the CAPs before formal presentation to DA to incorporate into	Achieved

		the DMTDP which will inform the SDG. (125 women and 103men participated in the meeting).	
3.1.1.2 Train cowpea and soy producer groups on climate change and adaptation	100	Forty six representatives(Male: 5 Female: 41) from the project communities participated in district level participatory scenario planning sessions organized by ALP project of CARE. However, at the community level, climate change adaptation issues were mainstreamed into all trainings conducted on Good Agricultural Practices.	Achieved.
3.1.1.3 Leaders of cowpea and soy associations engage District Assemblies on CAPs	4	Two engagements with D/As on CAPs were organized. Through these engagements all the CAPs from the 20 project communities were formally presented to the D/As for incorporation into the DMTDP. During the CAPs presentations, leaders of the district level cowpea and soy associations, assembly persons, MGC had the opportunity to engage with District Chief Executives and other key staff of the assemblies.The DCE (in EM) and DCD in GT promised to incorporate the CAPS into the MTDP of the Assemblies.	Due to late submission of the CAPs the project team could not monitor other engagement sessions between leaders of the association and the DAs. However it is anticipated that these engagement sessions will continue after the end of the project.
3.1.1.4 CAPs incorporated in District Medium Term Development Plans (DMTDP)	20	Twenty facilitation meetings have been organized with district assemblies to help ensure that CAPs are incorporated into the various DMTDP. As part of the CAPs presentation process facilitation meetings were organized to discuss as to how to incorporate CAPs into DMTDP.	Achieved. Although final CAPs were submitted after DMTDPs were prepared. Both DA staff and communities attest to the fact that because the DAs were

		Also, with the involvement of D/A staff in CAPS development, the staff had the opportunity to understand the needs of the communities for incorporation into DMTDP.	part of the planning process at the community level, the issues identified were factored into the DMTDPs.
3.1.1.5 Build the capacities of communities to follow up with D/As for the implementation of CAPS	20	Twenty sessions were organised for community representatives (chiefs, CBEAs, GC, "Mangazias", VSLA members and opinion leaders) to build their capacities on how to follow up with D/As to ensure that CAPs are implemented by D/As. The capacities of participants were built on advocacy and lobbying strategies to be able to follow up to duty bearers to get their communities' concerns addressed.	Achieved.
3.1.1.6 Facilitate 20 Communities to draw up CAPs.	20	The 20 PROMISE communities were facilitated to draw up their CAPs. As a result of this processes the D/As had the opportunity to know the varying needs and opportunities of these communities. This will allow the D/As to undertake appropriate interventions that address the needs of the communities.	Achieved.
3.1.1.7 Develop MoUs with MoFA, SARI and Ghana Health Service on technical support for cowpea and soy production and consumption	10	Three MOUs were signed with MoFA in the two districts and SARI. The MOUs strengthened the collaboration between CARE/PROMISE and these agencies, and allowed for rendering of technical support to CP and SB production and consumption.	One MOU was signed with each of these institutions. But the MOUs contained all the technical support that the project will need.
3.1.1.8 Communities follow up to ensure implementation of CAPs.	10	All the CAPs were reviewed, finalised and submitted to the Various District Assemblies. Capacity building sessions were organised for chiefs and their elders, Assembly persons, CBEAs, Male Gender Champions, "Mangazia",	Achieved.

		VSLAs members and other opinion leaders to be able to follow up with D/As to ensure that CAPs are implemented.	
3.1.1.9 Organise biannual forums for interaction of relevant institutions(P-P-CSOs) gender and rights issues	6	Three biannual forums were organised between 2013 and 2014 in East Mamprusi. Besides these forums, CARE registered with NeTright and WILDAF (women-led organizations at the national level). This will enable CARE to be able to participate in forums on women's rights and development at both local and international levels.	
3.1.1.10 Strengthen the capacity of women to actively participate in forums at the household and community levels.	2000	A total of 2,264 women and 830 men capacities were built to actively participate in forums at household and community level through community level trainings and gender dialogues and human rights education forums.	Achieved.
3.1.1.11 Carry out gender advocacy training for District Assembly members responsible for project communities and key women leaders at the community and district levels.	2	Nineteen (39) Assembly persons and women leaders from the project communities were trained on how to conduct gender advocacy at the community with technical support from District Gender Officers. Besides, a training workshop was organised for Assembly women and other women leaders to equip them with lobbying and advocacy skills so that can engage effectively with D/As on gender related issues.	Achieved.
3.1.1.12 Train key staff of the District Assemblies on gender norms, dynamics and gender sensitive development planning, budgeting and financing.	40	115 assembly persons both elected and appointed as well as heads of departments (77 men, and 38 women) were trained on gender sensitive programming which includes, budgeting, planning, implementation, monitoring and evaluation. The participants were happy to be part of the training. <i>"Ever since I came to this district, this is the first</i>	Achieved.

		<i>time such training has been conducted for assembly members. We need more of these programmes” Said Mr. Kelly, Deputy Planner of EMDA.</i>	
3.1.1.13 Build the capacities of women-led platforms and male gender champions to actively highlight the issues of women in the Assemblies.	4	Two trainings have been conducted for male gender champions to actively highlight issues of women at the district assemblies. Also, 30 women leaders were trained on lobbying and advocacy so that they can actively engage with D/As and highlight issues affecting them at assembly levels.	Two separate trainings were organized for each of the groups. Thus four training were organized.
3.1.1.14 Value Chain Association members participate in district development planning processes.	6	Member of the district VC associations together with other community members participated in development of CAPs for their communities. The CAPs have been finalized and submitted to D/As to incorporate into DMTDP.	
3.1.1.15 District Assemblies formally recognize women-led multi-stakeholder platforms of soy and cowpea value chains by registering them at the Assemblies and the Departments of Cooperatives	4	The women-led CP and SB platforms have been registered with the department of cooperative and formally recognized by D/A.	The project only formed two district level women-led platforms, 1 in each district. The project found it prudent to have 1 platform in each district for the two crops instead of having 1 for each crop because project participants were engaged in the production of both crops.
3.2.1.1 Conduct analysis on food security and trade related policies	1	This activity was conducted in both districts and report shared with the districts food security subcommittee members.	Achieved.

3.2.1.2 Create/ strengthen food security and trade advocacy stakeholder engagement platforms in 2 districts.	10	Four meetings were organized over the project period to strengthen engagements of food security, trade and advocacy among stakeholders in the districts. The meeting brought together other NGOs operating in the districts, the district Information departments, Rural banks, NADMO, Ghana police service among others to deliberate on issues to promote food security.	This district networks are convened by D/A with support from other NGOs. Over the project period four meetings were convened.
3.2.1.3 Develop and implement advocacy agenda that promote the rights of members of the associations.	8	Two advocacy agenda programs had been carried out to enhance members' understanding of their basic human rights and promote the work of the association.	Other activities carried out (gender dialogues) enhanced the understanding of their rights.
3.2.1.4 Train women cowpea and soybean associations in food security and trade policy, advocacy, negotiation and lobbying skills	20	20 women associations were trained on advocacy, negotiation and lobbying skills. A study on food security and trade policy was also conducted and recommendations of the study guided in strengthening the nutrition activities of the project.	Achieved.
3.2.1.5 Facilitate review and learning visits among stakeholders annually	6	Four (4) reviews and learning visits were conducted among the various stakeholders to share ideas and also learn best practices. The learning visits also exposed producer groups to operations of soy processing companies.	The staff turnover delayed implementation of this activity.
3.2.2.1 Conduct gender audit of Garu Tempane and East Mamprusi District Assemblies	2	3 gender audit conducted.	Achieved.
3.2.3.1 Conduct needs assessment of VSLAs	1	A needs assessment of VSLAs was conducted to identify the needs of VSLAs. Through this study the needs of VSLAs were appropriately addressed through provision of training materials and logistics (group dynamics and	Achieved.

		entrepreneurial skills, passbooks, boxes, stamp pads ,etc)	
3.2.4.1 Develop and implement capacity development plans of VSLAs and value chains participants	3	Capacity development plans were developed to build capacities of groups through use of nutrition and hygiene counseling cards and good agronomic practices.	Achieved.

5. Gender Strategy

a. What were the expected results of the gender strategy and what progress has been made to meeting these results over the life of the project?

Outcome 1: Women and girls increase consumption of processed SB and CP

The initial focus was on increasing yields and quantity of CP and SB for both HH consumption and for sale. However, the results of the Action Learning research revealed that women did not have control over major productive resources such as land and other farming implements and machines. They also had low decision making power and the entrenched socio-cultural norms inhibited their participation in community programmes.

To address the above CARE and its implementing partners and the communities identified;

- i. 120 Gender champions were identified and trained on various gender tools. Of the number 110 were males and 10 females. East Mamprusi was represented by 60 male gender champions, whereas Garu Tempane had 50 male gender champions and 10 female gender champions. They received two main trainings, one initial and one refresher. They are engaged in all community level trainings and processes - thus enhancing their understanding of gender norms, inequalities, and power dynamics. With these skills they are able to advocate and negotiate for more productive lands for women to cultivate CP and SB. They have also been able to resolve cultural issues that prevent women from carrying out other roles that were in the past assigned to only men, for instance, women in Konkomadaa in the Garu Tempane District can now rear small ruminants to sell and improve their income.
- ii. Ministry of Food and Agriculture (WIAD) also facilitated communities to carry out cooking demonstrations using soy and cowpea. Communities have developed more recipes and now participate in food bazaars. Initial recipes that were identified in the communities during the baseline were 5, MoFA (WIAD) introduced 8 recipes through cooking demonstrations and the communities have now developed 10 new recipes. Some of the new recipes are improvements on old recipes and they are well received by communities.

- iii. Community engagements on land management and improved tenure systems have afforded women the opportunity to access more productive lands.

Outcome 2: *Vulnerable women and girls equitably participate in and benefit from SB and CP VCs*

- i. Fifty donkeys and ploughs were procured and supplied to vulnerable women to enhance their timely participation in the VC of the two commodities.
- ii. The establishment of women market committees has also given women the opportunity to negotiate with marketing companies across the country for better prices.
- iii. The provision of threshers to women will improve the quality of SB and CP after harvest. The roasters will also be used to improve roasting of soya and other legumes and grains for processing into fortified soya powder which will attract a better market.
- iv. Through community gender dialogues favorable environment has been created for women to advocate for their basic needs, rights, and socio-economic concerns especially regarding their position in the VC of the two crops.

Outcome 3: District Assembly processes in the two districts support women led multi-stakeholder platforms for cowpea and soya beans.

- i. Capacities of 30 women leaders have been enhanced on leadership, lobbying and advocacy skills. The role of these women will among others ensure that women's voices are heard through the enhancement of community education and awareness-raising programs.
- ii. Through leadership training women's voices are heard and their influence felt in decision-making, as well as direction-setting, at HH, community and district levels.

- iii. District Assembly staff capacities were also built on gender planning, monitoring, budgeting and human rights education. They ensured that rights were implemented and laws reformed and enforced in ways that helped to shift norms and enhanced the condition of women's lives.

b. What were some of the key challenges experienced when implementing the strategy and how were these mitigated? Give concrete examples.

At the beginning of the project this goal seemed difficult to be achieved, because gender issues are deep rooted in the Ghanaian culture and the project areas are no exception. Gender inequalities could be seen as normal by both women and men alike. Low literacy rates coupled with cultural myths and taboos promote human rights violations in rural communities. The lack of political will by some Government institutions to promote gender equality has even compounded the situation on the ground. In such cases attempts at challenging the current situation may not yield immediate results.

To address this and to achieve desired project outcomes there was the need to work closely with existing community structures such as the District Assembly, Traditional Authorities to identify the issues and find ways of addressing them. Community Gender dialogues were facilitated in all 20 project communities.

A community Gender dialogue is an exchange of ideas or opinions on Socio-Cultural and religious issues between men and women, boys and girls with a view of reaching an amicable agreement or settlement within a given society.

During gender dialogues, community members are able to freely discuss issues that they identify as factors that affect the development of all citizens which include gender in-equalities. These platforms are where collective decisions are taken, bylaws are enacted, laws are reformed and enforced. Action plans are also designed, committees are selected and assigned to execute the actions. Compositions are mostly 25% male adults, 25% female adults, 25% male youth and 25% female youth.

Trainings on Gender and human rights education for Assembly members, departmental heads, women leaders and traditional authorities have helped to reduce some of the gender myths and taboos. For example, Rights holders are able to identify and demand their rights from duty bearers, in some instances a few women are able to claim their rights. Duty bearers now also understand and appreciate right holders. Women in Gbangdaa in the East Mamprusi District were able to engage the Chief and elders of the community to retrieve farm lands for a widow that was confiscated by a brother of her late husband 3 years ago.

c. What are the lessons learned and best practices you have gained from the LINKAGES project?

- During the project life cycle a lot of lessons were learnt, some affected the project positively while some had negative effects. For instance the gender dialogues proved to be a very useful approach for unearthing the underlying causes of gender inequalities in each community and also offered opportunity for demystifying some of the myths around gender. Another lesson that was learnt is that working with the district assemblies is critical in ensuring that by-laws at community level are enforced.
- In future programmes, the team will want to consider the training of Implementing Partners, District Assemblies and Communities on gender issues, then build their capacities in gender analysis to appreciate the inclusion and participation of all genders in the development process.
- The team will also strongly continue with community gender dialogues.
- Strongly collaborate with decentralized departments and agencies on all programmes for institutional memory and sustainability.

6. Other Cross-cutting Themes

Environment

a. Discuss the environmental issues identified at the beginning of the project and their relevance with the environmental issues you have encountered during the life of the project. Note any analyses or mitigation measures related to the environment you undertook.

The PROMISE project's effect on the environment in the two districts was positive to a greater extent. The use of soybean and cowpea cultivation as a catalyst to addressing women and girl's financial and nutritional challenges contributed positively to the environment both directly and indirectly. The spread of soy and cowpea residue on farms after threshing the produce contributed significantly in improving the soil fertility of farms. Soybean and cowpea as leguminous crops also fixed nitrogen to the soil indirectly. To a larger degree, SB and CP were

cultivated on existing farmlands. It was not also necessary for the construction of new dams and dugouts purposely for SB and CP irrigation because producers relied on rainfall to cultivate their crops yet maximised yields. The reliance on rainfall for SB and CP cultivation ensured that farmlands and forest reserves were not destroyed for purposes of constructing irrigation facilities to irrigate the two crops. Besides, there was no cost incurred by producers and the project to supply water to SB and CP farms through irrigation.

At the beginning of the project, some environmental issues identified were;

- Potential use of insecticide and chemical fertilizer as inputs;

The project envisaged a potential threat on the environment as a result of the use of insecticide and chemical fertilizer. However, this did not pose any threat because the use of insecticide and chemical fertilizer was minimal. The two crops are leguminous crops and require little amount of chemical fertilizer thus the use of chemical fertilizer was insignificant to affect the environment. Insecticide usage was also minimal as producers adopted an indigenous organic mixture made up of neem powder, soap, pepper and water introduced to them by CARE Ghana Pathways team to control insects on SB and CP farms. This mixture had no complicated effect on both the user and the environment.

- Safety handling of insecticide and herbicide

The project managed this by organising community forums on the safety use and handling of insecticides and herbicides. They were also trained on using protective clothes and safety disposal of used chemical containers. These forums built the capacity of producers on the use of insecticide and herbicides. Additionally, trainings were organised at the FFBS sites to demonstrate to producers the threshold level of insects infestation that warrant control. By this, producers did not use chemicals haphazardly.

- Conflicts over use of fertile lands;

The project used community gender dialogues to conscientise men and traditional leaders to release fertile lands to women. As a result, 1,033 acres of land was released to women for farming. Across the project catchment area, men controlled acres of existing farmlands while women had no access and control to land. Through the gender dialogues and the efforts of the Male Gender Champions, most men in the project communities willingly released some of their fertile farmlands to women without any conflict arising. In addition to that, they were also willing to change different farmlands to these women after they had continuously cropped on a piece of land for more than two years. The producers

used conservation agriculture methods they acquired through FFBS trainings to restore the fertility of farmlands that have been under continuous cropping for more than two years. Further, both men and women practiced shifting cultivation using existing farmlands without destroying the environment to make new farms.

- Unreliable rainfall;

The two project districts fall within the savannah ecological zone in which only one rainfall season is experienced in a year. This could affect the production of SB and CP. However, the project engaged CARE Adaptation Learning Programme to train producers on environmental monitoring. Through these trainings, producers were able to plan their farming activities to avoid the effects of harsh weather conditions. Notwithstanding, the unreliable nature of the rainfall did affect crop production. Some project communities were affected by droughts while some other communities experienced floods. In each of the above scenarios, production of SB and CP was affected. To address the challenge related to drought, the project introduced a drought resistant CP variety (Songotera) to producers. The project also introduced a non shattering SB variety (Jangruma) to producers to address on-farm losses due to delays in harvesting matured crops. Again, producers were in VSLA groups which ensured that they did not get financial shocks resulting from rainfall failure or floods. They borrowed loans from their VSLA groups to solve financial needs.

Burnt crop residue

The project initially anticipated this as a negative environmental issue. However, it turned out to be a positive one because the crop residue was rather incorporated into the soil to fertilize the soil.

Governance considerations

- a. Discuss any elements and/or issues related to governance that might have had an impact on the project's outcomes and implementation (specify how and what has been done to mitigate this).**
- b. Ministry of Food and Agriculture is represented at the district level by the District Department of Agriculture (DDA). The DDA is responsible for dissemination agricultural information to farmers. However, the number of agents in the district is usually far below the number of farmers in the district. For example Garu Tempene which has a farming population of over 50,000 only has 7 extension agents. Farmers do not readily get extension messages, in view of this, CBEAs were trained by Promise in collaboration with DDA staff and they work closely

with extension agents of their operational areas to deliver extension services and to report incidence of diseases to the department through the extension agents. The institution of an award scheme for women farmers on National Farmers Day celebration by MoFA has encouraged women to produce SB and CP. Women from PROMISE communities have won district soya bean farmer awards for three (3) consecutive years. Women are motivated by these awards and hence other women are encouraged to go into production.

- c. Government's policy on soya bean importation this year was not favourable to farmers. Processing companies imported soya bean instead of buying from local farmers which caused a glut in communities. It was cheaper for companies to import soya bean than buying from farmers.
- d.
- e. Community Action Planning (CAP) is one of the best means by which communities can influence what takes place in their districts. Most DAs do not consult with the communities directly before drawing up plans and/or representing them at the policy dialogue level. The processes by which these CAPS in the PROMISE project were drawn ensured that communities especially women had a voice with their DA and other policy making organizations as it was done at the community level with various stakeholders.
- f. A thorough review of the District Medium Term Development Plans (DMTDPs) of both project districts reveals eight (8) initiatives that have been planned and budgeted for in relation to soya production and processing. Decentralization is scenario where citizens are empowered through the Metropolitan, Municipal, and District Assemblies, MMDA's as the basic tools and enablers of local governance. This simply means that through decentralization, opportunities are created for the people at the grassroots to be part of the highest political, administrative, legislative, planning and budgeting within their localities. This is very essentially because, the people can decide who their leaders are, take part in the day to day management of their local government by making inputs into what, how and where monies allocated to the various MMDA's are disbursed. In actual fact, ownership of development projects by the people is key to sustainability. Decentralization is presumed to play a vital role in the development process as it tends not only to create opportunities for the grassroots, but it also devolves development from central government to the districts. However the decentralization is facing challenges because of misconception of the District Assembly Common Fund and its disbursement, revenue mobilisation, accountability and transparency among other things. consistent finance gap to local government because their function has not been properly costed, therefore the equation was always unbalanced which has accounted for the low level of development at the local communities and lack of participation in important local governance issues and inadequate resource mobilisation to finance development projects for better public service delivery due to the negative attitudes towards taxation and respect of bye-Laws

of local assemblies. The people often accuse the local assemblies of lack of transparency, accountability and the lack of involvement of the local people in important local projects leading to lack of local ownership.

- g. Government policy on health care delivery influenced implementation as more communities are getting access to basic health care through Community based Health and Planning Services concept (CHPs). The CHPS system decentralizes Ghana's health system by locating more resources directly into communities and involving communities in important health decisions. This empowers communities with choices about health care and gives individuals the opportunity to receive quality and prompt treatment from the health system. Health personnel from the various CHPs also facilitated some of activities on nutrition, sanitation and hygiene etc which influenced uptake because of the trust community members have in the personnel. In order to enhance uptake of nutrition, sanitation and hygiene messaging, the Project used health personnel from the CHPs in facilitating the process. These personnel are based in the communities and the communities trust them with their health issues since they are the first contact in terms health care delivery

7. Management and Operational Issues

- a. **Did the project/CO encounter any management issues during the reporting period within CARE and among the project partners? If so, please briefly describe the issues and responses taken to address them.**

During the implementation of the project, the major management issue that was encountered was a high staff turnover. As a result during the third year of implementation a new team was brought on board to run the project, beyond recruiting positions that had left, a gender advisor and M&E Officer were also brought on board to beef up the project team. This situation slowed down project implementation for a while because the new team had to settle and understand the project. During the last year of implementation, the food and security advisor for CARE Canada came on a TDY to provide value chains technical support for the team.

The staff turnover in addition to delays in receiving reports from partners and subsequent delays in review of their financial reports by CARE resulted in delays in receiving funds from CARE for the implementation. This issue was addressed through developing a realistic timeline for reporting with the partners and also ensured timely visits by the CARE Grants Officer to the partners.

The country office also ensure the exchange of expertise and best practices between the Promise project and Pathways Projects, this was especially made practical by having the same Project Manager manage projects. Some of the technical staff on Pathways provided support for

implementing some of the activities on Promise for instance the sustainable Agriculture Officer on Pathways provided technical support for the establishment of FFBS demonstration fields on Promise.

The fluctuation in value of the Canadian Dollar versus the USD and the Ghanaian Cedi also affected the management of the Project's budget. Funds are expensed in the entity currency, however the reporting template requires that it is converted in CAD at a given rate (from bank of Canada), by this depending on the rate used at the end of the month, which increases the USD value in terms of CAD. For instance funds that were transferred in December 2012 for 150,000 at a rate of 0.99 to the USD, however this funds was expensed by July 2013 at a rate of 1.04 showing the exchange rate fluctuation of the funds at the time of reporting)

b. Did the project/CO encounter any main operational challenges (related to CARE or to external conditions) that affected project implementation? If so, please briefly describe including remedial actions taken.

Operational challenges that were encountered were mainly dueto delays in procurement especially in relation to procurement of items that are not routinely purchased such as the donkeys.

As part of the Project's design, CARE was expected to develop Memorandum of Understanding (MoU), with the ministry of food and Agriculture (MoFA) at the District level. The development of the MoUs took a bit of time to finalise because of the bureaucratic process involved in engaging with government institutions. Once the MoUs were signed and the activities were implemented, there were significant delays in receiving reports from MoFA to enable CARE reimburse the expenses incurred. As a result of this challenge the project did not sign any MoUs in the subsequent years, CARE's field officers worked more closely with MoFA staff and paid directly for the cost of activities that were implemented by MoFA.

8. Risk Register

- a. **Discuss the validity of the risk assessment made for your project at the beginning (during the development of the PIP – your project's risk register: you can include the table below)** by comparing the risks table that was initially produced with the risks that were encountered/added/modified during the course of the project.
- b. Describe the risk response strategies planned and/or used during the life of the project (in reference to **your project's risk register**).

- c. Please address whether each risk in **your project risk register** (developed during the PIP) has occurred and what was the impact on the project outcomes (immediate and intermediate) as well as on the project's implementation.
- d. Please also comment on the **GLOBAL risk register** developed during the PIP process for the whole LINKAGES program (Table included below: see **yellow**-colored columns). Indicate if you have encountered the risks or not during the course of your project as well as the impact it had on implementing the activities. Note: Some of the risks identified in the GLOBAL risk register may not apply to all countries.

a.

Title		PROMISE							No.	Team Leader	
Country/Region/ Institution		Ghana / West Africa							Budget	CAD 1267808	Duration: 2012-2016
Risk Definition		Risk Level (Add columns as needed)							From Program Risk Profile? (Y/N)	Indicate Investment LM Result Level	Risk Response
Operational Risks		Initial rating	2012	2013	2014	2015	2016				
Op 1	Inadequate numbers of field staff from partner organisations	L1	L1	L	L	L	L	Y	Immediate outcome	Attractive staff time budget will allow for more attractive package with incentives	
Op 2	High field staff turnover	L1	L1	L	L	L	L	Y	Immediate outcome	Attractive staff time budget will allow for more attractive package with incentives	
Op 3	Crop failure due to pest	L1	L1	L	L	L	L	Y	Intermediate outcome	Train women on timeliness of pest management and post harvest management	
Op 4	Poor crop yield due to poor rains	L	L	L	L	L	L	Y		Sensitize and support communities with drought resistant and short duration crop varieties.	
Op 5	Delays in executing activities due to Procurement procedures	L	L	L	L	L	L			Make timely procurement requests.	
Financial Risks											

Fin1	As autonomous organizations POs could misappropriate project funds.	L1	L1	L	L	L	L	Y	Immediate outcome	<ul style="list-style-type: none"> Funding is released in instalments. Further release of funding is contingent on proof that previous release has been used as expected CAREs financial administration conducts its own financial monitoring
Developmental Risks										
Dev 1	Tradition based gender inequality in project area	L2	L2	L	L	L	L		Intermediate outcome	Gender conversations prior to project inception in difficult communities
Dev2	Conflict of time for women as a result of time for training to undertake project activities	L2	L2	L	L	L	L		Immediate outcome	Flexible time of trainings as agreed upon by the women and the trainers
Dev 3	2012 elections delay activities	L2	L2	L	L	L	L		Immediate outcome	Introductions to district assemblies and Project Inception workshop completed before December 2012
Reputation Risks										
Rep1	Loss of donor agency and/or Canadian implementing agencies credibility among local partners and government	L1	L1	L	L	L	L			CARE proactively use quarterly stakeholder review meetings to share information with MoFA, DAs and other stakeholders.

b. Risk Strategy

Potential risks anticipated are in financial management, development and production risks. Mitigation measures have been identified to minimize or eliminate their occurrence. Based on previous capacity assessments done by CARE, these risks are not necessarily high risks.

Risk 1

As autonomous organizations Partner Organisations could misappropriate project funds.

Mitigation Measures

The 2 Local NGO partners (PARED & PAS-G) have been working with CARE for over 5 years now under sub grant agreement arrangement. Annual capacity assessment are conducted by CARE on them to ensure partner organisations have and enforce requisite minimum control measures that demonstrates transparency and accountability of the use of donor funds. CARE Ghana will continue this annual assessment and support partner organisations institutional capacity building based on weaknesses identified. Other mitigation measures in practice are:

- Funding is released in installments. Further release of funding is contingent on proof that previous release has been used as expected and adequately accounted for
- CARE conducts its own quarterly financial monitoring to certify there are no disallowed costs.

Development Risks

- The project area is noted for Traditional based gender inequalities which marginalize women from access to productive resources to improve their livelihoods. There will be conflict of time for women as they have to prioritize between domestic chores and project capacity building activities

Mitigation Measures:

- Gender mainstreaming is a key component of project implementation. Gender conversations will be initiated prior to project inception in difficult communities and will continue throughout project implementation. Male gender champions will be identified and supported to influence their colleagues through practice and testimonies of benefits of gender equality will be shared with other men.
- The project team will agree on flexible training times with the women and the trainers to ensure their maximum participation.

Production Risks

Cowpea cultivation has the tendency to be infested by pest during production and post harvest period. This may lead to reduced yields and reduced income.

Mitigation Measure

PROMISE has an extension component which will support training of Community Based Extension agents in pest control and management with subsequent transfer of knowledge and skills to farmers

c.

The following risks occurred during the project implementation period :

- i. High field staff turnover: The project manager and two field facilitators who started the project implantation resigned. The resignations occurred at different times in 2014. This had immediate impact on the project as it delayed implementation of activities. Upon the resignation of the project manager, the project was assigned to the project manager for Pathways to manage. Two facilitators were recruited to fill in the facilitators positions. A project officer was also recruited to coordinate the field level activities. A Gender advisor and a monitoring and evaluation officer were also recruited to speed up activity implementation especially activities related to gender.
- ii. Erratic and poor rainfalls: Erratic rainfall patterns occurred in the project location during the implementation period (2014 and 2015). This phenomenon affected the performance of project demonstrations plots as well as farmers own farms and hence the intermediate outcome 1. This intermediate outcome is about women and girls increasing consumption of processed soya and cowpea through increased productivity. To mitigate this incident, annual Participatory Scenario Planning (PSP) Sessions were organized involving Ghana Meteorological Agency, MOFA, D/As, "Traditional rain callers", and community members to plan and to predict the rainfall patterns for cropping seasons. The project also educated farmers to use short duration and drought resistant varieties.
- iii. Cowpea pest infestation: Cowpea farmers experienced high level of pest infestation which led to low yields. The crop was also highly susceptible to infestation during storage. This required farmers to invest heavily in chemicals to control the pest. The project educated farmers on use of less expensive method of pest control using neem extracts with soap solution to spray the cowpea crops. The project also facilitated farmers to acquire triple bags for storage of cowpea to prevent infestation during storage.

GLOBAL Risk Register for LINKAGES

Title		LINKAGES		No.	S065426	Team Leader		
Country/Region/ Institution		Bolivia, Ethiopia, Ghana and Mali		Budget	CAD6,204,000	Duration: 2012-2016		
Risk Definition		Risk Level (Initial rating)	From Program Risk Profile? (Y/N)	Indicate Investment LM Result Level	Risk Response		Has this risk occurred during your project? (Y/N)	If you have answered "Y" to the question in left column, then explain: 1) HOW and WHEN it has occurred 2) WHICH outcome result(s) (intermediate or immediate) it has affected and HOW 3) HOW it was mitigated and BY WHO
Operational Risks								
Op 1	Natural disasters (erratic & heavy rains, disease outbreaks) may affect CARE's and partners' ability to reach target groups and implement activities	Low (2)	Yes	Intermediate outcome	Capacity-building and exposure to disaster risk reduction programming techniques will be available to all staff. In addition, specific training is planned on adapting to climate change.	Y	Erratic rainfall patterns occurred in the project location during the implementation period (2014 and 2015). This phenomenon affected the performance of project demonstrations plots as well as farmers own farms and hence the intermediate outcome 1. This intermediate outcome is about women and girls increasing consumption of processed soya and cowpea through increased productivity. To mitigate this incident, annual Participatory Scenario Planning (PSP) Sessions were organized involving Ghana Meteorological Agency, MOFA, D/As,	

							"Traditional rain callers", and community members to plan and to predict the rainfall patterns for cropping seasons. The promotion of conservation agriculture practices such as minimal tillage, mulching, ploughing across slopes was also adopted. In collaboration with SARI and MoFA, farmers were introduced to early maturing cowpea varieties eg. Paditua and Songotra which took 65 days to mature instead of 90 days by other varieties.
Op 2	Delay caused by bureaucratic procedures required to start implementing activities after project approval has been obtained.	Very low (1)	Yes	Intermediate outcome	Timely notification of funding approval and transfer of funds will allow project to source materials and necessary inputs and ensure activities start on time. CARE sustains stable and productive long-term relationships with its government counterparts. Although the likelihood of this risk is low CARE will continue to pursue constructive relations with counterparts and monitor any new developments, notifying the donor if necessary.	Y	Staff recruitment process delayed resulting in late start of project activities implementation. Signing of MOUs between CARE and partner institutions such as MOFA also delayed leading to delayed accomplishment of some of activities.
Op 3	Insecurity and conflict in	High (3)	Yes	Intermediate	CARE has developed a contingency plan for its operations (emergency and	N	

	northern Mali including the presence of several armed groups in the north. Insecurity increased in central and southern Mali as a result of on-going northern issue and the preparation of a UN backed military intervention.			outcome	development programs) and updated and put in place appropriate security measures for the CO (including regional / field offices) to ensure the safety and security of its personnel. For example, monitoring mechanisms of movements in the IFONS project area and communication mechanisms are in place for regular updates on the context– including with the local populations. Evacuation plans are in place in the event of deterioration of the security context.		
Op 4	CARE may be unable to attract and retain the required skills and competencies required for the program.	Very low (1)	Yes	Immediate outcome	The country team has named key male and female staff involved in the planning of the grant, who will continue to lead implementation as the program gets funded; Provision of competitive compensation package.	Y	Retention of staff was a challenge as many left, probably for better opportunities elsewhere. Details can be found in the country (Ghana) Risk register.
Op 5	Land conflicts and conflicts around natural resources	Low (2)	Yes	Intermediate outcome	CARE has set up transparent and exclusive management mechanisms	N	

Financial Risks							
Fin 1	Inflation levels exceed those anticipated in the budget.	Very low (1)	Yes	Immediate outcome	CARE will assess if the anticipated impact can be maintained by reallocating resources. Any proposed changes will be discussed with CIDA immediately. If additional funds are required, options will be discussed with CIDA.	N	
Fin 2	The exchange rates fluctuate up or down and dramatically affects the budget.	Very low (1)	Yes	Immediate outcome	CARE will discuss this matter with CIDA if and when the situation arises. If the rate changes up or down, the effect on the budget as a whole and the project activities will need to be reassessed and a readjustment of the budget agreed upon.	Y	The Ghana cedi depreciated and lost 40 % of its value over the project period. This has contributed to low burn rate of PROMISE budget. Exchange rate fluctuation (USD-CAD) also affected the management of the Project budget. During the last quarter of implementation, a fluctuation of the CAD to dollar affected the total available budget and contributed to an over spend.
Fin 3	Risks associated with financial and contractual compliance with partners who participate in the project	Low (2)	Yes	Immediate outcome	Working primarily with existing partners who are familiar with procedures; use self-selection of members in groups to screen viable micro-enterprise investments.	Y	A challenges encountered in the management of the relationship with partners included delays in reporting and liquidation of advances. This was mitigated through more frequent technical support from the CARE Grants Officer to the Partners.
Fin 4	As autonomous organizations,	Very low (1)	Yes	Immediate outcome	Funding is released in trznches. Further release of funding is	N	

	POs could misappropriate project funds.				contingent on proof that previous release has been used as expected. CAREs financial administration conducts its own financial monitoring.		
Developmental Risks							
Dev 1	Activities intended to be implemented by groups overburden them, and crowd out their own evolutionary process	High (3)	Yes	Immediate outcome	Given the reliance on strategies involving different kinds of groups, monitoring tools will include analytical methodologies to enable teams to track the evolutionary stage of groups and their activity load. The tool for feedback from program participants will also include their input into these issues. The learning themes on collectives will also include attention to this risk	N	
Dev 2	Food and nutrition emergency in Mali	High (3)	Yes	Intermediate outcome	Food response and development programs (incl. IFONS) integrated as much as possible to ensure strong synergy, mitigate potential negative impacts and improve expected results.	N	
Dev 3	The will and availability of decision makers to promote transparent and management	Low (2)	Yes	Immediate outcome	CARE has built respect and trust in the area and has set up coordination mechanisms with the local authorities and other actors to enable accountability and transparent management of the local authorities	N	

	inclusive management						
Dev 4	The marginalization of women, their lack of self-confidence and the burden of housework do not enable them to fully participate in the process of community decision-making	Low (2)	Yes	Intermediate outcome	VSLA is a powerful tool to increase economic, social and political capital. The groups also provide a setting to practice good governance and to increase trust among women.	N	
Dev 5	Gendered patterns of access to and control over agricultural inputs and produce and over economic resources limit the extent to which women are able to participate in	Low (2)	Yes	Intermediate outcome	A series of activities are geared towards mitigating this risk. VSL groups increase women's access to financial and business development services. Community mobilisation, awareness raising and community scorecard activities change attitudes and behaviours around farm management and agricultural production. Men are engaged in joint planning with women to increase awareness, and to promote transparency and decision making that benefits all family members.	N	

	and benefit from project activities.				Participatory gender sensitive value chain analysis allows for male and female community members to identify the ways in which gender biases create bottlenecks and inefficiencies in value chains, and to strategise how these biases will be mitigated as part of the business plan.		
Dev 6	Gender biases around intra-household food distribution restrict the extent to which women and girls are able to access nutritious food.	Low (2)	Yes	Intermediate outcome	CARE will run variously targeted awareness raising campaigns with community leaders, different types of household members and with women and men to increase understanding around women's health and to change control and decision making patterns.	N	
Reputation Risks							
Rep 1	The project might be misunderstood by certain members of the communities or by the authorities, indirectly	Very low (1)	Yes	Immediate outcome	CARE will implement inception workshop at the beginning of the project with all stakeholders. CARE's approach is based on transparency, accountability and good governance. CARE will put a complaint mechanism in place so participants can provide feedback and raise concerns.	N	

	affecting CARE or partner's reputations.						
Rep 2	Partnership reduces CARE visibility and therefore its reputation in the area	Low (2)	Yes	Immediate outcome	CARE Mali and its local partners are designing a communication strategy to enable better visibility of each of its partners, including the donor.	N	
Rep 3	Government adopts a critical position against international cooperation and international NGOs in the country.	Low (2)	Yes	Immediate outcome	Share information with key entities of the local, regional and national government, in order to motivate transparency and demonstrate progress through working with different actors. Include this element in the accountability and M&E system.	N	

9. Budget

- a. Include here a brief analysis of initial budget forecasts and actual disbursements:
- **For the project as a whole**

The initial approved budget for the Promise project was for the Project had an initial budget of CAD 1,268,989. There were annual budget review opportunities that allowed the country office to review the budget and agree on the budget for every Financial Year with Care Canada. In the final year of implementation the Project budget was reviewed and some of the funds reallocated by Care Canada mainly as a result of low burn rates that were recorded in previous years. As a result of this revision the total budget was reviewed to CAD 1,106,637.

- **For each major sets of activities and for each intermediate outcome**

During the review the budget in September 2015, the team realized that activities for Outcome 3 had not been budgeted for. A budget line was therefore created for outcome 3 activities and an amount of CAD 12,000 allocated for the activities.

SECTION II – PROJECT PERFORMANCE

10. Immediate and Intermediate Outcomes

*Provide information on the achievement of Project Outcomes at the immediate and intermediate outcome level of the project, including reporting on reductions or increases in **gender equality gaps** where relevant (when the statement of the result integrates women, girls, and/or gender equality specifically).*

- a. Using quantitative and qualitative performance data collected **in line with your indicators identified in your PMF, and stemming from your Project Outcome Monitoring Sheet (POMS)**, fill out Table 2 below. If change/variance is reported between the targets and the actual results, what was the situation before and after the change? Who or what was involved in the change? What strategies were used to bring about the change? Were there specific contexts that affected the reported change?
- b. Each country is to report against their **specific colour-coded indicators only in the table below**. In the event that data or results are not available to report for a particular indicator, please explain why.
- c. Please **explain unexpected results**, if any.
- d. Are there **any project targets which have not been met**? Please explain how this affects the project in terms of variance, revised targets, timeline and impact on results and sustainability.
- e. Are there **any other results or learning** you would like to share relating to other CO programs/projects, which pertains to this project and/or are implemented in the same area, affecting the results of this project?

TABLE 2. LINKAGES Results at Outcome Level

Complete the table using data from your Project Outcome Monitoring Sheet (or another sources of data, where applicable), expanding here on the narrative. *Please also annex your most up-to-date POMS worksheet with the report.*

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
Ultimate Outcome Improved livelihood security and resilience for vulnerable women, girls, men and boys in Bolivia, Ethiopia, Ghana and Mali				
Proportion of women to men with access to those assets (physical, social, economic) that are key to resiliency.	Women: to increase by 2(Farm Produce and any 1 Livelihood Asset such as cell phone bicycle, motor bike or livestock) by 2016.	Men: 6 Assets (Land, livestock, farm Produce, means of transport such as bicycle and motor bikes, radio sets, cell phones) Women: 4 Assets (Cooking Utensils, new clothing, local poultry and savings at VSLA)	More than 7 productive assets acquired at endline, assets of women diversified to include the, small ruminants, bicycle, cell phone etc. The evaluation report also identified an increase in savings of women. Other direct interventions of the Project such as the supply of Donkeys and Ploughs to 50 vulnerable women and equipment support to 20 women to engage in weanimix processing also contributing in increasing the asset base of beneficiaries.	
Increased and more equal control over livelihood assets by direct beneficiary women			Access and control of livelihood assets by	

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
and men.			women has improved over the course of project implementation. Analysis of the access and control tool reveal positive trends in reducing gaps in relation to access and control of resources between women and men for instance access to land by women as opposed to men has narrowed from negative 63 in 2013 to 0 in 2015. Similarly control over land has narrowed from negative 100 in 2013 to negative 33.	
Enabling organizations exhibit at least two characteristics of a gender sensitive organization (from a standard international best practice list)				
Ghana: % of HHs consuming different types of the food groups (carbohydrate, protein, and micro-nutrients) weekly	45%	0%	The project end line study result revealed that 63% of the sampled households consumed	Target exceeded. This significant increase was realised due to the strategies adopted by

Commented [SG3]: IMPORTANT!!!! These 3 GE universal indicators need to be filled out by the team using the Gender Tools data!!!

Commented [A2]: We will need the analysis report from Margaret to complete this section.

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
			different types of food groups (carbohydrate, protein and micro nutrients) weekly. The nutrition counselling cards that were used were used by the project promoted not just the consumption of soybean and cowpea but also focused on promoting the consumption on balanced meals by households, causes and prevention of anaemia, prevention of iron deficiency, adolescent and maternal nutrition.	the project. For instance, nutrition education conducted across all the project communities using nutrition counselling cards. In addition, cooking demonstrations and food bazaars were carried out to develop new recipes and to showcase the various cowpea and soybean products.
Mali: Rate of acute malnutrition among children (boys/girls) under age of 5.	9.54% (reduction of 10%)	10.6%		
Mali: Rate of chronic malnutrition prevalence among children (boys/girls) under the age of 5.	38.97% (reduction of 10%)	43.3%		
Ethiopia: # of CFI beneficiaries who moved out of food support. (%)	(60%) # 3,840	(0%) # is 6,400		
Ethiopia: # of positive coping strategies adopted	CSI score= 38 (M); 39 (W)	CSI score =36.9 (M); 37.9 (W)		

Indicators <i>Program</i> Bolivia Ethiopia Ghana Mali	Targets	Baseline Data	FINAL Result	Variance explanation
Bolivia: # of women and men who have increased access to secure income sources.	774 W 774 M			
Ghana: # and type of assets (physical, financial and social) acquired by women	2 assets (farm produce and livelihood asset such as cell phones, bicycles, motorbikes, or livestock)	Women: 4 assets (cooking utensils, new clothing, local poultry, savings at VSLA)	More than 7 productive assets acquired e.g., cooking utensil, cloths, small ruminants, poultry, bicycle, etc. The evaluation report also identified an increase in savings of women. Other direct interventions of the Project such as the supply of Donkeys and Ploughs to 50 vulnerable women and equipment support to 20 women to engage in weanimix processing also contributing in increasing the asset base of beneficiaries.	Achieved
Intermediate outcome 1 increased quantity and quality food production and consumption by women, girls, men and boys				
Ghana: % of processed soya and cowpea consumed by women and girls.	60%	30%	Soya and cowpea recipes have become a major part of daily staples of	Target exceeded. This was as a result of routine sensitizations

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
			<p>communities. The women and girls have also developed recipes from these crops giving them a wide range of foods to depend on. They have the liberty to prepare meals of their choice for the household hence the opportunity to explore and prepare more recipes. Sensitizations on the nutritional benefit of these recipes and the unavailability of some staples such as maize and millet in some part of the year accounted for this quick uptake. The evaluation report revealed that women and girls consume 86.5% of processed soybean and cowpea products. In addition, the production trackers also revealed</p>	<p>and trainings on the unique nutritional values of cowpea and soybean. In addition cooking demonstrations and food bazaars were conducted at community levels to show communities new recipes of SB and CP.</p>

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
			that the percentage of soy and cowpea produce stored for consumption increased from 40% to 62% between 2013 and 2015.	
Ghana: % of male HH heads encouraging their women and girls to consume processed soy and cowpea products.	70%	50%	Male headed household encourage the consumption of processed soya and cowpea products by providing soya and cowpea to women and girls to prepare meals. They also make special request for soya and cowpea recipes from the women and girls thereby encouraging them to prepare them more often and to explore new recipes by themselves The percentage of household heads encouraging their women to consume processed SB and CP	The target for this indicator was exceeded because the project team engaged both men and women in the delivery of the project activities on the nutritional values of cowpea and soybean. The male gender champions also played an important role in promoting the consumption of the products in households.

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
			<p>increased from 50% at baseline to 79% at the end of the PROMISE project (Evaluation report, 2016). The production trackers also revealed that the percentage of household heads who store some quantity of their farm produce for household consumption increase from 34.42% to 99.8% between 2013 and 2015. Women and girls as well as men and boys at the household level consume this stored produce.</p>	
<p>Ghana: % of women (groups and individuals) increasing production of soy and cowpea for household consumption</p>	<p>45% CP; 55% SB</p>	<p>0</p>	<p>The average area used for cultivation of soybean by women in the two districts increased from 1.14 in 2012 to 1.46 in 2014. Representing a 28% increase. While the area used for cultivating</p>	<p>The increased yield can be attributed to the extension services provided to women farmers such as the Good Agronomic Practices for soy and cowpea as well as input</p>

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
			cowpea increased by 47% over the same period. This trend indicates that women who participate in the project increased their production of the two crops over the cause of the project. The decision to increase the area of production was influenced by the income and nutrition benefits of the crops.	credit support.
Ethiopia: Quantity & diversity of food produced by women and men community members.	At least 4 types of crops & 25% increase in kg/ha for each crop type			
	25% increase in production of field crops			
Ethiopia: Frequency and diversity of food groups consumed by women and men community members.	30% increase in target HH 3 meals per day	3 food groups 2 meals/day		

Indicators Program Bolivia Ethiopia Ghana Mali	Targets	Baseline Data	FINAL Result	Variance explanation
Ethiopia: % of HH accumulating productive assets that will lead to graduation from the safety net program.	Decreased length of food shortage by 3 months (5 months) 25% increase in production of field crops	8 months 0		
Ethiopia: % of farm areas planted with recommended varieties of seeds	20% increase in ha of land planted with improved crop seeds	0		
Mali: % boys / girls aged 0-5 months exclusively breastfed. (compared)	32.5%	10.5%		
Mali: % households having acceptable or good food consumption profile	77.8%	57.8%		
Mali: % pregnant and lactating women having a good diet diversity score	76%	55.9%		
Mali : % women/men having a good diet diversity score (compared)	80%	59.8%		
Intermediate outcome 2 Women, men, and male and female youth are better able to manage and control their economic enterprises				
Ghana: % of net profit accruing to women and girls at every level of the soya and CP value chain.	40% for production 60% for marketing	10%	Women increased profits at production stage as a result of adopting best agronomic practices which resulted in increased yields over the period evaluation findings indicate that women	The target for production was exceeded due to strategies the project team employed. For instance, CBEAs were selected in all the project communities to

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
			<p>realised 47% net profit at the production stage.</p> <p>More women and girls are into the sale of soya and cowpea products and some supply these products to buyers outside the community. Others have ventured into soya and cowpea aggregation.</p> <p>In marketing, the evaluation revealed that 45% of marketing profit is accruing to women and girls.</p>	<p>facilitate women access to improved extension messages. Besides, demonstration plots were established across all the project communities to serve as a platform for farmers to observe and learn the best agronomic practices.</p> <p>The target for marketing was not fully achieved. This is because high value aggregation of soybean at the district level is dominated by men and the women are more actively engaged in community level aggregation. The project has however laid strong foundations that will ensure positive results are achieved in</p>

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
				<p>future. The associations have been linked with Major soybean processing companies which are prepared to purchase directly from these associations. The women who have been trained on improved processing will also continue to make profit as their businesses grow.</p>
<p>Ghana: Ratio of women and men controlling the different levels of the VCs.</p>	<p>Production: 6:4 Processing: 1:9 Marketing: 3:7</p>	<p>Production 8: 2 (m:w) Processing 0:10 (m:w) Marketing 2:8 (m:w)</p>	<p>The evaluation result indicates that the ratio of men and women controlling production of cowpea and soy is 7 women to 3 men. However, women have total control over processing of cowpea and soybean (0m: 10w). Also, women have greater control of marketing of farm produce than men</p>	

Commented [SG4]: Is this correct? I thought SB and CP were primarily cultivated by women – but here you say the opposite.

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
			<p>do (2m:8w). Factors that have influenced these changes increased knowledge on production by women, increased access to agric inputs through the input credit scheme and linkage to input dealers and also improvements in gender relations that allow women have more autonomy in planning and engaging in income generating activities.</p>	
<p>Ghana: # of out-of-school girls participating in and benefitting from soy and CP VCs.</p>	<p>200 (100 girls in each district)</p>	<p>0</p>	<p>493 out-of-school girls have been mobilised to form gender and nutrition clubs in the two districts. These girls have received training on nutrition, personal hygiene, and sanitation and gender issues. they were also trained on vegetable production and dry season</p>	

Indicators Program Bolivia Ethiopia Ghana Mali	Targets	Baseline Data	FINAL Result	Variance explanation
			gardening. These girls were supported with garden tools and equipments to encourage them to grow and consume locally available iron rich vegetables.	
Ethiopia: % of women and men engaged on economic enterprises.	20%	0		
Ethiopia: % HHs accumulated increased assets from economic enterprises. (indicator changed to HH average savings)	20% (73.74Birr)	0 (61.45Birr)		
Average income of households	40% increase or 2593 Birr/year	1851.88 Birr/year		
Ethiopia: Proportion of women and men who control HH's economic enterprise.	20%	0		
Mali : % of increased income for women	20%	0		
Mali : % of increased income for men	20%	0		
Mali : % of increased income for men compared to women	50%	0		
Mali: % of VSLA women with daily income of =/> \$1.25	60%	38,9%		
Bolivia: % increase in profitability of SMEs	No target set	0		
Bolivia: % of men and women who have increased their income.	50% W 50% M	0		
Bolivia: # SMEs that have a mechanism for	18	0		

Indicators <i>Program</i> Bolivia Ethiopia Ghana Mali	Targets	Baseline Data	FINAL Result	Variance explanation
equitable distribution of profits.				
Intermediate outcome 3. The policy and regulatory environment supports poor women's and men's more equal control of agricultural resources and market processes.				
Ghana:# of women led platforms that are influencing A/C and D/A decision-making processes.	3	0	One district level women-led CP and SB platform has been formed and registered with the department of cooperatives at East Mamprusi. In Garu-Tempene, the women-ed SB/CP associations have been co-opted into an existing district level value chain association. The Members of these platforms had the opportunity to interact with produce buyers such as the Ghana Grain Council (GGC), Savanna Farmers Marketing Company on the marketing of their soy and cowpea produce.	The project focused on forming 1 platform in each district, because participants were engaged in the production of both crops, the project did not find it prudent to establish separate platforms for each crop.
Ghana: # types of A/C decisions and actions that	3	2	In view of the fact that the	The result is 2 because

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
respond to and support community-driven women-led platforms in CP and soy production and processing.			AC structures in the Decentralised Structures are Weak in Ghana, this indicator was revised to focus on the DA. However at the DA level, the two platforms have been formally recognised and registered by their DAs. The Executives of the Platforms also Presented the CAPs of their communities to the DAs together with other community representatives. members.	the project worked with only two platforms.
Ethiopia: The proportion of target women and men who report supportive and gender relevant policy and regulatory environment for more equal control of agricultural resources and market processes	20%	0		
Ethiopia: The proportion of target women and men who report improved level of government and community institution's responsiveness to gender inequalities Reduced barriers to equal control of agricultural resources and market	20%	0		

Indicators <i>Program</i> Bolivia Ethiopia Ghana Mali	Targets	Baseline Data	FINAL Result	Variance explanation
processes among women and men.				
Mali: % of women and men (compared) who participated in elaboration of village's food security conventions.	60%	0		
Bolivia: # of public policies implemented that promote local economic development.	4	0		
Bolivia: # of municipal strategies that promote local economic development / support competitiveness of SMEs.	8	0		
Immediate Outcomes 1.1 Decreased gap between men's and women's control over resources necessary to ensure sustainable food production				
Ghana: # of extension services provided to women-led groups at each level of the soy and CP VC.	7	0	8 Eight (8) different extension technologies covering agricultural production, processing, agricultural inputs (seed, fertilizer, and agro-chemicals), marketing, crop expenditure budgets, agronomic practices such as safe use of agro-chemicals and row planting, harvest and post-harvest management, and transporting services have been provided to the	Target exceeded..

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
			women smallholder farmers	
Ghana: % of women in SB/CP value chains reached with extension services	50% across the board	EM/MHH 61%(M) 39 (W)	120 CBEAs to provide basic extension delivery, 90 of them are women. The idea of using majority of women as CBEAs enhanced extension delivery as women were more comfortable dealing with their colleague women. This approach also played a key role in improving the confidence of women and also increased respect from men for women farmers as being equally knowledgeable. The evaluation report revealed that 70% of women have access to extension services in female and male headed households.	120 CBEAs have been trained and equipped to reach out to women and men farmers with extension services.
Ethiopia: Proportion of women and men who have control over core agricultural resources of	20% Disaggregated as follows:	Crops 19% Livestock		

Indicators Program Bolivia Ethiopia Ghana Mali	Targets	Baseline Data	FINAL Result	Variance explanation
the HH.	Crops 50% Livestock 70% Fruit/veg 80%	45.5% Fruit/veg 0%		
Immediate Outcomes 1.2 W/M/B/G more equally consume nutritious food				
Ghana:# of new recipes.	5 (3 SB/2CP)	0	Ten new soya recipes and 10 cowpea recipes were introduced to the communities. These recipes include soya sauce, soya cakes, soya porridge, soya vegetable sauce, soya cheese, soya “tubani”, soya “aprapransa” Soy fortified Tuo .Zaafi, Soy, cowpea cakes, cowpea tubani, , Soy Tokni, Soy doughnut,soy porridge, bombiga , walsa, soy fortified banku Cowpea york, Cowpea, Cowpea Alele). These new recipes were either modifications to existing ones, others were also developed based on substituting	Target exceeded. The food Bazaars that were organised at the community level greatly promoted innovation in developing new recipes for soybean and cowpea.

Indicators Program Bolivia Ethiopia Ghana Mali	Targets	Baseline Data	FINAL Result	Variance explanation
			previously used food crops with soybean and cowpea. Communities report that in most of the recipes that they have substituted they find the soybean or cowpea combination more beneficial nutritionally.	
Ethiopia: Proportion of women and men who reported more equal consumption of nutritious and adequate food among men and women.	30%	52% of women reported equal consumption as men		
Immediate Outcomes 2.1 W/M/B/G have increased and more equal access to the knowledge, skills and services needed to strengthen and diversify their economic activities				
Ethiopia: Proportion of women who have access to the knowledge, skills and services needed to strengthen and diversify their economic activities	30%	W 25.8% M: 45.1%		
Mali: % men/women (compared) having knowledge in nutrition for pregnant/breastfeeding women	50%	33%		
Mali: % women/men (compared) having knowledge in good nutritional practices	50%	0		
Bolivia: # of women and men that have increased their management capacity and competitiveness	45 W, 45 M	0		

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
Immediate Outcomes 2.2 Decreased gap between men's and women's access to and control over a variety of processes in select value chains				
Ghana: % of women owning key stages and assets of VC.	20% in production stage and assets 80% in rural markets and assets 10% in larger markets and assets	Production: 10% Rural market:75% Larger market:5%	20% of women own production stage and assets 84.8% of women own rural markets & assets 10% of women own larger markets & assets <i>(PROMISE end line evaluation report, 2016)</i>	Project initiatives such as the input credit scheme, donkey and plough support, ploughing services, training on produce marketing facilitated the achievement of these results
Ghana: % of women equally making decision on the use of HH income.	50%	47.2%	94% of women have equal decision making power in the use of household income (Evaluation report, 2016). Women especially report that they great control over income that they make their income generating activities. Dialogue sessions on household income decision making have contributed to change in	Target exceeded. Initiatives such as VSLA, gender awareness creation and advocacy such as community gender dialogues, activities of male gender champions have contributed to achieving/exceeding the target.

Indicators Program Bolivia Ethiopia Ghana Mali	Targets	Baseline Data	FINAL Result	Variance explanation
			this outcome.	
Ethiopia: Proportion of men and women reporting equal access to and control over a variety processes in selected value chains.	20%	7%		
Ethiopia: Proportion of men and women engaged in controlling a variety processes in selected value chains.	30% sold with value added 25% sold by sorting based on quality 25% sold as primary product	11.6% sold after value added 36% sold by sorting based on quality; 51% sold as primary product		
Mali: % of women compared to men having access to productive assets: land, technology, information.	50%			
Mali: % increase in yield per hectare for basic crops on women/men land (compared).	25% increase	0		
Mali: % increase in yield per hectare for basic crops on women/men land (compared). detailed by basic crop	25% increase millet	W: 584,6 g/ha M:841,7kg/ha		
	25% increase sorghum	W:818,5 g/ha M:663,2kg/ha		
	25% increase cow pea	W:472,56kg/ha M:324,47kg/ha		
	25% increase groundnut	W:462,6kg/ha M:539,8kg/ha		

Indicators <i>Program</i> Bolivia Ethiopia Ghana Mali	Targets	Baseline Data	FINAL Result	Variance explanation
	25% increase sesame	F=283kg/ha H=495,9kg/ha		
Bolivia: # of men and women who have increased their participation in the value chain	380 W, 380 M	101 W, 36 M		
Bolivia: # of women and men who have increased their capacity to access key spaces for decision-making.	380 W 380 M	0		
Bolivia: # of women and men who have improved their position and skills in SMEs.	160 W 160 M	0		
Bolivia: % of women and men who recognize the contribution of women's roles in the value chain.	60%W 60% M	0		
Immediate Outcomes 2.3 Collectives and Business Development Service Providers (BDSP) provide more equally relevant support to male and female owned enterprises				
Ghana: % of individual women and # of groups making the appropriate decisions in VC	30% women	0	Based on the evaluation report, 80% (Individual women) make appropriate decisions in the VC. Women report that trainings on production, marketing, financial management, leadership and many others have contributed their ability to take decisions they are confident about.	Target exceeded. Trainings provided to women producers have resulted in women making appropriate decisions in production, marketing and consumption of soy and cowpea. Women have received extension services and acquired skills to prepare various recipes from SB and CP.

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
Ghana: # of contracts successfully negotiated / implemented between district, Producer Orgs and VSLAs	3 groups (2 producers/1 marketing)	0	1	Only1 purchase agreement was signed with Savannah Farmers Marketing Company for the 2015 marketing season. However, two (2) verbal agreements were reached with three companies (FaraNaya,GGC). Because of high mis trust between companies and farmers some companies do not want to sign formal contracts. In addition, three soy processing companies in southern Ghana were visited by the market committee members of the various producer groups and assurances were given by these companies to off take the group's produce if they satisfy the

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
				companies' grain quality and quantity requirement.
Ghana: Presence of gender-disaggregated data in each D/A (database)	Yes	No data	Yes	
Ethiopia: # of Coop/SMEs by type of support to clients disaggregated and compared by sex.	At least 4 types of support to clients 7 types of interventions provided to coop/SME clients 75% women receive equal services from coop/SMEs			
Immediate Outcomes 3.1 Local value chain (VC) actors (women's groups, collectives, suppliers) have increased role in the formulation of policies and regulations that enhance men's and women's food, nutrition & income security				
Ghana: # of projects in the 2 D/As that demonstrate / reflect specific needs of women and men	2 (in each district)		6 projects. Institutional latrines, Classroom blocks, Entrepreneurship trainings	The facilitation of CAPs was instrumental in making this happen. The

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
			for women, Soy utilization, CHIPS compound, GSOPs	staff of the Assemblies report that because they participated in the planning Process at the community level, they were able to incorporate the prioritised needs in the DMTDPs even before they were formally presented by the communities to the DAs.
Ghana: # of operational guidelines for soy and CP VCs	3 (producers, marketing and processing)	0	No new operational guidelines for production, marketing and processing were developed by the project. Rather the project used existing guidelines that were developed by the Pathways Project, MOFA and SARI .	Specifically; b. Good Life Poster for Soybean. c. Yi-co-po-ma manual. d. Production guide for soybean by SARI. e. Production guide for cowpea by SARI.
Ethiopia: # of VC actors reporting increased role in formulation of relevant policies and regulations disaggregated and compared by sex	At least 7 VC actors	0		
Ethiopia: Types of roles assumed /contributions in the formulation of relevant policies and	At least 2 types of new roles	0		

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
regulations by VC actors disaggregated and compared by sex				
Bolivia: % of municipal gender-sensitive budget assigned to local economic development	20%	N/A		
Immediate Outcomes 3.2 Local government structures have increased capacity to effectively and transparently engage different stakeholders in development planning and implementation processes.				
Ghana: # of functional linkages among VC actors linked to District and Regional Committees	2 (1 between producers & SPs ; 1 between marketers & SPs)	0	2	Two linkages have been facilitated between producers and soy processing companies (Ghana nuts, Yedent and Vester oils) and between producers and marketing companies (SMC and Fara naya)
Ethiopia: # and type of relevant participatory events organized by the local government	6 planning & monitoring events	no baseline data		
Ethiopia: % of beneficiaries reporting satisfactory /meaningful engagement/participation in development planning and implementation.	40%	no baseline data		
Mali: # Local government can identify key gender issues in nutrition and food security	4	0		
Mali: # Local government plans that include activities to address gender issues on F&N.S	4	0		
Mali: % women/men (compared) participating in community food security planning processes.	50%	0		

Commented [SG5]: Why did final evaluation say that no functional linkages had been created?

Commented [A6]: The final evaluation data was collected at the time some of these linkages were being established. Eg. at the time of data collection, the members of the platforms were in an industrial tour to some of the companies mentioned here.

Indicators <i>Program</i> <i>Bolivia</i> <i>Ethiopia</i> <i>Ghana</i> <i>Mali</i>	Targets	Baseline Data	FINAL Result	Variance explanation
Bolivia: # of private/public negotiation / social learning spaces promoting local economic development.	4	0		
Bolivia: # of women and men participating and proposing concerted action in these key decision-making spaces.	16 W / 16 M	0		
Bolivia: # of public policy projects on local economic development that promote SME innovation that rely on public resources and co-investment.	4	0		

SECTION III – SUCCESS FACTORS

11. Relevance

a. How was this project relevant in the local context, for the beneficiaries it was targeting and the results it aimed at achieving?

CARE International-Ghana Women's Empowerment Program identifies vulnerable and marginalized women as a primary impact group and aims to overcome the root causes of poverty and marginalization affecting them. The program is guided by a long-term program framework to support vulnerable and marginalized women to overcome poverty; live in dignity and to claim their rights – it is herein that the relevance of the PROMISE project to local realities is most evident. The project has been instrumental in building women's capacities to enhance their right to access control and manage their own livelihoods and to influence the direction of social change in a more equitable and just manner through the soya and cowpea value chains.

The demonstration fields and trainings on appropriate agronomic practices for soy and cowpea have led to increased knowledge and improved yields among beneficiaries as confirmed by results of the endline survey. (see figure 6 and Table 13 of the PROMISE final evaluation report). Similarly, the sensitization trainings on nutritional value of soy and cowpea and demonstration of soybean and cowpea recipes led to improved consumption of soy and cowpea among beneficiaries (see Table 6 of section 4.2.1 of the PROMISE final evaluation report). Additionally, the endline survey confirms improvements in gender relations and increased access to productive assets for women and girls through the activities of gender champions.

Overall, FGDs held with MGCs, VSLAs, "Agbadeeya Ma", MoFA, SARI, DAs, GHS etc. gave strong indication that the target communities feel that the project has been successful in meeting their immediate needs for food (good nutrition), income (VSLAs) and the underlying causes of vulnerability to male exploitation through gender discrimination, stereotyping and exclusion. The PROMISE project through these activities is helping to fight poverty and inequality which remain cardinal pillars of sustainable development goals.

Following from the developments expatiated above; there is strong indication that the objectives of PROMISE are still highly valid and relevant. This is evidenced both by the external environment – the continuously growing number of national and international NGO's and CSO's programming in this space since PROMISE began (examples abound such as the USAID's Resilience in Northern Ghana (RING) and Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) projects) - and the ongoing needs of communities to continue to respond to problems of nutrition as reported in the GDHS (2014) report.

The relevance of PROMISE project can also be appreciated through its responsiveness to the current and ongoing needs of beneficiaries as clearly spelt out in the District Medium

Term Development Plans (DMTDPs) of East Mamprusi and Garu-Tempene districts. The DMTDP (2014-2017) of East Mamprusi for instance reports that *“the district continues to measure a reduction in low birth weights (LBWI babies due to a number of interventions: malaria control in pregnancy (supported by EPPICS); Nutrition and Malaria Control for Child Survival Project (NMCCSP) and CARE’s PROMISE project. Therefore the significant reduction in the LBW babies may have been contributed by these interventions. Such initiatives need to be expanded to cover more communities”* (see p.55 of EMD MTDP, 2014). Similarly, in Garu-Tempene, the DMTDP spells out efforts to *“train 160 farmers Groups in nutrition education and meal planning usingsoya and cowpea in consonance with CARE’s PROMISE model”* (see p. 210 of the GTD MTDP, 2014). These developments clearly indicate the project is aligned to the strategies and policies of the District Assemblies in the project area and therefore is contributing to value addition by way of local development needs and aspirations.

In sum, it can be concluded that, with respect to consistency of the project at the immediate, intermediate and ultimate levels, the project strategy has shown sufficient flexibility; there has been no serious indication of the non-validity of the logical consistency of the project. It is evident from the results presented that the project’s ultimate outcome of improving the nutritional and financial status of vulnerable women and girls has been achieved to a significant degree (see endline survey results in sections 4.1, 4.2 and 4.3 touching on nutrition (consumption), incomes (profits) and gender equity respectively).

12. Project Design Appropriateness

- a. Was the project designed in an appropriate way for it to be effectively implemented and integrated at the local level? Explain why it was or was not. Recommendations can be added here as well.

The project design was appropriate as it addressed the strategic and practical needs of project participants (women, girls, men and boys). The PROMISE project contributed to the Government of Ghana’s MTDPF (2010-2013), specifically under thematic area 7 which focuses on poverty reduction and Inequalities. The EM and GT districts, like the rest of the savannah zone of the country have high poverty rates. Malnutrition is high and gender inequality practices are more pronounced than the rest of the country. Anaemia among children in the two regions is high at 82% in N/R and 74% in UER, higher than the national average of 66%. Anaemia among women is 48% and 36% in NR and UER regions respectively against the national average of 42%.

The activities were well targeted as they addressed the poor development indicators in the project districts. Activities were carried out to address such issues as poor crop productivity and nutrition as well as low incomes through multi-stakeholder participation. Activities were also carried out to increase communities’ involvement and participation, particularly women in decision making at the household and community levels and local governance at the district level. By working on the three

major change levers of 1) nutritional status/agricultural production, 2) financial status; 3) Policy ensured that the project addressed the key development challenges in a holistic manner. It's important to note that a change in each of the levers directly resulted in change in another and so all three change areas positively completed each other. For instance by improving crop production, participants were able to earn extra income through the sale of their produce to improve their financial status.

The involvement of Stakeholders such as implementing partners and government agencies based in the project districts in the design, implementation and monitoring stages of the project contributed to the successful execution of the project .

13. Sustainability

a. How has working on gender issues increased project sustainability?

PROMISE's strategy to project delivery, which emphasizes capacity building and community mobilization to empower women so they can address their own problems, has in itself supported the sustainability of project outcomes. Training and joint planning are strategies PROMISE has employed to influence the practices of CBEAs, Gender Champions, Community Nutrition Volunteers, Soya and Cowpea Processors, Producers and Marketers operating in the project districts. Uptake of soya and cowpea nutrition information at this level is important as contact with communities is direct. Gender-related results of the project, including improved confidence of women, access to financial capital through savings and loans groups and economic independence through participation in small business activities, are significant. Women take on new roles in addition to the ones they already have. There were countless reported cases during the FGDs in the project communities about the gender champions resolving domestic quarrels, advocating for women on issues such allowing women to rear livestock, secure access to land and other traditional practices that discriminate against women. This is an indication that community members will continue to rely on Gender champions on gender related issues.

Gender dialogues and sensitization sessions played a key role in demystifying long standing gender myths such as the taboo for women to rear livestock. In Addition to the dialogue, a nutrition counseling session emphasized the importance of adoption of good nutrition practices and as a result has resulted in changes in social norms such as pregnant women and children not being allowed to consume eggs. These changes have been institutionalized in the communities.

b. What other achievements or project implementation activities are contributing to sustainability?

Other evidence of sustainability includes the registration of umbrella bodies to support VSLAs in East Mamprusi and Garu-Tempene through the District Departments of Cooperatives as well as the Rural Enterprises Programme. VSLAs registered with these apex bodies are guaranteed of continuous support of the programme through the Local Business Associations (LBA) registration procedure. Through this procedure, VSLAs members are able to access the Rural Enterprises Development Fund (RED Fund) and a Matching Grant to support the up-scaling of their businesses along the soya and cowpea value chains (in all cases, beneficiaries are supported with start-up kits to facilitate their take off as local enterprises).

The fact that some PROMISE nutrition education, CAPs and approaches are finding expression in the (2012-2017)DMTDPs of both districts gives significant indication that opportunities abound for the replication of some methods and tools of the project through the decentralized structures of the Assemblies, namely; GHS, DDA, Business Advisory Centers of the Rural Enterprises Program etc. *There were countless reported cases during the FGDs in the project communities about the sharing of soya and cowpea recipes with other communities other than those of PROMISE.* It is also envisaged that when the women-led platforms established by the project become fully operational, their membership base could go beyond only PROMISE beneficiaries – there is thus an opportunity for the replication and out-scaling of PROMISE methods, tools and approaches.

14. Implementing Partners

a. List the project's partners.

The Project worked directly with two implementing partners namely;

- a. PAS-G
- b. PARED

In addition to these two implementing partners, the project also had partnership relationships with the Ministry of Food and Agriculture, DAs, the Savannah Agriculture Research Institute.

b. Describe the positive aspects of the project's relationships with its key partners. Give concrete examples on how these partnerships have directly contributed to the implementation process and project results.

The project's implementing partners played a significant role in ensuring success of project implementation. Their presence in the districts and initial engagement with

some of the project communities ensured that the community entry for PROMISE was very effective. Considering the relatively high staff turnover on the project, the presence of the partners on the field ensured that project implementation did not come to a halt when CARE field officers resigned and new staff were still being recruited.

The ministry of food and agriculture provided valuable technical support to the project especially in training of community based extension agents and providing extension services to producer groups. These services have contributed towards improving the knowledge of producers about sustainable farming practices for improving soybean and cowpea production. The relationship developed between the CBEAs and MoFA extension agents will ensure sustainability of technical support from MoFA to the CBEAs even after the end of the project. The Women in Agricultural Development (WIAD) unit of MoFA through the facilitation of soybean and cowpea processing demonstrations have contributed to the project's progress on the processing and consumption of the two crops by women and girls.

Two scientists from the Savannah Agricultural Research institute supported in designing and analyzing the performance of the treatments at the FFBS demonstration fields. While the demonstrations were running, the scientists also participated in field days where farmers had the opportunity to interact with them and they delivered training on specific issues such as the management of pest and diseases and post harvest management. As a result of the interaction with SARI, farmers have had access to modern and scientifically proven technologies for cowpea and soybean production.

- c. Describe any challenges faced in establishing and/or managing relationships with partners, and how these were/will be mitigated.

The main challenges encountered in the management of the relationship with partners included delays in reporting and liquidation of advances. With regards to the government agencies, the frequent change of staff who participate in project activities was observed as a significant challenge. This mostly affects delivery of commitments made at meetings and events. To address this challenge the project team discussed with various departments to assign dedicated staff to participate in the project's activities to ensure continuity in our engagement and good institutional memory.

- d. Report how the partners contributed to – or hindered – gender equality and women's empowerment results for this project during the reporting period. Give concrete examples.

Implementing partners particularly played a significant role in mobilizing community members and male gender champions to participate in trainings and also monitored the activities of the male gender champions. The partner organizations also participated in facilitating gender sensitization activities at the community level. Most of the CBEAs that were selected by the project were women, in the training of these

women extension agents, the MoFA trainers ensured that they used approaches that were suitable for imparting knowledge and building confidence of the women to be able to deliver extension messages at the community level.

15. Innovation

a. Did the project allowed for learning and/or development of innovative approaches and technologies? If yes, which ones? Explain with concrete examples.

PROMISE created platforms to enhance learning among project participants through the following:

- i. **FFBS:** The business aspect of the FFBS offered farmers the opportunity to learn the business dynamics of farming. The project originally did not include the business aspect of the FFBS. However during the project life, the project team adopted the FFBS model from Pathways which included business analysis of farming and implemented it in all the 20 communities. Through the FFBS, producers were trained on cost and revenue analysis of their farming activities. The FFBS platforms were also used to facilitate exchange visits between beneficiaries from both project districts. Beneficiaries from Garu Tempene district the FFBS plots in East Mamprusi to learn the conservation agriculture practices demonstrated on the plots.
- ii. **Weanimix:** Weanimix preparation was not common in the project communities and among beneficiaries. The project developed this product through the cooking demonstrations and food bazaars. Over the years, the product has been improved to meet local demand using local available ingredients such as millet in place of fonio. Men, women and children enjoyed eating weanimix meals during food bazaars. Thus it became relevant to build the capacity of women processors to take up the preparation of weanimix as a business in their communities. Beyond taking it as a business venture, community members had access to the product at the community level and eat it on daily basis. Other CARE projects have adopted the innovation and are training women beneficiaries on weanimix preparation.
- iii. **Gender dialogues:** Behavior and societal norms were difficult to change in the project communities. Some societal norms discriminating against women-exclusion of women in decision making, denying women access to productive resources were some of the norms the project had difficulty changing. The project had to use community gender dialogues to get gender discriminating norms changed in society. These community gender dialogues proved to be effective in changing gender norms in all the project communities. The community gender

dialogues complemented the work of the six Male Gender Champions selected in each community.

- iv. Male Gender Champions: The project selected six Male Gender Champions from each of the project communities to advocate for release of fertile lands to women and redistribution of gender roles. These men themselves accepted change and were willing to influence change in their communities. The project team learned that effecting change among men through their fellow men could lead to complete change in behaviors men. After two years of working with males alone as gender champions, communities requested for the inclusion of females as gender champions to enable their colleague females discuss some personal reproductive health issues that affect gender behaviors in their households. This was especially important for the communities because the gender champions eventually became like counselors in their communities.
- v. Use of neem, local soap and pepper mixture as an insecticide: A mixture of neem, local soap and pepper proved effective in controlling insects on cowpea farms. Vulnerable women are able to make their own simple and less expensive but effective insecticide from these materials. Besides, this mixture is organic and posed no challenge to the environment.

16. Resources Utilization Appropriateness

- a. Were the project's resources utilized in an appropriate way for the project to be effectively implemented and integrated at the local level? Explain why it was or was not. Recommendations can be added here as well.

The successful implementation of the PROMISE project was as a result of the judicious use of the project resources. The resources were used to the benefit of the project beneficiaries (women and girls). The relevant ways the project resources were used to benefit beneficiaries include;

- Purchase of project vehicles: The purchase of project vehicles facilitated project team movement to the field. This was necessary because most of the activities were conducted at the field level.
- Capacity building of CARE staff and partner staff: The project was implemented through two partner organisations; PAS-G and PARED which allowed for sustainability even as the project ends. Capacities of CARE and partner staffs were built on VSLA setup and monitoring, project activity implementation, good agronomic practices etc. These trainings gave the project team the capacity to implement the project successfully.
- Capacity building of beneficiaries: The structures of the project, MGCs, CBEAs, and CHVs were built on different issues. These structures play key roles in the

overall success of the project. Besides, they are local structures which are within the communities thus ensure sustainability.

- Purchase and supply of assets to beneficiaries: The project purchased threshers, roasters and donkeys for vulnerable women in all the project communities. The purchase of these assets was based on strong evidence of the need for them based on consultation with Project Participants and stakeholders. For instance the need for the Purchase of the Donkeys and Ploughs was identified through an access and control exercise and a learning research that was conducted in the project sites. These assets owned by the women will empower them and also improve their livelihood as they use them. In addition, the amount of time previously used by women to thresh their soy and cowpea manually will be reduced significantly with the use of the threshers. This will allow them more time to engage in other economic activities.
- Purchase and supply of garden tools to nutrition clubs: The supply of the nutrition garden tools to the nutrition clubs was relevant. The nutrition clubs established dry season nutrition gardens from which they cultivated and harvested nutritious vegetables for consumption. Consumption of these iron-rich vegetables improved their health conditions.
- The Promise and Pathways Projects shared three key positions, specifically the Project Manager, Gender Advisor and M&E Officer. Although this sometimes resulted in a stretch in the time of the staff, the approach contributed to reducing the cost of Promise and also contributed to sharing learning and coordination.
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SECTION III – LESSONS LEARNED

This section identifies any lessons learned during the life of the project and provides recommendations and proposed significant changes, if any, for review by CARE Canada.

a. Lessons learned

- i. Farmers learn better by doing: Farmers participation in the FFBS demonstrations accorded them the opportunity to observe and learn new practices. The FFBS have also proven to be very effective platforms for disseminating and demonstrating both good agronomic practices and innovative methods of farming to many women farmers. Demonstration plots were established on good agricultural practices and technologies in each of the ten project communities. Field days were

organized to bring women farmers to the demonstration sites to observe GAPs and technologies. Research scientists from SARI and MoFA also attended the field days and engaged participants in discussions on GAPs and the technologies. CBEAs participation in the field days enhanced their extension delivery methods and knowledge transfer to other women producers. The model of the CBEAs facilitated women access to extension services. Through the FFBS, farmers' uptake of new agricultural practices has resulted in improved yields of soy and cowpea.

- ii. The use of CBEAs: The CBEAs have increased women access to extension messages at the community level. In the two districts, one government extension agent oversees over one thousand farmers who are usually male extension beneficiaries to the detriment of female farmers who have no means of transport to go to the district level for extension messages. The use of women as CBEAs increased confidence of producers to approach them with challenging issues on their farms. Hence women farmers received packages of extension messages which helped improve yields.
- iii. VSLAs: These have created a conducive platform for information dissemination. Nutrition and other messages were disseminated during VSLA meetings. The VSLAs also solve financial needs of women in the project communities. Through the VSLAs, women were able to source loans from their VSLAs to pay their children school fees. Some women borrowed money from their VSLAs to pay medical bills of their relatives. Other women also used their share-outs to purchase assets such as donkeys.
- iv. MGCs model: The MGC model is an effective way of changing gender norms among men. Through this model, the six Male Gender Champions were able to change men to release fertile lands to women for soya and cowpea cultivation. They moved from house to house to discuss with gender norms with couples. They also held community meetings to discuss gender issues with their communities. The MGCs families also served as model families in which some homes in the communities observed and imitated their best practices.
- v. Food Bazaars: These have enhanced the knowledge of community members on the different recipes that were prepared from the two food commodities, soya and cowpea. It serves as a learning platform for both beneficiaries and non beneficiaries.
- vi. Input Credit Facility: The Input Credit Facility offered women on the weaker portion the opportunity to access inputs on credit and repay after the cropping season. Women had less access to productive resources such as credit, seed and fertilizer although they were very much interested in farming. The project identified this as a gap hence setup an input credit fund which supported women beneficiaries with certified seed, fertilizer and ploughing services. The package was given to individual producers through the producer groups. Thus the groups served

as collateral to the individual beneficiary. This boosted the capacity of women to engage fully in farming.

- vii. Radio discussion: Radio discussions were effective platforms in communicating project information to the general public instead of using flyers and other communication materials which are text based and thus not accessible to many illiterate community members. The radio discussions were participatory as many listeners called in to express their appreciation for the project intervention.
- viii. Chief first wife (Paanis): The first wives of chiefs across the project communities were influential in getting project messages to their communities. They are respected by community members and their messages carry weight. They used their husbands as conduits to enforce project messages. In Jawani in the East Mamprusi district, the chief's first wife convened a meeting and instructed defaulters of the Input Credit Fund to pay back the credit advanced to them during the 2013-2014 cropping season. Through her intervention, the defaulters paid the credit on time.
- ix. Off season community meetings: Community meetings were more effective during the off season. Mobilization of community members to attend meetings was easier compared to the farming season.
- x. Low level of education on gender issues: it was revealed through the gender dialogues that gender discrimination is as a result of inadequate knowledge on gender issues. Once community members were enlightened on gender issues, their perception changed significantly. During the gender dialogues, community members analyzed the negative implications of practicing negative gender norms thus opted for change.
- xi. Gender Dialogues: The use of community gender dialogues served as a platform for community members to learn and shift from negative socio-cultural norms.
- xii. Counseling cards: Pictorial materials such as the nutrition counseling cards were effective in conveying messages to beneficiaries. Besides, they also generated discussions amongst women and men in the communities. The pictorial formats of the nutrition counseling cards made communication of the messages much easier for the CHVs. The pictures on the nutrition counseling cards attracted some beneficiaries who devoted time to listen to the CHVs during home visits. *"I requested the CHV to give me some of the cards to keep in my house for admiration but he refused to give me."* Said Andara Mahama, a CBEA in Bongbini in East Mamprusi.
- xiii. Market linkage: The project made frantic efforts to link producers to appropriate buying companies both within the districts and outside the districts. Thus the project made contacts with Ghana Grains Council, Ghana nuts, Savannah Agricultural Marketing Company, Faranaaya etc. The project intended eliminating the activities of middlemen or aggregators between producers and buying companies. However, it was difficult for producers to deal directly with the buying

companies because the produce mobilized by producers was insufficient for buying companies to off-take the produce at the community level. Although the buying companies expressed interest in buying the produce, the insufficient quantities mobilized left producers with no option than to sell their produce individually and in smaller quantities.

b. Recommendations for future projects/programs

- i. Use of partner organizations in project implementation: The presence of partner organizations to implement the PROMISE project ensured effective and efficient implementation of activities. Knowledge of partner organizations on culture and geography of the project communities built stronger relationship between traditional leaders, beneficiaries and the organizations. Besides, community mobilization was effective because these partner organizations had implemented other projects in these communities. Future projects can be implemented through partner organization to ensure successful implementation.
- ii. Involvement of men in project activities: The use of the MGCs in project activities ensured that men did not thwart the efforts of the project team. It will be relevant to implement future women focused projects using men as medium to influence change.
- iii. Food Bazaars: Products of food bazaars can be sold to participants as a means of income generation for the women caterers. Hence the income can be used to organize more food bazaars even at the sub-district levels.
- iv. Funds disbursement: project activities were sometimes delayed because of delay in the transfer of funds to partner organization. To ensure timely implementation of project activities, funds should be released on time to partners to conduct activities.
- v. Reporting and monitoring templates: Monitoring templates can be designed and shared with all field agents to facilitate tracking of project outcomes. Besides, the templates will ensure that accurate data is collated at every activity been conducted.

ANNEX A. FINAL FINANCIAL REPORT

Final financial report to be sent at the same time as the final report: **May 20, 2016.**

ANNEX B. HISTORICAL CHANGES TO PMF

You should be explaining in this annex:

a. Any change in outcome description (for example: anemia in Mali that was removed from project)

There have been changes to the PMF over the years, due to staff transitions in both CARE Ghana and CARE Canada, it has been quite difficult to track and properly document these changes. This has resulted in some discrepancies in the indicators in the local PMF and the Global PMF. The specific indicators are highlighted below:

1. Intermediate Outcome 1.

The unit of measurement for indicator 1 was changed from “Number” to “percentage”. That is from quantity of processed soya and cowpea consumed by women and girls (in the local PMF) to percentage of processed soya and cowpea consumed by women and girl (in the Global PMF).

Also, the fourth indicator under IO 1 was removed from the final Global PMF. (# of bags of soybeans and cowpea produced for household consumption).

2. Intermediate outcome 3.

The first indicator was removed from the Global PMF(# of D/A processes that women-led platforms are participating in for support).

3. Immediate outcome 1.2

The baseline figure for SB and CP recipes (in the Local PMF) was 5 instead of 0 as presented in the Global PMF.

4. Immediate outcome 2.2

The baseline figures for % of women owning key stages of assets were; Production: 10%, Rural market:75% and larger markets: 5%. However, in the global PMF the baseline figure presented is just 5% for all the stages.

Also, the baseline figure for % of women equally making decisions on the use of HH income was 20% instead of 47.2% presented in the Global PMF.

Immediate outcome 2.3

The baseline figure for % of individual women and # of groups making the appropriate decisions in VC were 5% for individual women and 0 for groups.

- b. Any change in baseline data (for example: retrospective baseline analysis)
- c. Any change in targets

ANNEX C. PROJECT'S MILESTONES

Provide a timeline of key milestones in the project's implementation. This can include, but is not restricted to, project start-up, relevant review processes, significant changes in implementation plans, and other significant points in achieving project results. This can be in the form of a chronogram or narrative.

- i. Official Start of Project August 2012.
- ii. Project Inception/Launch November 2012.
- iii. Baseline completed May 2013
- iv. Review of Project Implementation Plan October 2013
- v. Review of PMF and workplan September 2014
- vi. Learning Research November 2014
- vii. Budget Revision September 2014
- viii. Budget Revision September 2015
- ix. Revision of PIP September 2015
- x. Project Endline Study March 2016.

ANNEX D. REPORTS

Include the list of ALL the project's reports that were submitted: including technical reports. Note: all project reports listed here should be sent to CARE Canada and will be provided to the donor as requested.

- Baseline Report
- Value Chain Analysis Report
- Food Security Policy Scan Report
- Weanimix Training Report

ANNEX E. CONSULTANTS

Include the list of all the consultants that were hired to carry out activities' implementation during the life of the project AND the kind of activities/support they have provided.

- i. Dr. Joy Bruce-Project Baseline
- ii. Mr. Timothy Kipo- Soybean and Cowpea value Chain Analysis
- iii. Dr. Francis Kusi- Technical support for Establishment and Monitoring of FFBS field demonstrations.
- iv. Mr. Muntari Abubakari- Technical support for Establishment and Monitoring of FFBS field demonstrations.
- v. Charles Atiah- Training on improved processing packaging and marketing of Soy Weanimix.

ANNEX F. INTELLECTUAL PROPERTY

Include and describe any intellectual property rights subject-matters created under the project (all pertinent details are required here; please get in touch with Evelyne (evelyne.morin@care.ca) if you have anything to report in Annex F and are not sure how to report it).

ANNEX G. CONFIRMATION OF DISPOSAL OF ASSETS

Include all documentations confirming the transfer of assets to the organizations previously identified in the Disposal of Assets Plan submitted in January 2016. Also, please include as much as you can on the location information (addresses) of the asset after transfer.