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## USAID/GHANA SUSTAINABLE FISHERIES MANAGEMENT PROJECT

### YEAR 3 WORK PLAN



OCTOBER 1, 2016 TO SEPTEMBER 30, 2017



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**Cover photo:** US Ambassador to Ghana – Robert P. Jackson (3<sup>rd</sup> from left), other US Government officials in a pose with SFMP anti Child Labor Advocates during a site visit to Elmina focal area (Central Region – Ghana). From left: Andy Karas (USAID/Ghana Mission Director), Kojo Mensah (anti-CLaT Advocate); Araba Takyiwa (anti-CLaT Advocate), Mrs. Jackson (spouse), Adjetey Annang, a.k.a. Pusher (Ghanaian movie star and SFMP anti-CLaT Ambassador). (Credit: Yooku Atta-Bedu, USAID/Ghana).

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## Acronyms

AOR	Administrative Officer Representative
BCC	Behavior Change Communications
Bmsy	Biomass to produce MSY
CBMP	Community Based Management Plan
CCM	Centre for Coastal Management
CCPCs	Community Child Protection Committees
CECAF	Fishery Committee for the Eastern Central Atlantic
CEWEFIA	Central and Western Region Fishmongers Improvement Association
CFR	Code of Federal Regulations (USA)
CLaT	Child Labor and Trafficking
CoP	Chief of Party
CR	Central Region
CRC	Coastal Resources Center
CSLP	Coastal Sustainable Landscapes Project
CSO	Civil Society Organization
DA	District Authorities
DAA	Development Action Association
DQF	Daasgift Quality Foundation
DEC	Development Experience Clearinghouse (USAID)
DFAS	Department of Fisheries and Aquatic Sciences
DQF	Daasgift Quality Foundation
DFTC	DAA Fisheries Training Center
EEZ	Exclusive Economic Zone
EMMP	Environmental Mitigation and Monitoring Plan
ERF	Environmental Review Form
FA	Fisheries Alliance
FAO	Food and Agricultural Organization of the United Nations
FASDP	Fisheries and Aquaculture Sector Development Program
FC	Fisheries Commission
FCW	Fisheries Citizen Watch dog
FCWC	Fisheries Committee for the West Central Gulf of Guinea
FEU	Fisheries Enforcement Unit
FMOC	Fisheries Management Operational Committee
Fmsy	Fishing Mortality at MSY
FON	Friends of the Nation
FSSD	Fisheries Statistical Service Division
FtF	Feed the Future
FWG	Fisheries Working Group
GCLME	Guinea Current Large Marine Ecosystem
GIFA	Ghana Inshore Fishermen's Association
GIS	Geographic Information System
GITA	Ghana Industrial Trawlers Association
GNCFC	Ghana National Canoe Fishermen's Council
GoG	Government of Ghana
HFH	Hygienic Fish Handling
HM	Hen Mpoano
ICFG	Integrated Coastal and Fisheries Governance
ICT	Information, Communication Technology
IEC	Information, Education and Communication
IEE	Initial Environmental Examination
IFSS	Improved Fish Smoking Stove

IR	Intermediate Results
IT	Information Technology
IUU	Illegal Unreported Unregulated
KM	Knowledge Management
LEK	Local Ecological Knowledge
LOC	Letter of Collaboration
LoP	Life of Project
LTTA	Long Term Technical Assistance
MCS	Monitoring, Control and Surveillance
METSS	Monitoring, Evaluation and Technical Support Services
MFI	Micro-finance Institution
MMDA's	Metropolitan and Municipal Development Authorities
MOFAD	Ministry of Fisheries and Aquaculture Development
MoGCSP	Ministry of Gender, Children and Social Protection
MPU	Marine Police Unit
MSME	Micro Small and Medium Enterprises
MSY	Maximum Sustainable Yield
M&E	Monitoring and Evaluation
NAFAG	National Fisheries Association of Ghana
NAFPTA	National Fish Processors and Traders Association
NGO	Non-Governmental Organization
NMFMP	National Marine Fisheries Management Plan
NOAA	National Oceanic and Atmospheric Administration, USA
NRM	Natural Resources Management
NSCCL	National Steering Committee on Child Labor
OCA	Organizational capacity assessment
PAH	Polyromantic Hydrocarbon
PMP	Performance Management Plan
PRA	Participatory Rapid Appraisal
RCC	Regional Coordinating Council
SFMP	Sustainable Fisheries Management Project
SMEs	Small and Medium Enterprises
SMS	Short Message Service
SNV	Netherlands Development Organization
SpS	Spatial Solutions
SSG	SSG Advisors
TCPD	Town and Country Planning Department
STTA	Short Term Technical Assistance
STWG	Scientific and Technical Working Group
SUA	Small Unmanned Aircraft
UAV	Unmanned Aerial Vehicle
UCC	University of Cape Coast
URI	University of Rhode Island
USAID	United States Agency for International Development
USG	United States Government
VSLA	Village Savings and Loans Association
WARFP	West Africa Regional Fisheries Development Program
WR	Western Region

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## Project Overview

The United States Agency for International Development (USAID) has committed approximately \$24 million US Dollars to the implementation of the USAID/Ghana Sustainable Fisheries Management Project (SFMP). The objective of this five-year project (October 2014-October 2019) is to rebuild marine fisheries stocks and catches through adoption of responsible fishing practices. The project contributes to the Government of Ghana's fisheries development objectives and USAID's Feed the Future Initiative. More than 100,000 men and women involved in the local fishing industry will benefit from this project.

Working closely with the Ministry of Fisheries and Aquaculture Development and the Fisheries Commission, SFMP aims to end overfishing of key stocks important to local food security through:

- Improved legal enabling conditions for co-management, use rights and effort-reduction strategies
- Strengthened information systems and science-informed decision-making
- Increased constituencies that provide the political and public support needed to rebuild fish stocks
- Implementation of applied management initiatives for several targeted fisheries ecosystems

USAID selected the Coastal Resources Center (CRC) at The University of Rhode Island's Graduate School of Oceanography as lead implementer of the SFMP. In leading the project, CRC works with The Ministry of Fisheries and Aquaculture Development and the Fisheries Commission along with a consortium of international and local partners, including SNV Netherlands Development Organization, SSG-Advisors, Hen Mpoano (HM), Friends of the Nation (FoN), the Central & Western Fish Mangers Improvement Association in Ghana (CEWEFIA), Daasgift Quality Foundation (DQF), the Development Action Association (DAA), and Spatial Solutions (SpS). The project contributes to the strengthening of marine and fisheries management educational, research and extension capabilities at the University of Cape Coast in conjunction with its Department of Fisheries and Aquatic Sciences. SFMP also collaborates with the USAID Coastal Sustainable Landscapes Project, and improves coastal spatial planning capacity of districts in the Central and Western Regions. The SFMP builds on the accomplishments of the previous USAID-Ghana Integrated Coastal and Fisheries Governance (ICFG) Program. The USAID/Ghana SFMP is focusing its efforts on implementing Ghana's National Marine Fisheries Management Plan, gazetted in 2015, with an emphasis on the small pelagics fisheries along the entire coastline as these stocks are the leading source of animal protein supply in the Ghanaian diet. The project is promoting ecosystem-based and adaptive management approaches, improved law enforcement and co-management of local fish stocks in lagoons and estuaries. Additionally, improvements in the value chain of smoked fish, important to tens of thousands of women fish processors and marketers are supported. The project is increasing its efforts to implement activities aimed at reducing child labor and trafficking in the fisheries sector in the Central (CR) and Western (WR) Regions of Ghana. Poverty is a major cause of child labor and trafficking in fishing communities which is exacerbated by declining fish catches.

Highlights of key Life-of-Project Results in the current M&E Plan include the following

- Management measures in place that allow for the recuperation of tens of thousands of metric tons of food protein supply lost due to severe overfishing and poor management, and a rebound of fish stocks, indirectly benefiting over 130,000 fishermen, fish processors and traders.
- 735,241 hectares of natural resources and fish habitat under more effective management.
- Declines in Illegal, Unreported or Unregulated (IUU) fishing due to an increase in arrests and successful prosecutions and improved voluntary compliance.
- UCC producing management-relevant, science-based information used in decision-making.
- Inclusive participation by under-represented groups, women and youth in decision-making.
- 4,324 people (a majority women) benefiting from improved livelihoods, access to micro-credit, adoption of more efficient and profitable fish smokers and fish product value-added.
- Several climate-resilient fishing communities and strengthened capacity of District Assemblies (DAs) to promote and support resilient community policies and initiatives.
- A decline in child labor and trafficking in the fisheries sector in the Central Region (CR).
- A Fisheries Act that allows co-management and use rights in Ghana's fisheries to be realized.



## **The Evolving Project Operating Environment and Changes in Strategy and Result Targets**

Year 3 represents the mid-term period of the project. The first two years have garnered much experience and lessons learned concerning the evolving context within the marine fisheries sector and a better understanding of what can be achieved over the life of project. The following narrative first provides a big picture overview and describes adjustments in the Life-of-Project targets based on the initial project experience and better conforms to the expectations of what can be achieved in the remaining three years of the project. Table 1 shows performance results to date, targets for Year 3 for each indicator that tracks progress on achieving intermediate results, and revised Life-of-Project (LoP) targets per indicator and intermediate result area.

### ***Goal: Rebuild targeted fish stocks via adoption of sustainable practices and exploitation levels***

The main goal of the project to rebuild key marine fish stocks important for food security remains with targets of increasing biomass and reduced fishing pressure expected over life of project. Initially, it was thought that significant management measures could be put in place in Year 2 that could start to see changes in fishing effort and subsequent beneficial effects on the biomass of fish in the sea. While a seasonal closure in the industrial trawl fishery for three months has in fact been established with public notice and should have a beneficial effect on the demersal resources, no major management measures have been implemented yet for the canoe and semi-industrial sectors. While this represents some level of reduction in fishing effort, it is unlikely that significant progress on improvements in the biological biomass indicator can be achieved without instituting major management measures for the canoe fleet that makes up the majority of the fishing effort and marine fish catch.

Year 2 also represented the start of a Presidential campaign year and this is believed to be one of the major reasons why no new restrictions on fishing effort are being applied to the canoe fleet, as it is likely to be seen as too politically sensitive. Nonetheless, fisheries stakeholder groups are being educated on management measures and stakeholder meetings and dialogues have started to see a consensus among these groups that business as usual is not preferred and that a crisis is looming in the fishery as evidenced by the historical low catches. Support among stakeholders is growing to consider additional measures which may or may not be contained in the current National Marine Fisheries Management Plan, such as a cap on numbers of canoes (managed access) an additional fishing holiday, or a seasonal closure for all fleets as recommended by a science and technical working group (effort reduction). Artisanal fishermen have agreed to close fishing on Sundays across all landings sites starting in January 2017. The proposal submitted by the GNCFC to MOFAD is awaiting a ministerial directive. Additional measures are anticipated in year-3 through a Fishermen to Fishermen consultation process sponsored by the SFMP project. It is anticipated that fishermen will propose and implement new management measures contained within the national management plan. This includes the additional day, canoe registration, the moratorium on new entrants and co-management initiatives. Fish processors are starting to protest the use of illegal fishing methods and in some areas boycotting the purchase of “bad fish”-- fish poorly handled at sea, juveniles, or caught by illegal methods. We anticipate that in Year 3, there will be the opportunity to see additional major management measures implemented that can have a noticeable effect on targeted fish biomass if there is a continued groundswell of grassroots stakeholder support for such measures.

The Ghana Industrial Trawlers Association is also now more engaged in discussions and negotiations with the Ministry on management measures such as the recent three month closure on trawling. The SFMP supported a study tour of key leaders in this association to the New England ground fishery in Year 2 which helped them understand the need to engage more substantially in management decision making and support measures to rebuild the marine demersal fish stocks. They have also participated in our leadership courses to build capacity of trawler owners to engage with the Fisheries Commission and other stakeholders in a more substantive way. Additionally, with SFMP support, they are attending more stakeholder meetings that include canoe and inshore and processor representatives and engaging in dialogues and discussions with these groups.

As a result of these developments, a change in the timing of achieving the high level goal indicators is warranted. The major management measures originally forecasted to be implemented in Year 2, that would result in fishers and processors benefiting economically, is now more likely to occur in Year 3. Implementing these management measures is beyond the direct sphere of influence of the SFMP, as only the Fisheries Commission has the authority to put in place and enforce such measures. The project indirectly influences and supports this outcome via the scientific studies on status of the stocks and by creating a grass roots constituency among stakeholders that support and comply with specific measures implemented. Such demand driven measures are believed to enable the political will needed to gain acceptance of such actions. It is also likely to result in higher compliance if fishers believe these measures are beneficial, and ultimately leading to successful outcomes for the fishery and fishermen and women. In discussions with the USAID/Ghana SFMP AOR, and on careful review of the USAID Ghana standard program indicator definition, we have decided that the program goal measure of *the number of people directly benefiting economically* should be removed as a target as we do not have direct influence in achieving this outcome. People indirectly benefit if the management measures are instituted as the project does not work directly with each and every stakeholder. Instead, we will modify this into a new project indicator as number of persons indirectly benefiting economically and track this through secondary data on landings from the Fisheries Commission and through the project baseline and subsequent surveys with qualitative measures on changes in quality of life and fish catch compared to past years.

Risks in implementing this approach still remain. Decision makers may still fail to take sufficient actions, the stocks may be so badly overfished that recovery may take longer than anticipated, and annual variability in environmental conditions or climate related changes could stall or delay stock recovery, undermining political and stakeholder will. Such uncertainty is not unusual in fisheries management. Stock assessments completed in Year 2 show biomass trends continuing to decline. However, with evidence of additional management measures put in place and complied with by fishers, this decline should start to taper off and show an increase in stocks over time. Fishing mortality has in fact been falling in the past few years due to the near collapse of the fishery but effort levels are still too high to allow rebuilding of stocks. With additional management measures implemented, fishing effort will continue to decline but it is uncertain if it will yet reach levels for rebuilding stocks in Year 3. However, we expect that trends will be moving in the right direction as evidenced by the trawler closed season.

On another theme, the project is also starting to develop woodlots on barren lands to provide for sustainable fuel wood supply for fish processing. In some estuarine areas, the SFMP is also supporting reforestation of mangroves, an essential fish habitat. These additional actions, while small in total area compared to the vast area of the small pelagic fishery, are expected to add to the number of hectares of biologically significant areas under effective and improved management over life of project.

### ***IR 1: Improved Enabling Conditions***

***Co-management national policy:*** There have been a number of changes in the project direction concerning progress on key policies in the fishery sector. A co-management policy framework was drafted in Year 2 in cooperation with the WARFP and stakeholders have been consulted on its contents. (Steps 1 and 2 on the policy indicator). It is expected to be adopted by the Government of Ghana in the early part of Year 3. This will then set the stage for amendments planned for the Fisheries Act to further enable and fully implement co-management initiatives.

***Management Plans for Targeted Stocks:*** An assessment of the small pelagic fishery and a brief profile on the fishery has been developed to date and presented to stakeholders (steps 1 & 2 on the policy indicator), and an assessment of the demersal stocks and presentation to stakeholders is expected to be completed in Year 3 (step 1 on the policy indicator). While the Marine Fishery Management Plan was formally adopted in 2015, the project cannot take credit for this development under the policy process indicator as it was ongoing at the time of project startup and financially supported mainly via the WARFP. A key point however is the policy context has changed from the time of the project design preparation, so it is no longer necessary or desirable for stand-alone small

pelagic and demersal plans to be developed at this time as originally proposed. Rather, these are now subsumed as components in the comprehensive national marine fishery plan. While the SFMP can take credit for conducting assessments and stakeholder consultation on the small pelagic and demersal fish stocks (steps 1 and 2 in a policy process), Ghana has now moved past step 3 (formal adoption) regarding a marine fisheries management plan. The SFMP will adjust targets in Year 3 to produce results at step 4 – full and effective implementation of the plan in Year 3 and beyond. There is no longer a need or reason for targets for separate small pelagic and demersal plans. We will consider the plan as being effectively implemented when a Fisheries Management Operational Committee has been established and when additional management measures are implemented that substantially cap or reduce fishing effort, especially in the canoe fleet, such as an additional fishing holiday, closed season or effective cap on new registrations.

***Amendment of the Fisheries Act:*** The amendments to the Fishery Act are slated to reach Parliament in 2018 (during project Year 4), but progress is already being made on this front. For example, the project is participating in and supporting a task force that was established by MOFAD in Year 2 to work on redrafting of the Act. The draft co-management policy framework will set the stage for necessary amendments to the Fisheries Act to provide effective authority to establish co-management groups at different ecosystems scales. Co-management arrangements are the main focus of the SFMP's contribution to the amendments to the Act, with WARFP focused on a comprehensive review and updating of the other sections. Stakeholders have already participated in the consultations on the co-management policy that are laying the ground work for the legislative changes.

In addition, the project has already drafted recommended legislative language to support a major initiative of the Minister to establish the Fisheries Citizen Watchdog (FCW) program. The project conducted an analysis of the current legal regime and concluded that while some pilot initiatives can get started under the existing framework, which the project is supporting, to fully put the program into effect will require explicit language added into the Fisheries Act amendment. Stakeholders participated in this legislative review and made comments on the language to be included in the Act to formally establish this program. Hence, the project has already contributed to steps 1 and 2 (analysis and stakeholder participation) of this particular policy process. These steps will not be claimed as a result until further analysis and stakeholder consultation is supported in Year 3 on the drafting of Fisheries Act amendments, with submission of a revised Act and adoption of the new legislation still anticipated for Year 4. Again, while the project can directly support analysis and drafting of new language and facilitate stakeholder meetings on the new language, it is the MOFAD and Parliament that ultimately determine whether a new Act will be legislatively adopted. This outcome lies beyond the direct ability of the project to guarantee as a result and therefore no certainty it will be achieved. Nevertheless, this will be set as a target in Year 4.

***Strategy to Combat Child Labor and Trafficking in the Fishery Sector:*** In Year 2, we proposed working with the Fisheries Commission on the development of a national strategy to combat child labor and trafficking in the fisheries sector. After numerous discussions it was determined that such a strategy should be developed under the Ministry of Gender, Children and Social Protection. Analysis, and stakeholder consultation and early drafting of the strategy document (through step 3 of the policy process) have been completed, and submission for approval and adoption (steps 3 and 4) targeted in Year 3. The project will support to some extent implementation of the strategy but will not target over LoP the full and effective implementation of the strategy as we do not feel the resources dedicated to this will be sufficient to guarantee this outcome.

## **IR 2 Improved Science for Policy and Management Decision Making**

No substantive changes will be made in targets under this result area. Past accomplishments include considerable training of the Fisheries Commission staff at the Fisheries Statistical Survey Division and UCC staff and faculty on stock assessment and data collection. Year 3 starts a new phase of capacity building with four new graduate students enrolled at URI in long term overseas training. The leadership development course will be scaled up in Year 3 to reach a wider number of participants and target mid-level FC staff zonal officers and community groups and stakeholder leadership involved in the applied management initiatives for targeted areas and stocks – the small pelagics and community

based fisheries management areas in the Pra, Ankobra and Densu estuaries. The SFMP and FSSD will continue to improve process of fisheries data collection and implement a pilot project on the use of mobile technologies (tablets) for fisheries data collection. Year 3 will start a handing over to the FSSD to initiate special cooperative research involving stakeholders. FSSD will conduct a survey on the fishing gear used in the artisanal fisheries and quantify the extent of IUU in the artisanal fisheries. After successful piloting of the use of SUAs (Small Unmanned Aircraft) for obtaining high resolution imagery for community and wetland mapping using a small helicopter SUA, we are requesting permission to invest in a larger scale fixed wing model and associated training to be able to extend the range and scale of the mapping that can be accomplished. The fixed wing SUA would be made available for all USAID coastal program implementing partners (UCC and CSLP) over the life of the project. The long term aim is to transfer this equipment to UCC and develop their capacity to operate and process imagery to improve GIS mapping and coastal planning capacity of the Center for Coastal Management and the Department of Fisheries and Aquatic Sciences. This will require an amendment to the URI cooperative agreement and also approval by the USAID/Ghana AOR of a sustainability plan before these activities are undertaken.

### **IR 3 Building Constituencies**

We have concluded that it is unlikely that high level decision makers will approve significant management measures needed for the recovery of the small pelagic fishery without a much stronger demand being expressed from stakeholders themselves. The science base justifying additional measures such as a recommended by the STWG for a closed season for all fleets and stocks has been established. Hence Year 3 will see considerable additional investments in allowing key fisheries stakeholders to caucus among themselves and with each other (GIFA, GITA, GNCFC, etc.) in order to negotiate positions and to make their own recommendations to decision makers in how they feel the fishery can be rebuilt. Continued efforts will be made on several thematic communications campaigns at the national and community scale; anti-child labor and trafficking in fisheries, healthy fish processing and handling, and anti-IUU fishing. There will be a slight increase in the results target here in Year 3 and over Life-of-Project on number of information products disseminated in the media through various channels including community radio and other outlets.

### **IR 4 Applied Management**

A number of changes are being made in this result area. Concerning the indicator on the number of hectares under improved management, sufficient processes have been implemented so that hectares for the small pelagic fishery were counted in Year 2 instead of as originally targeted in Year 3. Contributions to date include a stock assessment and extensive stakeholder consultations and profiling of the small pelagic fishery. In Year 3 and beyond, continued support will be provided in the implementation of the national marine fisheries management plan (NMFMP) with emphasis on the small pelagic components.

Hectares under improved management for the Pra and Ankobra estuaries will be accelerated and targeted for Year 3 instead of Year 4 as profiling of the fishery and development of draft management plans are now targeted for completion in Year 3.

Hectares under improved management for the demersal fishery in the Western Region is targeted for Year 3 once the stock assessment is completed and presented to stakeholders. Additional work on the demersal fisheries in Year 3 will focus on documentation of local ecological knowledge and cooperative studies between UCC, FSSD and the Ghana Industrial Trawlers Association on the economically valuable cuttlefish fishery. While this work will likely result in specific recommendations for management of this fishery (e.g. area closure during and in spawning areas), no specific management plan will be developed for this fishery. Instead, such recommendations would be provided to the FC and Operational Committee of the NMFMP for consideration.

In Year 3, an additional area for improved management will be added to the Life of Project and Year 3 targets. This concerns the Densu estuary on the Western outskirts of Accra where a women-led oyster fishery occurs. DAA will lead this effort and facilitate cooperation on action research and extension with UCC/CCM. Opportunities for UCC involvement include assistance in training of

harvesters in oyster biology and ecology, and action studies and experiments with oyster aquaculture, oyster restoration and water quality studies.

There have been some adjustments in our approach to how the number of people in the fishery sector are benefiting through assistance provided to fishery MSMEs. Performance targets on Post Harvest Value Chain Improvements in Year 2 were achieved but the emphasis of how those targets were achieved had changed. Initially we thought that improved fish processing technologies (fuel efficient stoves) could be scaled up quickly. However, in Year 1 studies showed that the selected technological innovation, the Morrison smoker design, showed high levels of PAH (a carcinogen found in food and resulting from the smoking process). In addition, there were some concerns about acceptance of the Morrison design by fish processors based on the initial demonstration stoves built in Year 1 and early in Year 2. Hence, scale up of these stoves was scaled back in Year 2 well below what was initially anticipated.

Formative evaluations conducted on the Morrison stove showed high levels of adoption, but also highlighted some challenges. However, with adjusted extension approaches and allowing for some variation in the tray design based on preferred fish smoked, most of the concerns can be addressed. More than half of existing users would buy more Morrison stoves again, recommend this technology to others, and felt that the technology provided costs savings on fuel wood and a superior and easier sold processed fish product. Investments were also made in Year 2 in modifying the Morrison design, and development of a new alternative smoker design so that PAH levels could be reduced to levels below existing technologies in use (the “chokor” design) although probably not to levels that would meet EU export standards.

Due to the challenges in stove design, partners working at the community level redirected resources for benefiting MSMEs from stove technology to other business development and improvement services. These included scaled up training on improved fish handling and packaging as a means of improving product quality and value. In addition, especially in the Western Region, micro-financial services were provided to households engaged in fishing businesses. At the end of Year 2, modifications and new stove designs were developed at reasonable cost and that have lower PAH levels. These new designs started to be rolled out at the end of Year 2 and will continue in Year 3. In addition, Year 2 saw the development of a scale-up strategy that relies on a private sector approach and is seen as more sustainable beyond life of project than a full subsidy based approach. This involves stove financing provided mainly via local private loan institutions and not project subsidies, and through the development of small businesses that market and sell the improved smoking technologies. A dual track for MSMEs benefiting will be used in Year 3, with both investments in scale-up of improved smoking technologies as well as improved handling and packaging for value addition. If the new stove technologies prove to be popular and private sector loan institutions also start to scale up financing, we see a high likelihood of an accelerated pace of scale-up of the new stoves beyond Year 3.

#### **IR 5: Gender**

No major changes are anticipated here in relation to performance targets. Gender analysis of CiviCRM data has indicated there has been an uptick in the number of women participating in meetings and trainings and other activities compared to earlier phases of the project, primarily due to the increase in project interventions concerning women led MSMEs. Participation of women in NRM initiatives still lags behind men. To increase women’s leadership and advocacy on NRM, an increase in leadership training events for members and leaders of fish processor and trader associations will take place in Year 3.

#### **IR 6 Strategic Private Partnerships**

No major changes are anticipated here in relation to performance targets.

#### **IR7 Capacity Development of GoG and CSOs**

Year 3 ushers in a phase of the project where two persons from the FC and two from UCC, all women, will have started overseas graduate degree training at URI. This is a major long term

investment in increasing the scientific capacity of these institutions. We will consider disaggregating the graduate degree training into a new USAID designed specifically for this training as a new PMP target at a later date.

Increasing investments will be put into development of national fisheries stakeholder associations, particularly the National Fish Processors and Traders Association and the Ghana National Canoe Fishermen's Council. These are viewed as critical organizations that need to increase their ability to engage at the national level in management decision making concerning the key marine fisheries stocks and in active dialogues with other national stakeholder groups such as GITA and GIFA. Ongoing capacity development efforts will continue with existing institutional units of GoG and CSOs already targeted by the project. In terms of life of project targets, numbers of processor and producer groups being assisted will not change. NAFPTA, given its potential to increase women's national participation in management decision making processes, will be added to those being assisted. The Fisheries Alliance has been dropped as the initial assessment has shown this organization as not very effective or influential. Local partners are also developing the capacity of community scale producers associations and developing community savings groups, so this target on number of groups (and the associated target on number of members of these groups) may also be adjusted upwards at a later date.

**Table 1. Results to date, Year 3 targets and revised life-of-project targets per result area and indicator**

InD No	Indicator	Result to Date No	%	Work Plan Target Year 3	Original PMP Target Year 3	Target LoP	Revised LoP Target
<b>Goal: Rebuild marine fisheries stocks and catches through adoption of responsible fishing practices.</b>							
1	Number of hectares in areas of biological significance and/or natural resource showing improved biophysical conditions as a result of USG assistance (EG 4.8.1-1)	N/A		15 hectares	Tracked	610,900 marine	No Change in LoP Target
1a	<i>Fishing Mortality at MSY (Fmsy) (Small pelagics &amp; Demersal)</i>	<i>Baseline (declining – positive trend)</i>		Stable /decreasing (Assumes major management measures put in place)		Stable /decreasing (Assumes major mgt measures put in place)	No Change in LoP Target
1b	<i>Biomass to produce MSY (Bmsy): (Small Pelagics only)</i>	<i>Baseline (declining – negative trend)</i>		Stable/increasing (Assumes major management measures put in place (e.g. 2nd fishing holiday etc.)		Stable/decreasing (Assumes major mgt. measures put in place)	No Change in LoP Target
2	Number of indirect project beneficiaries (project custom indicator)	N/A		Counting 130,000 if the close season or second fishing holidays is adopted	Tracked 130,000 small pelagic mgt.(assumes benefits from adoption of closed season)	Tracked 130,000 small pelagic mgt.(assumes benefits from adoption of closed season)	Changed from a USAID standard indicator to a project custom indicator (Indirect from direct beneficiaries)
<b>IR1: POLICY: Strengthened enabling environment for marine resources governance</b>							
3	Number of agricultural and nutritional enabling environment policies analyzed, consulted on, drafted or revised, approved and implemented with USG assistance (RAA)(EG.3.1-12)	2 (small pelagic analysis -s Fish Act Analysis)		<ul style="list-style-type: none"> <li>• Step 3-Ankobra (CBMP)</li> <li>• Step 3-Densu(Oyster Plan)</li> <li>• CLaT strategy –Step 4</li> <li>• Fish Act –Step 2</li> <li>• NMFMP-Step 5</li> <li>• Co-mgt. policy –Step 4</li> <li>• Step 3 Pra (CBMP)</li> </ul>	small pelagic plan submitted  Demersal drafted Public consult	6 (Fish act, child labor, small pelagic, demersal plan, Pra plan, Ankobra plan)	7 Fish Act step 4 CLaT strat step 4 NMFMP – step 5 Co-mgt pol –step4 Pra, Ankobra, Densu –step 4
<b>IR2: SCIENCE &amp; RESEARCH: Increased use of science and applied research to inform decision-making and the implementation of management plans</b>							
<i>See cross cutting indicators</i>							
<b>IR3: CONSTITUENCIES: Constituencies and political will for policy reform &amp; implementation built, demanding sustainable use and conservation</b>							
6	Number of information products disseminated in local media reports, radio shows, conference papers, and research studies (Project indicator).	83	85%	36	20	98	140

InD No	Indicator	Result to Date No	%	Work Plan Target Year 3	Original PMP Target Year 3	Target LoP	Revised LoP Target
<b>IR4: APPLIED MANAGEMENT: Improved management of marine resources to conserve bio- diversity &amp; provide other benefits</b>							
7	Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (EG 4.8.1-26)	N/A	<sup>1</sup>	619,473 hectares	610,900 small pelagic plans	735,241	
8	Number of DAs supported with USG Assistance (Ghana CDCS, IR 2.3 indicator)	4	100%	4	4 on going	4	No change in LoP target
9	Improvement in fisheries enforcement and prosecutorial chain to counter IUU fishing (Project Indicator)	Decreasing	N/A	Increasing	Increasing	Increasing	No change to Target
10	Number of climate vulnerability assessments conducted as a result of USG Assistance (EG 4.5.1)	1	33%	N/A	N/A	3	No change in LoP Target
11	Number farmers and others who have applied improved technologies or management practices with USG assistance (RAA)(WOG)-EG.3.2-7	N/A	N/A	100,000 (assumes national closed season or other measure for canoes/small pelagics adopted)	N/A	111,000	No change to Target
12	Number of micro, small and medium enterprises (MSMEs), including farmers, receiving business development services from USG assisted sources (FtF 4.5.2)	1,330	31%	896	1013	4,324	No change to Target
<b>IR 5 Gender</b>							
<i>See ross cutting indicators</i>							
<b>IR 6 Public Private Partnerships</b>							
13	Value of new private sector capital investments in the agriculture sector or food chain leveraged by Feed the Future implementation.(RAA)-EG3.2-22	0			Tracked ,no target	Tracked, no target	
16	Number of public-private partnerships formed as a result of USG assistance (RAA)-E.G 3.2-5	0		1	1	2	No change to target
<b>IR 7 Capacity Development</b>							
4	Number of institutions with improved capacity to develop and implement managed access fisheries management plans	N/A	N/A	16 Ongoing ,NAFTA replaces FA	16-Ongoing, no new groups	16	No change in LoP Target
14	Number of for- profit private enterprises ,producers organizations, water users organizations, women's groups, trade and business associations, and community based organizations(CBOs) receiving USG food security related organizational development assistance	3	100%	4 (1 new-NAFTA)	3 (DAA, CEWEFIA & GNCFC)	3	Target changed from 3 to 4
15	Number of members of producer organizations and community based organizations receiving USG assistance	1144		TBD	Same on going	TBD	TBD

<sup>1</sup> As of July 30, 2016 (Y2 Q3 Progress report)



InD No	Indicator	Result to Date		Work Plan Target	Original PMP	Target	Revised LoP
	(S) (FTF 4.5.2(27))	No	%	Year 3	Target Year 3	LoP	Target
<b>Cross Cutting Indicators (summarized for all IRs)</b>							
5	Number of days of USG funded technical assistance in NRM and/or biodiversity provided to counterparts or stakeholders (EG 4.8.1-28)	1574	43%	704	852	3,634	No change to LoP Target
17	Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)	1758	34%	1492	1600	5,126	No change
18	Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance (4.8.1-29)	22,060	37%	19,959	16,000	59,080	No change

## **A. Activities and Results Expected per Intermediate Result (IR) Area**

This section is organized around the four primary intermediate results areas described in the theory of change provided in Appendix 1. It also includes cross-cutting result areas in gender, strategic private partnerships and capacity development. For each IR, there are a number of Activity area headings. For each IR, anticipated Life of Project (LoP) results and overall strategy are described followed by a brief description of the key activities for Year 3. For each activity area, a table is provided in Section D: Implementation Schedule which details the main tasks and related outputs and results targets, sequencing of tasks over the year by month and the persons and organization responsible.

### **IR 1: Strengthened Enabling Environment for Marine Resources Governance**

Key outcomes and results expected over LoP for IR1 described in the Program Description include:

- Recommendations for the amendment of the Fisheries Act amended with explicit language for co-management and use rights
- Strategies for fishing capacity reduction and fuel subsidy phased-out debated and policy options presented to MOFAD/FC
- Policy recommendations concerning ways to reduce child labor and trafficking presented to the National Child Labor Steering Committee
- Significant decrease in IUU fishing through increase of arrests made and successful prosecutions that act as real deterrence and coerce more compliant fishing behavior

The SFMP intends to achieve these results through a combination of policy initiatives carried out at the national level with MOFAD and the Fisheries Commission, and with significant stakeholder engagement. National activities, especially concerning small pelagic stocks, will also need to be coordinated at the Guinea Current regional scale. Law enforcement and child labor and trafficking activities take a two-track approach with national policy level components coupled to field efforts. Strengthening law enforcement capacities is reaching down to each coastal region and the two enforcement command groups for the Western and Eastern coastal regions. With regard to the child labor and trafficking, the field focus is in the Central Region, where this practice is considered most pervasive. National policy initiatives are also being promoted by the project.

Advances have been made in all of these enabling environment result areas with highlights provided below.

Ghana is embracing fisheries co-management, as a policy framework took shape during drafting sessions in Year 2. The SFMP made substantial contributions to a draft policy, working closely with the WARFP, and supported stakeholder consultations for review of the co-management policy. The MOFAD and Fisheries Commission (FC) also embraced a fisheries citizen watchdog program to support law enforcement based on lessons learned from the Philippines study tour conducted in Year 1. Two sites to establish pilot Fisheries Watchdog Committees were selected in Year 2.

SFMP has been provided a seat on the task force charged with drafting the new Fisheries Act. Already, work on the citizen watchdog and co-management policies have outlined sections of the Act and some of the legislative language needed to fully put into effect co-management arrangements.

The marine police academy has been outfitted with furnishings enabling its use for training marine police in fisheries enforcement. Dozens have already been trained and the national leadership has embraced the concept of a competency-based human resource development approach to building capacities of three levels of staffing.

Child labor policy has come into stronger focus with the placement of Ghana on the US Department of State Tier 2 Watch List for the second consecutive year. To ameliorate the adverse effects of child labor in fisheries, the project has implemented an extension behavior change communications campaign in the Central region including the use of community volunteer advocates and establishment of child protection committees. At the national level, SFMP is working with the Ministry of Gender, Children and Social Protection (MoGCSP) on a specific strategy for the fisheries sector since they are in charge of a broader policy review that addresses all Child Labor and Trafficking in the country.

There are five main activity areas that contribute to this Intermediate Result. These activities will be implemented with technical leadership provided from the SFMP Accra office, technical assistance from URI based staff, and coordinated efforts from several of the implementing partners, including Hen Mpoano, Friends of the Nation, CEWEFIA, DAA, and SNV. Key counterpart institutions involved in these activities include the MOFAD, the Fisheries Commission, the Marine Police, the Fisheries Enforcement Unit and the Marine Fisheries Resources Division. These activities are briefly described below and an implementation schedule with outputs, results and timing per activity presented in in Section D.

### **1.1 Addressing Key Policy Issues in the Marine Fisheries Sector**

*Regional Stakeholder Consultations on Draft Fisheries Act:* SFMP has been invited by the Ministry to support the technical work that will go into the drafting of the new act. SFMP will work with the Ministry and consultants in drafting this new legislation. The draft Act is expected to be subjected to stakeholder deliberations and inputs before it is laid before Parliament in 2018. SFMP will support the MOFAD/FC to engage stakeholders from the four coastal regions to solicit their concerns and provide technical inputs into the draft legislation.

*Fisheries Co-management:* The draft policy is expected to be approved by the Minister in 2016. This will also set the stage for needed legislative changes on co-management which will be bundled with a host of other WARFP supported revisions underway. SFMP will continue to support efforts to engage stakeholders in discussing the co-management policy and soliciting inputs for the implementation of the policy in the revised Fisheries Act.

*Policy analysis on potential alternative benefits for fishers compared to the fuel subsidy.* This issue paper will be presented to the Ministry and discussed in detail after the upcoming national elections. Further work on this issue will depend on interest expressed by the Ministry to explore in more detail any of the suggested alternative strategies presented in the paper.

*Issue and policy brief on illegal nets.* The importation and trade in illegal fine mesh nets is not well understood and is seen as part of the problem of why their use is so extensive. An issue analysis and brief will document the supply chain in the net trade to guide the development of policy and reforms to stem the importation of illegal nets into the country.

### **1.2 Strengthened Law Enforcement**

*Training of FEU and Marine Police and strengthening the prosecutorial chain.* The SFMP, through Friends of the Nation, works with the marine police administration, Ghana Navy and the MCS Unit of the Fisheries Commission to strengthen the capacity of the Fisheries Enforcement Unit (FEU). SFMP areas of support are focused more on shore-based and community level monitoring control and surveillance (MCS) improvements and to a lesser extent on understanding and coordinating regional and high seas IUU fishing issues where other donors are quite active. As part of SFMP's support to the Marine Police Unit (MPU), the project assisted the MPU in developing a set of competencies for Marine Officers. The MPU will use these competences to design their overall organizational development strategy. This includes recruitment from the Police Academy, induction training for MPU officers and professional development of MPU supervisors to develop their staff on the job for greatest impact at least cost. SFMP will support this strategy by providing TA in applying the competences to the MPU Induction Training Curriculum. Secondly SFMP will coach the MPU Supervisors, in select pilot districts, in using the competences to self-assess staff and produce performance development plans. Follow-up assistance will support supervisors in conducting on-the-job training activities with feedback that's in line with officers' competence development plans. A series of meetings on how to assess staff, provide feedback, and produce performance development plans will be held. The SFMP also will continue to support a series of meetings among institutions involved in the prosecutorial chain that help strengthen strategies to ensure successful prosecutions.

*Behavior change communications on good fishing practices to reduce IUU fishing.* SFMP focuses on capacity building initiatives that can contribute towards lasting behavior change among stakeholders at all levels of governance to ensure the rational and responsible management of fisheries. The project strategy includes an important component for identifying, promoting and integrating the good

management practices used at the local level in efforts to help the FC implement its National Marine Fisheries Management Plan. The NMFMP has assigned high priority to actions aimed at improved enforcement of fisheries regulations. HM will complement this effort through coordination with the Fisheries Commission to achieve high compliance with fisheries regulation through coast-wide behavior change communications on good fishing practices. This communication campaign will involve the combination of audio-visual aids including short videos on IUU fishing screened in targeted landing sites where IUU practices are widespread. HM will create community platforms for discussing good fishing practices and encourage peer dialogue among fishermen to unearth strategies for adoption of good practices.

*Fisheries Watchdog Groups.* Following from the Philippines study tour in Year 1 and subsequently by the request of the Ghana National Canoe Fishermen's Council (GNCFC) to the Minister of Fisheries and Aquaculture Development to form fisheries watchdog committees at the landing beaches, the Hon. Minister has endorsed the formation of the committees at landing beaches. In Year 2, SFMP supported MOFAD and FC to initiate steps to form two pilot watchdog committees in the Greater Accra Region. In Year 3 these committees will serve as extra eyes and ears on the beaches to support law enforcement activities. They will also educate other fishermen on fisheries laws in the community as well as conduct sea borne patrols. With the support of SSG Advisors, strategies, workshops/trainings and manuals will be developed for the effective implementation of the watchdog activities. SFMP, with support from HM, will continue to support the development of the watchdog activities and scale up pilots to the other 3 coastal regions. SFMP will collaborate with MOFAD/FC to ensure that the FWC becomes a model in fishing communities as it pertains in the Philippines. SSG will also work with Hen Mpoano and the Fisheries Commission to support and oversee the FWC program pilot in two communities, review progress, challenges, and successes and document lessons learned to guide future FWC program implementation and scale up. SFMP will work with the MOFAD and FC to develop a scale-up and sustainability strategy for the program, including exploration of private sector engagement and investments to support and enhance the program.

*Construction of a FEU post in Elmina.* The initial strategy to refurbish an existing structure was abandoned as the old structure is too worn down and its location on the shorefront makes upkeep and maintenance too costly. The FC identified a second site but has not yet obtained paperwork necessary to build on the newly proposed site. Therefore no progress was made on this activity in Year 2. Since the newly proposed site is a few kilometers from the port, SFMP will contract an architect to review and scope possible alternatives at the new site and at the old port facility. Based on this scoping, a choice will need to be made by FC before preparatory activities for construction can begin, including hiring an architect to do detailed designs, bill of quantities, environmental reviews and approvals, etc.

### **1.3 Harmonizing Regional Fisheries Policies**

The SFMP will continue to collaborate with FCWC and CECAF on regional fisheries research and management programs. Pelagic fish stocks are trans-boundary and shared resources extending beyond the borders of Ghana. Recent information on the status of small pelagic stocks reveals it to be overfished across West Africa with the highest levels of overfishing in Ghana. Reversing these trends require high level coordination at the regional level on fisheries research and management.

In this context, SFMP will collaborate with the Fisheries Committee for the FCWC and the CECAF to identify the stock structure of round sardinella (*S. aurita*) and flat sardinella (*S. maderensis*) in West Africa. This involves the delineation of population structure of the small pelagic resources, a central piece for rebuilding stock strategies and other fisheries management practices. The SFMP collected DNA samples of these species from 12 countries (Morocco, Senegal, Mauritania, Guinea-Bissau, Liberia, Côte d'Ivoire, Ghana, Nigeria, Togo, Gabon, Congo, and Angola). Samples will be analyzed at the Biological Science Department of URI. The study is also part of the capacity building program with UCC (IR-2.3) as the student enrolled in the M.S.-Fish genetics program at URI will process samples and address other research questions relative to microsatellite markers of DNA of small pelagics.

The SFMP will share the results with the regional collaborators and work with the regional fisheries management in West Africa. The final results will be presented to the CECAF meeting in mid-year

along with rebuilding projections and scenarios of small pelagics within the EEZ of Ghana. The countries in the CECAF region will also benefit from these results for the small pelagic fisheries management within each country's jurisdiction.

#### **1.4 Informing the U.S. Government on Key Fisheries Policy Issues in Ghana**

SFMP will brief senior officials in USAID and the Embassy on critical policy issues and challenges affecting the economic health of the fisheries sector in Ghana so they are well informed in their discussions with high-level GoG officials. We will suggest ways that USG assistance can and does support reforms called for in Ghana's national policy documents and plans. Of special interest will be provision of information on child labor and trafficking in fisheries and IUU fishing as these are two globally important issues of concern to the US Department of State.

#### **1.5 Reducing Child Labor and Trafficking in Fisheries**

It is estimated that there are over 2.7 million child laborers in Ghana and that the largest employers of child labor in Ghana are in the Fishing, Cocoa and Artisanal Mining sectors. Child Labor and Trafficking (CLaT) victims in the fisheries sector are exposed to various degrees of life-threatening dangers. The U.S. Government 2016 Trafficking in Persons Report classified Ghana as a Tier 2 Watch List country for the second year in a row. This means that the US Dept. of State has concluded that the Ghana government does not fully meet the minimum standards for the elimination of trafficking in persons. This classification has varied implications for Ghana; including likely cuts in US development assistance, and requires both national and local level efforts aimed at reducing child labor and trafficking in the long term to avoid this sanction.

In view of this, the SFMP is implementing a number of strategies aimed at reducing CLaT in the fisheries sector through behavior change communications and livelihood interventions that targets adult caretaker (parents, guardians, etc.) who are the key perpetrators as a result of poverty or lack of knowledge on the damages of CLaT on children. Increasing poverty due to declines in fish catches is viewed as exacerbating this problem in fishing communities. These activities are focused in the Central region where this practice in the fisheries sector is considered most pervasive and as a source for children trafficked into fisheries work on Volta Lake. Our strategy is also aimed at supporting Community Child Protection committees to function effectively in advocacy, reduction and elimination of CLaT in source communities. Capacity building support will include training of local IPs, District Assemblies, Community Child Protection Committees (CCPCs) and anti-CLaT advocates on Child Labor and Trafficking Strategy; use of the systematic referral mechanism and protocols developed under the Child Protection Compacts and development of Community Action Plans.

*National advocacy and policy on CLaT and Fisheries Commission strategy.* At the national level, SNV, with the cooperation of partners including FoN, DAA and CEWEFIA, will work with the Fisheries Commission and the National Steering Committee on Child Labor (NSCCL) to implement strategies and action plans outlined in the Fisheries sector strategy on CLaT developed in year 2. Efforts at the national level will also include a media advocacy campaign aimed at focusing the attention of government and stakeholders to take action in reducing CLaT. National efforts will also support the Fisheries Commission focal person on CLaT to formulate how the national strategy on CLaT in fisheries can be mainstreamed within the FC initiatives and programs.

*Behavior change communications at the community-level in the Central Region.* The SFMP, behavior-change communications initiative in the CR is implemented through local partners DAA, FoN and CEWEFIA, in an effort to make such practices socially unacceptable. Value chain improvements will work to include vulnerable households most likely to engage in such practices, under the premise that economic hardship is a leading root cause of the problem. Increased emphasis will be placed in Year 3 by partners FoN, DAA and CEWEFIA on local advocacy, including community communication durbars and drama performances on CLaT, communication on the CLaT hotline, press engagements, posters, and information leaflets. A radio campaign on Child Labor and Trafficking, as well as training and support to Child Protection Panel and Social welfare Departments will also be provided. Training will be increased for local IPs, DAAs, CCPCs and anti-CLaT advocates on Child Labor and Trafficking Strategy and Community Action Plans. Training will also

include for local implementing partners including DAA, CCPCs and anti-CLaT advocates on the use of the systematic referral mechanism and protocols developed under the Child Protection Compacts. This will include field coaching and monitoring of IPs, DAAs, CCPCs and anti-CLaT advocates on the implementation of Community Action Plans and the systematic referral mechanism and protocols developed

**Key Year 3 Outcomes and Results for IR 1**

Indicator	Targets Year 3
<p><b>Ind 3:</b> Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case FTF 4.5.1(24))</p> <ol style="list-style-type: none"> <li>1. Analysis</li> <li>2. Stakeholder consultation/public debate.</li> <li>3. Drafting or revision.</li> <li>4. Approval (legislative or regulatory).</li> <li>5. Full and effective implementation.</li> </ol>	<p><b>SNV</b></p> <ul style="list-style-type: none"> <li>• Child labor strategy –Step 4</li> </ul> <p><b>CRC</b></p> <ul style="list-style-type: none"> <li>• step 2 Fish Act</li> <li>• -Step 4 (Co-management framework)</li> </ul>
<p><b>Ind 5:</b> Number of days of USG funded technical assistance in NRM and/or biodiversity provided to counterparts or stakeholders (EG 4.8.1-28)</p>	<p><b>SSG</b></p> <ul style="list-style-type: none"> <li>• <b>35 days</b> –FWC lessons learned Assessment</li> <li>• <b>20 days</b>- FWC Scale up and Sustainability Strategy Development</li> </ul> <p><b>CRC</b></p> <ul style="list-style-type: none"> <li>• <b>20 days</b> for Ricci</li> <li>• <b>10 days</b> for CRC Director</li> </ul> <p><b>Total:85 days</b></p>
<p><b>Ind 17:</b> Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)</p> <p><b>Ind 18:</b> Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance (4.8.1-29)</p>	<p><b>HM</b></p> <ul style="list-style-type: none"> <li>• 176 citizen watch on water program volunteers trained</li> <li>• 3168 person hours</li> </ul> <p><b>FoN</b></p> <ul style="list-style-type: none"> <li>• 40 marine police and FEU supervisor’s trained</li> <li>• 400 persons per hours of training</li> <li>• 120 Child Protection Panel and Social Welfare Dept. staff in six (6) DAs in C/R trained on Child labor issues</li> <li>• 600 person hours</li> </ul> <p><b>SNV</b></p> <ul style="list-style-type: none"> <li>• 20 national stakeholders trained on child labor Policy</li> <li>• 140 person hours</li> <li>• 50 local IPs, DAAs, CCPCs and anti-CLaT advocates on trained on Child Labor and Trafficking Strategy</li> <li>• 350 person hours</li> </ul> <p><b>CEWEFIA</b></p> <ul style="list-style-type: none"> <li>• 80 people trained on the use of integrated referral mechanism under child protection for CCPCs and advocates.</li> <li>• 1120 person hours</li> <li>• Refresher training for anti CLaT (Same as</li> </ul>

Indicator	Targets Year 3
	<p>above) but 1 day- 480 person hrs</p> <p><b>DAA</b></p> <ul style="list-style-type: none"> <li>• 14 Anti CLaT advocates trained-Winneba</li> <li>• 84 person hours</li> <li>• 30 New Anti CLaT advocates trained</li> <li>• 180 person hours</li> </ul> <p><b>Total: 530 people trained</b> <b>6636 person hours</b></p>

## **IR 2: Science and Research Applied to Policy and Management**

The SFMP will continue to promote science-based fisheries management processes. This will be achieved by strengthening the capacity of FC-FSSD and UCC in fisheries research and stock assessment. Science-based fisheries management has proven effective around the world. It managed to rebuild once depleted stocks and restored the abundance of over 40 fish stocks in the U.S., thus creating jobs and income for fisheries stakeholders. The fisheries Act 625 of Ghana states that fisheries management decisions “*shall be based on the best scientific information available*” and “*shall specify the information and any other data required to be given or reported for the effective management and development of fisheries*”. This legislation requires valuable resources and competencies to provide information on the state of the fishery and evaluate the performance of management actions in place. In this context, the SFMP is introducing modern and cost-effective techniques for data collection with FC-FSSD and engaged stakeholders in research and management through several cooperative research partnerships.

Key Outcomes and results expected over LoP for IR 2 and as described in the Program Description include:

- FSSD producing relevant science-based information in collaboration with UCC to convene trainings and workshops with the FC and stakeholders to promote science-based decision making
- Several ICT innovations for mobile apps being used in fisheries data collection and fisheries management monitoring and evaluation
- Improving fisheries and GIS data, utilizing stock assessments in management processes
- A formalized scientific and technical working group advising the FC
- Competent UCC personnel provided to GoG and stakeholder groups, businesses
- Cooperative research is established as integral research component of UCC-DFAS

The Scientific and Technical Working Group, endorsed by the Fisheries Commission in Year 1 continued to advise the FC on fisheries management actions. The STWG prepared and submitted a management proposal on a closed season for small pelagics to the FC and MOFAD. The proposal remains under review and consideration by the Minister of MOFAD. In addition, the STWG completed the formal peer-review process which provided a critical evaluation by independent experts (international) on the status of the stock.

The inaugural visit by the President of URI to Ghana strengthened the ties between the two institutions and provided a wide range of additional opportunities to collaborate in other areas such as biological and life sciences, oceanography, business and pharmacy. The Deans of each of these departments from URI and UCC completed successful exchange visits to discuss ways to create a dual degree, J-term and exchange of graduate students.

### **2.1 Scientific and Technical Working Group (STWG)**

The STWG will continue to assist the FC to update and validate the status of the stock for small pelagics and develop a fisheries monitoring plan in coordination with the Fisheries Management Operational Committee. The plan will include a performance report and an evaluation of management actions with a process for adaptive management actions. STWG activities also feed into the national consultations (see section 1.1) and sets the stage for Small Pelagics management (see section 4.1).

The National Marine Fisheries Management Plan of Ghana requires an annual review of the status of the fish stocks within its EEZ. This requirement calls for additional capacity and technical expertise in fish stock assessment and management from various national research institutions, fisheries projects and academia to update the assessment and make recommendations. The STWG will continue to prepare and present the status of the stock for small pelagic and demersal fish stocks to the FC and MOFAD. It will also provide a scientific review of the performance indicators of the National Fisheries Management Plan. The presentation of the status of the stock will be done at two levels; a review and evaluation of the assessment and final presentation of the summary to the FC and to MOFAD.



In Year 3, SFMP will also recommend that the STWG be formalized as an official advisory committee to the FC as allowed under the existing Fisheries Act.

## **2.2 ICT Innovations for Effective Fisheries Management**

The SFMP and FSSD will continue to implement the use of mobile technologies for fisheries data collection. Some of this work will be coordinated with FAO to ensure standardized reporting of Ghana contribution to global fisheries statistics.

## **2.3 UCC/DFAS/CCM Capacity Development**

Following the successful partnership established between URI and UCC, the SFMP will continue to assist in the exchange of faculty and students between the two institutions in marine fisheries and coastal management. This will allow faculty and students to visit each other's institutions to conduct joint-research and attend post graduate degree training.

In Year 3, SFMP will continue to strengthen the UCC capacity. This will include:

*Launch a research and extension program for the UCC-CCM.* SFMP will support the stipends for two PHD students at UCC to work as extension agents at CCM. Their program of work will be collaboratively developed by CCM and SFMP. They will take on a major role in the scale up of the fisheries leadership course, assist in the development and dissemination of a guide for identifying fish caught with chemicals and other illegal methods, consider developing a potential CCM advisory services program for fisheries stakeholders with questions and needs of a technical or scientific nature. They will assist DAA with development of a community-based oyster plan for the Densu estuary, among other tasks.

*UCC Student training.* Five PhD students from UCC will attend one semester abroad at URI for enhanced education and work on their dissertation topics. URI will assign mentors to work with each student. Costs for this activity are split between SFMP and the UCC Project. SFMP will collaborate with UCC on the design and delivery of a seminar series on fisheries management for students at UCC-CCM. This will include seminars by Ghana graduate students returning to Ghana with their advisors to conduct in-country research in 2017.

*GITA-UCC collaborative research on cuttlefish.* This research is designed to compile baseline data for the inshore cuttlefish fishery in central Ghana. Using scientific ecological knowledge (SEK), local ecological knowledge (LEK), and a tagging study, this research will contribute to future stock assessment of cuttlefish. The main question to be addressed is to describe the migration patterns of two species of cuttlefish including their spawning times and areas. This cooperative research which will include UCC researchers, fishermen from GITA and researchers from HM. These partners, along with URI researchers, will be involved in all phases of the research process. This activity is designed as a learning by doing approach in conducting participatory action research with stakeholders and fishermen. GITA will partially fund this research as well.

*Age and Growth laboratory* Equipment shipped in September from URI will be installed at the fish age and growth laboratory at UCC. A training manual will be developed and training conducted for several staff and faculty on its use. Additionally a MOU will be prepared with FSSD UCC and SFMP so that FSSD has access to use of this equipment as well.

## **2.4 Improving FC Data Systems and Stock Assessment Capacity**

The SFMP will work closely with Fisheries Statistical Services Division (FSSD) of the FC in Tema and with UCC to increase their capacity to conduct fish stock assessment, baseline fisheries and biological data collection, fisheries extension and catch reconstruction assessments.

*Regional trainings of FC enumerators* will be organized in coordination with FSSD in basic bio-statistics, fisheries sampling, recording fish lengths and weights, biological samples and boat trip information. Four trainings will be conducted by SFMP/FSSD covering the four coastal regions to allow full participation of all 64 enumerators. The purpose of the training is to engage field agents to work together to maintain standards in data collection and identify technical and administrative challenges they face. Subsequent refresher training will follow-up on a regular basis and in

coordination with FC and its FSSD. This work will be coordinated with WARFP as part of their capacity building of data enumerators in year 3.

*Piloting mobile technologies for fisheries management.* The SFMP and FSSD will continue the implementation of the use of mobile technologies for fisheries data collection. A program design has been developed with FSSD to pilot the collection of fisheries data and socio-economic information in support of the monitoring and evaluation of management measures in place by the National Fisheries Management Plan. The SFMP will also continue to provide technical assistance for the M&E team of the FC in use of mobile technologies and the potential integration of vessel registration data with insurance schemes. This work will be coordinated with FAO to ensure standardized reporting and efficient reporting to the FAO's global fisheries statistics.

*FSSD advanced fish stock assessment.* Following up on the success of the first stock assessment training offered at UCC, a second and advanced training will be offered at the FSSD to strengthen the capacity of the Fisheries Commission, UCC and partners in advanced fish stock assessment techniques. This will prepare a select group of fisheries professionals to take the next steps in stock assessment and direct application in fisheries management planning and evaluation. Participants will use new techniques to deal with data poor situations and be familiar with fisheries management indicators and references points, both biological and economic by using simulation models.

*Fishing gear technology cooperative research.* The FSSD in coordination with the SFMP fisheries specialist will conduct a fishing gear survey of the artisanal fisheries of Ghana. This includes the identification and characterization of the various fishing gear used by artisanal fishermen and provide an estimate of illegal fishing gear used in the artisanal fisheries by region and fisheries. The aim of this project to provide a catalogue of fishing gear and fishing techniques and estimate the level of illegal fishing gear used in the artisanal fisheries of Ghana. This involves a comparative analysis of the dimensions and the mesh sizes of the principal gears in the artisanal fishery at present, with those that were used two decades ago. An inventory of all the changes that has occurred in the period that has elapsed since the last inventory was made in 1984 will be recorded. This is important for the calibration of the catch per unit of effort for the purpose of better assessment and management.

*IT Support to FSSD.* The SFMP will continue to sponsor short term trainings for two IT specialists from FSSD in computer system engineering and database management. The purpose of the training is to build a sustainability plan of the ICT initiatives developed by SFMP including computer networks and the use of mobile technologies for fisheries data collection.

*Exchange visit to NOAA by an official from FSSD to be trained in advanced fisheries data collection systems.* A senior official from FSSD will visit the Atlantic Coastal Cooperative Statistics Program (ACCSP) program in Washington DC and Virginia for an overview of the program and its various working modules and the use of ICT in fisheries data collection. This is a cooperative and well established state-federal program on marine fisheries statistics with proven track records for meeting the needs of fisheries managers, scientists and fishermen.

## **2.5 Environmental Planning Data Hubs for the Western and Central Regions**

Coastal district assemblies and regional coordinating councils make important land use decisions that affect the quality of life of fishing families, the efficiency of fish landing and processing sites and the condition of fish habitat including mangrove ecosystems, lagoons and near shore waters. The project is developing the capacity of district planners and the Regional Town and Country Planning Units in the Central and Western Regions to address critical coastal planning needs required to address the unique issues presented in coastal zones, including accelerated erosion and more frequent flooding due to climate change.

During Year 2, refurbishment of the training facility at the central region TCPD office was completed. The first training of planners on the use of GIS-based technologies for coastal resilience building and planning was also carried out. SFMP completed piloting the use of a low cost helicopter small unmanned aerial vehicle (UAV) for several planning scenarios. The success of tests to generate high quality color imagery as well as digital elevation information has generated considerable demand for

image acquisition and processing among the three projects in the USAID/Ghana Fisheries and Coastal Management portfolio as well as within the TCPD.

*GIS information for fishing community resilience and resource co-management in the Western and Central Regions.* The focus in Year 3 will be building institutional capacity to utilize new technology (SUAs and UAVs) in the push for sustainable development and resource management. UCC will receive training in these cutting-edge technologies to support their work in resource management and environmental analysis in order to improve the geospatial information base for Ghana's coastal region and aid spatial planning activities at the regional and district levels. High-resolution, UAV imagery generated by a more capable UAV platform, a fixed wing craft and its associated sensors and image processing software, will serve as the digital foundation for mapping priority focal areas and the development of derivative datasets. The acquisition is conditioned upon the presentation of a utilization and sustainability plan for the life of the vehicle, which is estimated to be 5 years. The intent is to transition the management and operation of UAV flights and data acquisition to UCC by Project in Year 4, and transfer of equipment by the time of project close-out. At a minimum, digital ortho-mosaics, 3-D surface models and elevation contours (when applicable) will be developed for all overflight areas. These products are critical base layers present in any comprehensive GIS database and will all be shared freely among the partners for inclusion in national/regional/district databases.

Derivative datasets developed from the imagery will vary by location/priority and might include mapping and visualization of the fishery value chain at priority landing sites; vulnerability of fish landing sites and related infrastructure, shoreline geophysical characterization, erosion rates and hot-spots, mangrove extents, rates of change and managing replanting efforts, and coastal and riverine flood hazard areas. SFMP priority areas for image acquisition, processing and analysis for Year 3 include the Pra and Ankobra wetland complexes, mapping, monitoring and analysis of fish landing sites where USAID/Ghana Fisheries and Coastal Management portfolio activities are being carried out, and wetland complex monitoring for areas of intervention such as mangrove reforestation by the CSLP. The CCM at UCC would gain the capacity to produce geospatial products which can form the basis for spatial, environmental and economic planning.

It is envisioned that access to current orthophotography will provide immediate potential for researchers and PhD candidates within the UCC system to pursue relevant studies in environmental management, coastal planning, community resiliency and social vulnerability. These various research activities have been limited in part by the paucity of geo-information at the community level. Therefore, obtaining timely high resolution images and digital terrain models would help push these research agendas and also provide workable disaster management solutions at the community level.

*Integrated coastal resources management toolkit for the Central Region.* Spatial Solutions will work with the TCPD to provide training of planners from the coastal districts in the Central Region in the application of GIS on coastal land use planning and management. Based on a training needs assessment it was noted that all the technical planners have minimum exposure to the use of GIS and their software preference for the training and subsequent use are the QGIS and the LUPMIS.

The training is structured into three Phases. Phase I covered the basics in the use of the computer and the introduction of GIS as a planning tool. In Year 3, the second part of the Phase I will cover the types of software and their installation as well as an introduction to the software interface highlighting on the major tools and menus and their versatility in the performance of different functions. Differences between types of files and interrelationships between the various types of files will be covered. Phase II – Training in conversion and manipulation of secondary data will concentrate on conversion of analogue data through digitizing. Phase III Field/Hands on Experience Advanced Application Training in the application of GIS using practical field work in the preparation of the ICM toolkit.

SpS will complete the development of guidelines and a regional tool kit for coastal planning and management in the coastal districts of the CR. The process of the tool kit development will form part of the capacity training in GIS during the Phase III of training. Data collection will involve nine coastal districts from the CR but unlike the Western Region where the kit was centered on the

districts, the final product will be a region wide toolkit with selected coastal fishing settlements like Elmina, Cape Coast, Winneba Mumford and Apam as focal points for data collection.

**Key Year 3 Outcomes and Results for IR 2**

Indicator	Targets Year 3
<p><b>InD 5:</b> Number of days of USG funded technical assistance in NRM and/or biodiversity provided to counterparts or stakeholders (EG 4.8.1-28)</p>	<p><b>CRC-258 days</b></p> <ul style="list-style-type: none"> <li>• 108 days for Lazar</li> <li>• 30 days for Castro</li> <li>• 30 days for Damon</li> <li>• 10 days for Hazipetro</li> <li>• 10 days for Ricci</li> <li>• 20 days for Bowen</li> <li>• 50 days for URI faculty</li> </ul> <p><b>Total: 258 days</b></p>
<p><b>InD 17:</b> Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)</p> <p><b>InD 18:</b> Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance (4.8.1-29)</p>	<p><b>CRC -80 people trained, 2,024 person hours</b></p> <ul style="list-style-type: none"> <li>• 15 participants for leadership ToT</li> <li>• 450 person hours</li> <li>• 15 participants for leadership course</li> <li>• 450 person hours</li> <li>• 20-Alumni sharing workshop</li> <li>• 120 person hours</li> <li>• 5 for age and growth laboratory training</li> <li>• 18 person per hours of training</li> <li>• 5 for tagging and award scheme</li> <li>• 18 person hours</li> <li>• 5 Regional enumerators training</li> <li>• 30 person hours</li> <li>• 10 FSSD advanced training</li> <li>• 80 person hours</li> <li>• 2 IT support training</li> <li>• 480 person hours</li> <li>• 1 Exchange visit to the US</li> <li>• 30 person hours</li> <li>• 2 for drone training -intl</li> <li>• 167 person hours</li> </ul> <p><b>SPS -26 persons trained , 182 person hours</b></p> <ul style="list-style-type: none"> <li>• 26 Planners trained CR (IR 2.6)</li> <li>• 182 person hours</li> </ul> <p><b>Total: 106 persons trained 2,206 person hours</b></p>

### **IR 3: Creating Constituencies and Stakeholder Engagement**

Key outcomes and results expected over LoP as described in the Program Description include the following:

- Under-represented groups engaged in decision-making, promoting responsible practices
- Active support for policies and stakeholder behaviors consistent with best practices and legal requirements for responsible fishing (voluntary compliance increased)
- Active participation by stakeholder organizations throughout policy development and management planning processes.

In Years 1 and 2, SFMP focused on engaging the leadership of key fisheries associations to build initial support for project goals. High-level study tours to the Philippines, the Gambia and Senegal, national policy dialogues, a series of regional-level consultations, celebration of international day events were organized to allow relevant user groups to develop appreciation for global fisheries management practices; and thereby contribute meaningfully to decision-making and to voluntarily adopt best fisheries practices. Currently, relevant user groups - including the Food and Agric. Parliamentary Select Committee, Producer Associations (GNCFC, GIFA, GITA, and NAFPTA) – understand and have developed strong support for project goals and the need to rebuild stocks. The Canoe Council for instance has resolved to organize independent consultations to further build consensus amongst members on ideal management measures for rebuilding stocks.

In Year 3, SFMP will build on the gains made in previous years and develop scale-up strategies through an approach that builds consensus at the grassroots and ensures that implementation of management plans are demand-driven. SFMP will employ mass media tools - which have been identified as highly effective, to gather grass root support. SFMP will continue to support MOFAD/FC communications efforts including the implementation of a communications strategy for the Fisheries Watchdog Committees. FoN and DAA will support stakeholder engagements and trainings workshops on the NMFMP.

SFMP will contribute to informed fisher folk (men and women) constituencies by facilitating active participation of fishers in fisheries management and implementation of the NMFMP. The project will support the GNCFC, GIFA and NAFPTA to conduct fisherman to fisherman consultations with members at the respective landing beaches to enhance knowledge of the NMFMP and generate ideas and decisions as resource users to operationalize and facilitate implementation of the Plan.

In Year 3, SFMP will also work closely with the USAID Outreach and Communications department to broaden the scope of the project behavior change communications strategies on social media. High priority will be given to child labor and trafficking interventions due to Ghana's status as a Tier 2 Watch List Country. CLaT behavior change communications material produced by SNV, CEWEFIA and DAA will be placed on existing USAID/US Embassy social media platforms to create more visibility of project interventions and success stories.

SFMP will continue to build on the gains made with the Ghana Journalists for Sustainable Fisheries network and continue to support them to raise awareness and generate public discussions on fisheries management and child labor issues. This will contribute to building political will and achieving behavior changes towards the adoption of best fisheries practices among resource users.

#### **3.1 National Communications Campaign for Small Pelagic Fisheries Management**

Key Stakeholder groups and fisheries producer associations now understand the need to adopt best management practices to rebuild the stocks. Year 3 will contribute to additional investments to allow key fisheries stakeholders to dialogue among themselves and with each other (GIFA, GITA, GNCFC, etc.) in order to negotiate positions and to make their own recommendations to decision makers in how they feel the fishery can be rebuilt. A series of consultations will be conducted at different levels to support policy initiatives including consultations and forums on the NMFMP; the Co-management Policy Framework; IUU Fishing; Healthy Fish and Child Labor BCC Campaigns.

*Strategic Communications Campaigns in support of MOFAD/FC policy initiatives for the small pelagic fisheries (see section 1.1).* SFMP will coordinate with MOFAD/FC to disseminate fisheries

management messages to relevant stakeholder groups, particularly fisher folk via CiviCRM contact management database. SFMP has about 3,500 individual contact information already in the database and will harness more from the fisheries vessel registration database of FC for disseminating both SMS and email messages in collaboration with MOFAD/FC.

A series of regional level quarterly consultation dialogue meetings will be held with the various fisheries associations to solicit inputs for the draft Fisheries Act and Co-management policy framework. (See 1.1).

**Fisheries Watchdog Committee** - SFMP Communications will work closely with the WARFP Communications consultant to implement a communications strategy for the FWC activity led by FC/FEU and SSG. IEC materials will be developed early October for an outreach program targeting 18 communities (pilot sites) for the FWC program. The FWC will be launched in November.

**Fisherman to Fisherman (F<sub>2</sub>F) Dialogue in support of NMFMP.** The GNCFC, GIFA and NAFPTA will in Year 3, conduct a series of beach level and regional level consultations to promote responsible fishing among fisher folk communities. This initiative is in line with the SFMP objective of supporting MOFAD/FC to achieve the objectives of the NMFMP. The F2F campaign is aimed at building consensus on modalities for operationalizing relevant management measures in the National Marine Fisheries Management Plan, as well as taking decisions on other effective management measures intended to rebuild the stocks. The stakeholder associations will develop an initial operational plan in October and subsequently conduct regional engagements and launch the Fisherman to Fisherman (F<sub>2</sub>F) Dialogue on World Fisheries Day in November. Expected outcomes include increased engagement of fishers to voluntarily assist MOFAD/FC with implementation of NMFMP management actions such as canoe registration, increasing the traditional one day a week holiday to two days a week, and implementation of a co-management policy.

**Beach Level Engagements** - Hen Mpoano will conduct beach-level monthly meetings with fishermen. This activity will particularly focus on reaching out to ordinary fishermen, such as canoe crew whose voices and concerns are never heard and never have the opportunity to attend conference room meetings and workshops. It will also provide the project means of reaching out to such fishermen with messaging through the CiviCRM.

**Quarterly meetings with NAFAG, GITA, GIFA and NAPFTA** - In Year 3, CRC will embark on a communication drive which targets the various stakeholder groups (NAFAG, GITA, GIFA, and NAFTA). On quarterly basis, SFMP will meet with the executives of these groups to discuss key issues in the fisheries (laws, policies, plans, etc.) as well as identify capacity needs and concerns of the sector players and collective approaches to arrive at solutions. Some conclusions from the inter-association engagement meetings organized by FoN, particularly on the NMFMP and co-management policy framework, will feed into the quarterly discussions.

**Media Engagements** - SFMP will continue to engage the Ghana Journalists for Sustainable Fisheries network created in Year 2 as a medium for public education on consumer protection and raising awareness on critical fisheries management issues. The project will continue to track the number of fisheries reports produced every quarter as a means of monitoring progress of SFMP's media engagements. SFMP will in August award the 2<sup>nd</sup> Journalist Awards to deserving candidates. A Best Fisheries Report and Best Fisheries Talk Show will be awarded via the Ghana Journalists Awards in August 2017. Some funds will also be made available to facilitate quality reportage on fisheries.

**Meet-the-Press Series on Fisheries Adjudications** - SFMP will provide logistics for the STWG— led by FoN, to conduct periodic press briefings on the fisheries prosecutorial chain with regards to the type and nature of offenses, location of offence, the gear type, the fines imposed and the rate of payment of fines. The number of illegal gears seized or confiscation will also be tracked. This will enhance accountability and allow resource users to have confidence in the judiciary system while serving as deterrent for others who commit various illegal offences.

**International Day Events and others** – SFMP will use a number of annually scheduled events and celebrations as a platform to communicate strategic messages on responsible fishing and processing practices and against child labor and trafficking in the fisheries sector. These include the following:

- *World Rural Women's Day (DAA)* – The 2016 event will be organized in October to highlight fisheries management and post-harvest processing issues confronting women fish processors.
- *World Fisheries Day – GNCFC (CRC)* - World Fisheries Day 2016 event will be celebrated in grand style, with four main events planned:
  - *Best Fisheries Practices Awards Scheme*, where individuals, communities and the various fisheries associations who are implementing outstanding fisheries practices voluntarily will be awarded. Criteria for selection, announcements to solicit entries and a panel for the program was already effected in Year 2.
  - *Best Fisheries Journalist Awards*
  - *Official Launch of the F<sub>2</sub>F Dialogue*.
  - *Official Launch of the Fisheries Watchdog Committee*
- *World Ocean Day (GNCFC, CRC)* - The F<sub>2</sub>F Dialogue in each of the 4 coastal regions will produce a compact, signed by members of the Canoe Council. The compacts will be synthesized into a National F<sub>2</sub>F Compact and launched on WOD 2016 in June for implementation to begin.
- *Elmina Festival 2017 (CEWEFIA)* - Participation in the fisheries festival is intended to gradually build massive grass root support among the diverse canoe and inshore fishers in Elmina.
- *World Day against Child Labor 2017* - Two events will be celebrated separately in two different locations, led by CEWEFIA at one location and DAA at another, and supported by SNV.

*Healthy Fish / Good Fisheries Practices Behavior Change Communications Campaigns.* The Healthy Fish campaign is intended to improve capacity of women fish processors, and use them as change agents in their communities to advocate against illegal fishing practices. The campaign aims to raise awareness of fish handling and hygienic tips among consumers as a strategy to reject bad fish and influence adoption of healthy fisheries practices among resource users. SFMP will also provide funds for the NAFPTA to independently, organize a series of landing beach advocacy outreaches to sensitize members on healthy fish tips. A Best Fisheries Practices Awards Scheme, already initiated in Year 2 will award successful applicants at the World Fisheries Day 2016 event in November.

*Child Labor and Trafficking Behavior Change Communications Campaign (See 1.5).* SFMP will, through CLaT partners – SNV, FoN, CEWEFIA and DAA, develop and disseminate anti-child labor and trafficking messages to target audiences via radio talk shows (Radio Peace, Ahomka FM – C/R; and Radio 360 and Shama Radio in W/R), community rural drama and audio-visual aids.

### **3.2 Executive Level/ Policy Maker Communications (see 1.4)**

*USG Officials.* SFMP will continue to provide relevant briefing packets for USAID and other US Government officials periodically to ensure consistent information sharing and feedback on SFMP activities. The project will also provide key messages to USAID and Embassy officials to improve government to government diplomatic talks between USG and GoG.

*Policy Makers.* There will be annual meetings with the Parliamentary Select Committee on Food, Agric. and Cocoa Affairs and another one with Coastal MPs to update policy makers on progress of SFMP activities. This is intended to build support for policy towards improved marine resource governance.

### **3.3 Corporate Communications**

*Periodic communications meetings* – at least twice in Year 3 to address communications branding and marking requirements among partners.

*Feed the Future Bullets* – All partner organizations will submit bi-weekly bullets of field activities as well as of upcoming events every other Monday to SFMP Communications Specialist for onward submission to USAID.

*Success Stories* – Two success stories will be produced quarterly in collaboration with partners for submission to USAID.

*Compilation of contact management database:* The CiviCRM Contact Management Database has about 3,500 individual contact information and will be put to full use to disseminate fisheries

management messages in collaboration with MOFAD/FC. The SMS function was pretested in Year 2 and in Year 3 additional contact information collected by SFMP partners will be incorporated. A roster of members of the various fisheries associations created in Year 3 will be imported onto the database. The SMS and email messaging functions on the database have all been pretested and working well awaiting mass messaging roll-out in Year 3.

*SFMP Photo Bank* – SFMP has created a shared project Photo Album on google which all partners can draw from. Communications Officers from each partner organization will be given access to upload good photos which can be accessed by all partners.

*SFMP Newsletter* – The SFMP semi-annual Newsletter, will highlight major milestones and success stories gathered under the project. Electronic copies will be shared with relevant stakeholders on the CiviCRM MIS database.

*SFMP Google Calendar* – All Communications Officers will provide inputs to the project Google calendar and the SFMP communications officer inputs relevant information pertaining to their activities on the calendar, on a bi-weekly basis, to allow for effective coordination, mobilization of resources and planning of all SFMP activities. The calendar is publically available to those with the IP address.

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### **Key Year 3 Outcomes and Results for IR 3**

<b>Indicator</b>	<b>Targets Year 2</b>
<p>Number of information products disseminated in local media reports, radio shows, conference papers, and research studies (Project indicator).</p>	<p><b>CEWEFIA-4</b>            2 Community drama and            2- video shows on CLaT            1 Radio sensitization program            1 Video Documentary</p> <p><b>DAA-5</b>            Press release (farmers day celebration)-1            Press release (Rural women’s day) -1            Press release (Post World Rural Women Day)-1            Press release (Forum with Fisheries Minister)-1            Radio program(on IUU fishing)-1</p> <p><b>DQF-2</b>            Radio program and airing of jingles-2</p> <p><b>SNV-5</b>            success story (Gender and Post-harvest)-2            Success story (Child labor and Trafficking)-1            fact sheet (Child labor and Trafficking)-1            Press release -1</p> <p><b>CRC-13</b>            Press release -4            Factsheets -1            Drama -3            Video documentary-1            Radio-2            Semi Annual Newsletter-2</p>



Indicator	Targets Year 2
	<p><b>FoN-5</b>            Press release (World Day against Child labor)-2            Community communication drama (On CLaT-C/R)-1            Radio campaign on Child labor-1            Communication on CLaT hotline -1</p> <p><b>Total: 34 – Itemized below:</b>            11- Press releases            7-Radio towards dialogue            3 success story            2-Video Documentary airing            6 Community Drama            2-Factsheets            1-Communication on hotline            2-Video shows</p>
<p>InD 17: Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)</p> <p>InD 18: Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance (4.8.1-29)</p>	<p><b>DAA</b></p> <ul style="list-style-type: none"> <li>• 400 Trained of fish processors on National Fishery Management Plan</li> <li>• 2940 person hours of training</li> </ul> <p><b>Total : 400 trained :2940 person hours</b></p>

#### **IR 4: Applied Management: Improved Management of Marine Resources to Reduce Over-exploitation, to conserve Biodiversity and Provide Other Benefits**

SFMP will work at multiple ecosystem scales of management for various types of fisheries stocks. Priority is on the national scale management of the small pelagic fisheries, and community-based fisheries management plans in several estuarine areas. Integrated community resilience and marine biodiversity conservation actions will be implemented. The strategy here is to pilot and demonstrate collaborative management systems tailored to various ecosystem contexts and scales that can serve as models for subsequent scale up once policy and legislative enabling conditions are strengthened.

Improvements in the smoked and dried fish value chain are seen as having the best potential for widespread scale up and potential impact on thousands of processors and marketers given the relative uniformity in the type of smoking and handling practices found along the coast. Other alternative livelihood activities that do not have significant scale up potential and tend to have high cost per beneficiary are not considered in this approach. These post harvest improvements will be undertaken in targeted communities in the Central and Western and Greater Accra regions.

Key outcomes and results expected over LoP as described in the Program Description include the following:

- Four fisheries management plans developed and/or adopted and implemented at different ecosystem scales (national small pelagics plan, Western Region Demersal Plan, Community based plans for the Pra and Ankobra estuarine/mangrove systems)
- Approximately 3,000 people, a majority being women, benefiting from diversified livelihoods, access to micro-credit, adoption of more profitable smokers and product value additions
- Several fishing communities more resilient to climate impacts
- Capacity of more than a dozen district authorities to promote and support resilient community policies and initiatives.

Ghana demonstrated its seriousness about managing its marine fisheries over the past year. Key milestones were achieved. The National Marine Fisheries Plan was gazetted. Copies of the plan are being widely distributed and outreach events on contents with stakeholders held. A closed season for trawlers was established. Stock assessments for major species groups have been completed or underway. An operational committee structure and membership has been proposed and expected to be appointed soon. The project will continue supporting the FC in the implementation of this plan. If significant management measure are implemented, specifically those targeting IUU fishing and excess capacity and effort in the canoe fleet, then the outlook for rebuilding the small pelagics fish stocks is good. The ground work has already been laid in the Pra and Ankobra estuaries for the development of community-based fisheries management plans via previous community vulnerability assessments and planning activities.

Much progress has been made on value chain improvements with significant research and development work on fish smoker technologies. While initial designs proved problematic and slowed scale up of new technology, recent technological modifications and improvements show great promise in terms of low PAH and fuel use, and acceptability among fish processors. While the smoker scale up was initially conceived as the main focus in this area, the project has also launched a major campaign on improved fish handling practices and packaging that is having pay off in improved pricing for many women adopting these practices. With the technology development investments made in Year 2, scale up of the smoker technologies using a private sector driven and financed approach is poised to take off.

#### **4.1 Implementing the NMFMP with emphasis on small pelagics fisheries management.**

The MOFAD developed a five-year National Fisheries Management Plan (NMFMP 2015-2019) to end overfishing, protect marine habitat and meet the regional and international fisheries management obligations. The Plan sets out a five-year strategy for the fishery and provides direction for the formulation of management actions in the context of existing legislation. The plan calls for the formation of a Fisheries Management Operational Committee (FMOC) to develop an annual implementation plan and monitor and review the performance of the Plan. In carrying out its

activities, the SFMP will provide technical and managerial assistance and support the operation of the FMOC.

***Fisheries Working Group (FWG) Meetings.*** Regional FWG meetings will be held to discuss how the FWGs could work with the Operational Committee for the implementation of the NMFMP at the regional and local scale. These meetings will also be used to assess the co-management implementation process and make quick recommendation to Fisheries Commission to enhance the process. FWG membership include multi-stakeholder representatives and through a learning-by-doing approach, serve as an example how regional co-management bodies could function once the formal policy and legislation is put in place.

***Local Ecological Knowledge.*** Hen Mpoano will organize a series of workshops to disseminate the results of the surveys conducted in Year 2 regarding fishermen's local ecological knowledge of small pelagics. These meetings will serve to validate the results and identify discrepancies and gaps. Final GIS maps will be produced to identify spawning grounds and migration routes of the small pelagic species in Ghana's EEZ. Additional work on collecting information on cuttlefish will be coordinated with UCC, GITA and URI to identify critical habitat and spawning grounds of cuttlefish. This work will be based on a tagging program with recapture and reward program developed and organized by UCC.

#### **4.2 The Western Region Demersal Fisheries Management Initiative**

In Year 2 stock assessment work was undertaken and analyzed. Management units will be determined for priority demersal stocks of economic and food security importance as part of the work of the STWG. The original design assumed that a management plan at the sub-national scale within the Western region could be developed as an example of a smaller scaled ecosystem based management unit rather than national in scope. However, there are concerns raised by the Fisheries Commission that the area between the Pra–Ankobra as originally envisioned may be too small of a fish stock management unit. Due to these concerns about appropriate scale of the management unit, and the fact that demersal fisheries management are now included in the National Marine Fisheries Management Plan, work anticipated to be undertaken on the demersal fisheries management is changing with no aim at present to develop a separate demersal or regional plan.

The SFMP will complete a demersal stock assessment for the main species selected as indicators for the entire demersal fish complex. It will include a status of the stock and a rebuilding schedule for each of the main species. The assessment will provide a baseline status of the demersal stock and will feed into the ongoing management measures implemented by the MOFAD for the industrial demersal trawlers. It will allow a monitoring and evaluation of the closed seasons imposed on the industrial trawlers in November 2016 and February-March 2017.

Results of collaborative research on cuttlefish undertaken by UCC, HM and GITA (see UCC strengthening Section 2.3) will also be provided to decision makers and stakeholders for considering actions to be taken to manage this fishery with the most likely scenario a seasonal area closure to protect spawning periods and spawning grounds.

#### **4.3 Integrated Community Fisheries Management and Resilience Plans for the Ankobra River Estuarine and Mangrove Ecosystem**

An ecosystem-based fisheries management and community resilience plan will be completed for the Ankobra river estuarine ecosystem in Year 3. HM is leading the Ankobra management planning effort, while DQF is leading the value chain and livelihood improvement efforts in this same area and which will complement the resource management initiative.

In Year 2, HM characterized Ankobra estuarine resource users and their utilization patterns and inventoried key estuarine fish species of commercial and subsistence value. These assessments have laid the foundation for piloting community based estuarine fishery management approaches. A joint committee comprising key stakeholders traditional authorities, district assemblies (Ellembelle and Nzema East) and regional government and community representatives was formed and tasked to outline a management plan framework incorporating resilience and climate change issues for the Ankobra estuary ecosystem. A draft management plan for riparian areas along the river was

completed through a consultative process. Through collaborative research activities with UCC (see IR 2.3 above) environmental characterizations within the Ankobra and Pra coastal stretch focused on the estuaries' role as nursery grounds to demersal fish stocks and estuarine fisheries. Mangrove reforestation efforts has started. DQF and HM have identified and trained a number of micro, small and medium sized enterprises in preparation for fisheries value chain improvement projects such as the adoption of improved fish smoking technology. VSLAs have been established in several communities in the Ankobra.

*Ankobra Estuary Management and Planning Committee.* HM will provide support and oversight for the development of resilience and fisheries management activities, including obtaining regional recognition and approval of the Joint Development Planning Committee established in Year2. Community based fisheries management plan for the Ankobra estuary: A draft management plan will be finalized and mainstreamed into existing activities of districts and regional authorities. To help communities visualize co-management in practice, HM will organize a cross site exchange visits and learning events / study tour - Ankobra, Pra, Ada and Densu models.

*Community based fisheries management plan for the Ankobra estuary.* In Year 3, a concerted effort will be made to develop a community based fisheries management plan, with the support of the communities, district assemblies and the FC. Also, implementation of community resilience plan will include the reforestation of 15 hectares of degraded mangrove areas as well as continued support for a village savings and loans culture. Village consultations will be undertaken with resource users and traditional authorities and facilitate the formation of a management committee for the estuarine fishery. This committee will have a strong community representation and the process for development of a management plan for the estuarine fishery will be consistent with existing co-management policies adopted by MOFAD/FC. HM will maintain regular contact with and increase access to estuarine communities by other SFMP partners by maintaining a small boat and outboard motor appointed with all safety equipment. A community based fisheries management plan will be drafted and mainstreamed into existing activities of districts and regional authorities. Training sessions will be provided on fisheries management to the Ankobra committee and HM will organize cross site exchange visits and learning events between the Ankobra, Pra, Ada and Densu models.

*Spatial mapping.* Where needs are identified and defined, HM will support the generation of geospatial data as well as the development of overview and thematic maps to help communicate key activities and management issues relative to the above-mentioned community based fisheries management models. This will include UAV mission planning and flight over the Ankobra and to assist other partners gain skills, such wetlands of high interest to UCC.

*Early actions for community resilience and to conserve the Ankobra Estuary Ecosystem.* HM will leverage on success of Volta estuary study tour completed in Year 2 and support ongoing mangrove restoration activities led by study tour beneficiaries and village committees in Sanwoma. HM will target additional 15 hectares of degraded mangrove habitats for restoration. Early actions to conserve the Ankobra Estuary Ecosystem will include the expansion of mangrove nursery to 28,000 seedlings, Transplanting and tendering of mangrove seedlings. GPS mapping of restoration sites will be done with local involvement, including GPS survey training for community committees.

DQF will complement the work in early actions by expanding access to micro-finance for mainly individual and family based MSMEs for stove installation and other productive livelihood activities in Ankobra communities (see section 4.5). This includes tracking the activities of existing VSLA groups in Ezioime, Kukwaville and Ekpoazo, and expansion to new coastal communities and groups. DQF will organize an exchange program for VSLA groups. The activities of VSLA groups initially established by Hen Mpoano in Year 2 will be turned over to DQF for follow-up and subsequent tracking and capacity development. Overall, this early action will lead to provision of Micro finance services to 400 established MSMEs/Entrepreneurs. Training will also be provided on alternative livelihoods during closing seasons for 100 MSMEs (soap making, food processing), along with distribution of 1000 solar lanterns.

#### **4.4 Integrated Community Fisheries Management and Resilience Plans for the Pra River Estuarine and Mangrove Ecosystems**

Year 3 activities in the Ankobra estuary will see a transition of emphasis from community vulnerability and resilience planning in the Shama and Anlo beach area to development of a pilot community based fisheries management plan for the estuarine and mangrove areas of the lower river basin.

*Governance mechanisms with Shama District.* The governance mechanism within the Shama District is crucial for the sustained conservation of the Pra River Estuary. SFMP will therefore strengthen the governance mechanisms in the District utilizing the existing District Coastal Management Committees, Anlo Beach mangrove committee, existing bye-laws, town and country planning program and GIS capability within the Shama District Assembly. The various roles and responsibilities of the committees and the planning units have been outlined and a strategy developed to coordinate their activities. Year 3 work will support mainstreaming the governance at the district level and work towards the integration the community Fisheries Management and Resilience Plans into the eco-tourism plan. Effort will transition in this year towards the development and mainstreaming of a community based fisheries management in cooperation with the district and FC.

*Community based fisheries management planning.* Actions to promote ecosystem-based fisheries management and community resilience planning were initiated in the Pra river estuarine area in Year 2. In addition Socio-ecological profiling, SWOT analyses of key stakeholder institutions, alternative livelihood assessment, vulnerability assessment, among other activities were completed. In Year 3, governance mechanisms will be mainstreamed with the Shama District Assembly and FC through a series of planning meetings. A community-based fisheries management scheme will be piloted within the Pra river estuarine areas. Specifically, a local co-management committee will be formed in the Pra area, members of the co-management group will be trained to enhance their performance. A local community-based fishery management plan will also be drafted and submitted to the Fisheries Commission and District Assembly for adoption and implementation. Lessons from these pilots will be documented and shared widely with stakeholders to encourage replication elsewhere.

*Sustainable woodlot development.* CEWEFIA will train youth on woodlot management, sustainable harvesting practices and discuss its benefits. The upkeep of the woodlot plantation will be maintained by users, which include women and youth. Designated areas within the woodlot will be used for farming by user for the first year. The purpose of the woodlot is to minimize dependence and reduce depletion of mangroves. The woodlot will also serve as diversified livelihoods such as charcoal production and fuelwood for fish smokers.

#### **4.5 Central and Western Region Fishing Community Livelihood Development Value Chain and Post-harvest Improvements**

*Post Harvesting Processing Knowledge Development, Dissemination and an Extension Strategy for Widespread scale up of improved smoker technologies.* Technical work in this area will be coordinated by SNV under the supervision of the SFMP fisheries specialist whereas most of the on-the-ground field work with fish processors and mongers will be implemented by DAA, CEWEFIA and DQF in the Central and Western Regions. SNV will offer technical and coaching support to partners to effectively disseminate the various stove promotion messages developed in year 2. SNV will also provide field level stove awareness creation activation in selected communities in either the Greater Accra or Volta region. This is necessary to reach impact at scale indicators of support to women fish processors in terms of value addition to their produce.

To encourage fish smokers to adopt the new technology, SFMP will offer an incentive that will decline and phase out over the project period for early adopters, as well as for CLaT vulnerable households. This will lead to more women processors acquiring improved stoves for processing; and will lead to economic empowerment through value chain improvements and value addition. Further development work will be undertaken to refine the stove designs from year 2 and to work with SMEs to ensure quality control and lower stove pricing.

SNV will work with financial institutions in project areas to establish commercial partnerships for lending to women for stove purchases. SNV will also work with SSG Advisors to engage Private Sector Finance to provide structured finance instruments to MFIs and users. It is expected that the successful implementation of this private-sector approach of improved stove promotion and acquisition will lead to a self-sustaining stove market that can will continue to grow after the end of the project.

*Piloting use of ice boxes on-board and on-shore with the Fisheries Commission.* In cooperation with the Post Harvest Unit of the Fisheries Commission, SFMP will pilot and demonstrate use of ice and insulated fish boxes as a means of improving product quality and ultimately expected price increases and profits with ice usage. This pilot will adopt a similar approach that was used in The Gambia that demonstrated use of ice on-board fishing vessels resulted in increased value of overall catch due to decrease in post-harvest losses. This will be piloted in two communities.

*DQF-led Fisheries Value Chain Improvements and Livelihoods in Ankobra Estuary, and Shama Old Town landing site.* Livelihood activities will add value to the products/services of small to medium-sized businesses; and will provide training in micro-credit, entrepreneurship and marketing. DQF will lead this activity, including fish landing sites and communities in Nzema East, Ellebelle and Shama Districts. A focus will be placed on Ankobra estuarine communities of Axim, Sawoma, Apoaso, Eshiam, Eziome, Adefekezo, and Kokofri as well as Shama Old Town as complimentary support to the community-based resource management initiatives implemented by DQF. This strategic network of sites will maximize potential for rapid auto-diffusion to larger scale successful livelihood ventures as well as cost efficiencies by initially concentrating activities in a few sites. In Year3, DQF will take over the supervision and continuing support to VSLAs established by HM in Year 2 and scale up additional VSLAs in new communities and form new groups. DQF will work to build self-sustaining capacity of these VSLAs.

DQF will scale up support to existing and additional MSMEs in the targeted communities with a package of training programs and extension services including gender advocacy, campaign against IUU fishing and boycott of fish caught illegally, marketing development, and business skills development. DQF will also demonstrate use of raised platform and cutting board tables (instead of cutting fish on the ground) as part of the healthy and hygienic fish campaign. DQF will also provide micro-credit to existing fishing household clients as well as additional micro-credit to borrowers screened and identified as credit-worthy in Year 2.

*CEWEFIA-led Fisheries Value Chain Improvements and Livelihoods in Pra River Estuary (Anlo) and Elmina and Moree, Central Region.* CEWEFIA will train MSMEs on hygienic fish handling, packaging, fire prevention and safety. The purpose is to build capacity on improved fish handling practices and packaging, prevent fire outbreaks at fish processing sites and promote safety. Of those trained, ten will be awarded during the hygienic fish handling campaign for adopting best practices in fish processing in the targeted communities. Out of the ten processors awarded, the three best processors will have their processing sheds rehabilitated to serve as demo sites. CEWEFIA will facilitate the dialogue between end users and stove builders on price negotiations and other technological issues related to the improved fish smoking stoves (IFSS). Adopters of this new technology will be trained on user maintenance. CEWEFIA will provide MSMEs with business development services, which include building capacity in entrepreneurial skills, customer relations, recordkeeping and financial management. The goal of the training is to raise income levels of MSMEs by creating links and access to higher-value markets.

The existing CEWEFIA processing shed will be refurbished to meet standards for improved fish processing and packaging and also serve as a model demo site under the project. Thirteen processors will be selected from target communities on the project to be trained on the use and maintenance of the refurbished smoking shed. Solar panels will be provided for the shed to serve as alternative means of electricity when national grid goes off. CEWEFIA will participate in meetings with partners working on post-harvest improvements to share experiences and lessons learned.

*DAA-led Fisheries value chain improvements and livelihoods in Apam and Winneba, Central Region assisted by SNV.* DAA will continue to scale up support for MSMEs engaged in the fishery sectors,

focusing on women fish processors and marketers. DAA will scale up support to existing and additional MSMEs in the targeted communities with a package of training programs and extension services including gender advocacy, campaign against IUU fishing, leadership training, and boycott of fish caught illegally, marketing development, and financial and business skills development. DQF will also demonstrate use of raised platform DAA will engage qualified artisans and take the lead in constructing demonstration improved drying sheds for women in post-harvest process (salted fish) especially in Apam. This intervention will mainly be implemented in communities with groups with large women processes in salted fish processing in support of the production of healthy fish for local consumption. Beneficiaries contribute up to 50% of the cost of construction in the form of cash and kind. DAA will contribute to the healthy fish campaign through local community radio sensitization and education on good post-harvest practices in Apam and Winneba. Continuing from Year 2 IFSS Promotional activities, DAA will gather support for the adaptation of IFSS among fish processors in Apam and Winneba. Public campaigns such as durbars, Street Floats and Fish Smoking Competition will be used to gather support.

*SNV-led Fisheries value chain improvements and livelihoods.* SNV will also start to implement direct value chain improvements with processors in either the Volta or Greater Accra region, to be determined at a later date. These activities will include training on business development, improved handling, and promotion of the new fuel efficient fish smoking stoves.

*Organizational Capacity Development.* DAA will continue to work with SNV to implement priority recommendations based on the assessment completed in Year 1. DAA will coordinate with SNV on coaching, mentoring and technical assistance based on needs identified in the assessment. DAA will organize a quarterly review meeting among women groups in Apam and Winneba to share experiences and draw from the lessons learned from the past months. This meeting will serve as the platform to solicit suggestions from group leadership for smooth SFMP implementation in Apam and Winneba communities. DAA will continue to strengthen the capacity of its community liaison officers in Apam and Winneba. Training will focus on basic report writing, group membership mobilization, identifying and writing success stories of fish processors applying business skills & new technology. Stakeholder Engagements will be held with MMDA's in Apam and Winneba on project activities to strengthen coordination between DAA and MMDAs at the district level.

#### **4.6 DAA Fisheries Training Center**

The DAA fisheries training center is taking shape with much progress occurring to date. This has included the development of a business plan for the Center, development of an architectural plan and bill of quantities for bidding the construction contract. A Temporary Center Training (Staffing/recruitment, equipment, training courses) was successfully established in Tsokomey, near the Kokrobite site of the permanent center. SNV recruited qualified staffs as well as stocked the building with required furniture. SNV and DAA developed fisheries training packages and training materials to be used at the center and these trainings are on-going at an interim center establish.

The DAA fisheries training center will be constructed in Year 3 at the site and parcel of land acquired by DAA. SNV is securing all local permits required prior to construction actually takes place. The scope of work and budget for construction of the DAA Fisheries Training Center (DFTC) is contained in a separate amendment to SNV's sub-grant agreement; and will be implemented as per that scope of work prepared and added to their sub-agreement in Year2. Additional training modules will also be developed and training conducted.

In Year 3, DAA will manage the activities of the training center. Its aim is to be self-sustaining after the life of SFMP. DFTC will start to engage in some income generating activities that will secure the core objective of providing fisheries based training and as a hub of improved post harvest knowledge exchange. In line with that, the Interim DFTC will embark on feasibility study of production and packaging of fish products to some local premium markets in the country. Such production will meet healthy fish production protocols. The DFTC will start to undertake a comprehensive program of activities which will include promotion of improved fisheries value added products, business, literacy

and numeracy training for women processors, and other interventions and trainings on IUU fishing promotion of Improved Fish Smoking Stoves (IFSS). Once the building is constructed a launch event will be held with invited dignitaries.

SNV will also provide support to design the CEWEFIA Model Training Center based on learnings from the DAA model center.

#### **4.7 Community-Based Management of the Women-led Oyster Fishery in the Densu Estuary in Greater Accra**

DAA will initiate a community based management initiative for the oyster fishery conducted in Tsokomey and other adjacent communities surrounding the Densu estuary. The status and scale of the fishery is unknown but the midden piles in Tsokomey, near the DAA interim training center, showed very large empty shells and it is estimated there may be as many as 50-100 women involved in this fishery which provides a source of alternative income and household protein supply during the lean ocean fishing season when revenues from fish processing for women are low. DAA will coordinate with UCC on potential involvement of students and/or faculty, where science can inform and perhaps enhance management of this small and unique fishery. HM will assist in PRA activities and participatory mapping of the estuary and the oyster beds. A consultant from The Gambia TRY oyster association will assist with this activity and in providing follow-up from the regional study tour conducted in Year 2 and support replication of the successful management of the oyster fishery demonstrated in the Gambia – to this unique women-led fishery in Ghana.

Stakeholder consultations and Participatory Rapid Appraisal (PRA) will be undertaken to develop a profile on the fishery. A planning and management committee consisting of representatives from all communities harvesting the oyster in the estuary will be formed and a management plan drafted with stakeholders. DAA will work with UCC to coordinate potential technical assistance on action research and training by students and faculty, potentially including training on oyster biology, ecology and management; experimental oyster aquaculture; water quality and sanitary studies of the growing areas and oysters, and, restoration and enhancement of oyster reef habitats. Training on fisheries management including a study tour to a community traditionally managed clam fishery in the Volta estuary will be undertaken. A draft management plan will be prepared for consideration by the Fishery Commission and local district assembly.

#### **Key Year 3 Outcomes and Results for IR 4**

<b>Indicator</b>	<b>Targets Year 3</b>
<b>InD 1:</b> Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (4.8.1-26)	<b>HM</b> <ul style="list-style-type: none"> <li>• 15 hectares</li> </ul>
<b>InD 3:</b> Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case FTF 4.5.1(24) 1. Analysis Analysis. 2. Stakeholder consultation/public debate. 3. Drafting or revision. 4. Approval (legislative or regulatory). 5. Full and effective implementation.	<b>HM</b> <ul style="list-style-type: none"> <li>• Step 3-Ankobra (Community based mgt plan)</li> </ul> <b>DAA</b> <ul style="list-style-type: none"> <li>• Step 3-Densu (Oyster mgt plan)</li> </ul> <b>CRC</b> <ul style="list-style-type: none"> <li>• Step 5 NMFMP (full and effective implementation if operational committee formally established and one or more management measures implemented, e.g. second holiday or closed season for canoes)</li> </ul> <b>FoN</b> <ul style="list-style-type: none"> <li>• Step 3-Pra (Community Based mgt Plan)</li> <li>• Step 5 for NMFMP</li> </ul>
<b>InD 5:</b> Number of days of USG funded technical assistance in NRM and/or biodiversity provided	<b>CRC</b> <ul style="list-style-type: none"> <li>• 20 days for Robadue</li> </ul>



Indicator	Targets Year 3
to counterparts or stakeholders (EG 4.8.1-28)	<ul style="list-style-type: none"> <li>• 60 days for Beren (Value Chain Research )</li> </ul> <b>Total: 80 days</b>
<b>InD 7:</b> Number of DAs supported with USG Assistance (Ghana CDCS, IR 2.3 indicator)	<b>SpS</b> <ul style="list-style-type: none"> <li>• 2 RCCs WR &amp; CR</li> </ul> <b>HM</b> <ul style="list-style-type: none"> <li>• 2 Districts - Nzema East and Ellembelle</li> </ul> <b>Total: 4</b>
<b>InD 9:</b> Improvement in fisheries enforcement and prosecutorial chain to counter IUU fishing (increase/decrease in prosecutions and percent that lead to conviction) (project indicator)	<b>FoN</b> <ul style="list-style-type: none"> <li>• Increasing</li> </ul>
<b>InD 10:</b> Number of climate vulnerability assessments conducted as a result of USG Assistance (4.5.1-21)	N/A
<b>InD 11:</b> Number farmers and others who have applied new technologies or management practices as a result of USG assistance (FtF 4.5.2-5)	100,000 (Assumes implementation of a major management measure for the canoe fleet, e.g. closed season, additional fishing holiday, etc.)
<b>InD 12:</b> Number of micro, small and medium enterprises (MSMEs), including farmers, receiving business development services from USG assisted sources (FtF 4.5.2-37)	<b>SNV-203</b> <ul style="list-style-type: none"> <li>• Training of MSMEs in fish processing business development in Greater Accra-<b>100</b></li> <li>• Consumer stove financing incentive-<b>100</b></li> <li>• Training of MFI on stove-3</li> </ul> <b>CEWEFIA-333</b> <ul style="list-style-type: none"> <li>• 2 days training for fish processors on HFH,, Hygienic food packaging, fire and safety in Elmina, Moree, Anlo &amp; Sekondi-<b>150</b></li> <li>• Training of processors on use, maintenance of new fish processing center-<b>13</b></li> <li>• Organize demonstrational activities on stove use and safety management-<b>150</b></li> <li>• Identify new market for small enterprise and facilitate the creation of links-20</li> </ul> <b>DAA-180</b> <ul style="list-style-type: none"> <li>• Business Skills Services Training -<b>150</b></li> <li>• Training in Numeracy &amp; Bookkeeping - 30</li> </ul> <b>DQF-200</b> <ul style="list-style-type: none"> <li>• Business Development training -<b>100</b></li> <li>• VSLA members trained -<b>100</b></li> </ul> <b>Total: 896</b>
<b>InD 13:</b> Value of new private sector investments in these select value chains (Ghana CDCS IR 2.2; and USAID FTF 4.5.2-38)	<b>SSG</b> <ul style="list-style-type: none"> <li>• TBD/Tracked</li> </ul>

Indicator	Targets Year 3
<p><b>InD 17:</b> Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)</p> <p><b>InD 18:</b> Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance (4.8.1-29)</p>	<p><b>SNV-50 and 400 person hours</b></p> <ul style="list-style-type: none"> <li>• Training of Trainers on stove use &amp; adopt them into strengthening groups DAA,CEWEFIA and NAFTA-50</li> <li>• 400 person hours</li> <li>•</li> </ul> <p><b>HM-30 person trained &amp; 540 person hours</b></p> <ul style="list-style-type: none"> <li>• GPS training for comm committees-10</li> <li>• 60 person hours</li> <li>• Quarterly training for FM committee-20</li> <li>• 480 person hours</li> </ul> <p><b>FON-20 and 400 person hours</b></p> <ul style="list-style-type: none"> <li>• Training of Pra Fisheries Estuary co-management committee members -20</li> <li>• 400 person hours</li> </ul> <p><b>DAA-131</b></p> <ul style="list-style-type: none"> <li>• Training of community liaison officer on report writing, group membership mobilization-11</li> <li>• 77 persons per hours of training</li> <li>• Leadership training20</li> <li>• 140 person hours</li> <li>• Training on oyster biology and ecology-100</li> <li>• 700 person hours</li> </ul> <p><b>CEWEFIA-50</b></p> <ul style="list-style-type: none"> <li>• Training of youth/women on woodlot plantation-50</li> <li>• 600 person hours</li> </ul> <p><b>Total: 281 persons trained 2857 person hours</b></p>

## **IR 5: Gender**

SFMP works to address gender inequities in fisheries management. Over the life of project, the SFMP aims to break out of the “business as usual” mold where men dominate capture fisheries management and women’s influence is tied to the post-harvest processing sector. The project works with the government of Ghana, local NGOs, and women’s fisheries-related associations to strengthen women’s role and leadership in fisheries co-management. Strategies applied to strengthen gender include the development of gender analyses, gender mainstreaming strategies, and action plans as well as capacity development and information, education, and communications campaigns. The initial gender analysis provided a basis for the development of an SFMP mainstreaming strategy. Monitoring and Evaluation of the interventions helps generate best practices for learning and adaptation.

Gender mainstreaming activities and communications messages are tailored to the project’s beneficiary communities. In Year 3, the project will implement a gender mainstreaming communications program that includes the following two taglines:

- *Far Mpuntu: Ogyina Bayin na Basia nkabom do:* Development of sustainable fisheries: Depends on collaboration of both male & female.
- *Far Mpuntu: Basia ne nsusui pa so hia:* Development of sustainable fisheries: The woman’s decision is also required/ important

In Year 3, SNV will continue implementing a gender training program called the Hownam dialogue, which started in Year 2. This is a unique training program designed by SNV under SFMP to help women and women groups understand leadership and develop the skills needed to take up leadership roles. “Hownam” is a Fante word, which means fish smoking. Over the first two years, we have learned that to improve women’s involvement in fisheries co-management beyond the processor association level, we need to work with men. The following entry points have been identified:

- Create awareness about the value of gender inclusive management for the Fisheries Council.
- Involve the Fisheries Commission staff that work with the council on managing the landing beaches in SFMP gender trainings.
- Prepare a gender mainstreaming action plan in collaboration with the FC to include women in the management of landing beaches.

Following these entry points, the SFMP gender team started collaborating with the FC to prepare a gender mainstreaming strategy and action plan for the FC. This work will be completed in Year 3.

There are two activity areas that contribute to IR 5. These activities will be implemented with technical leadership provided from SNV, Hen Mpoano, and technical assistance from URI based staff, and coordinated efforts from the local women’s processor organizations – CEWEFIA, DAA, and SNV. Key counterpart institutions involved in these activities include the Ministry of Fisheries, the Fisheries Commission, and NAFPTA. These activities are briefly described below and an implementation schedule with outputs, results and timing per activity presented in in Section D.

### **5.1 Development of a gender strategy for the Fisheries Commission**

While the Government of Ghana has a gender policy and strategy, there is no equivalent policy or strategy concerning gender at the FC level. This task was proposed in Year 2 and has been dropped temporarily in order to concentrate on the anti-CLaT strategy implementation. However, SNV will support the FC in the development of training materials and subsequent training of zonal FC staff on gender mainstreaming. Finally, SNV will provide field coaching and monitoring of IPs, FC National and Zonal offices in implementation of action plans.

After the strategy and action plan have been developed, HM will work with the Western regional FC zonal officers to implement action plans that are linked to the fisheries gender strategy. In addition, HM will provide field coaching and support to project partners in the W/R (DQF and FoN) to ensure successful mainstreaming of Gender into project activities. HM will reach out to the Fishermen council and other fisheries associations through the FC zonal officers to sensitize the group on the need to involve women as co-managers among the fishermen council. A leadership and conflict

management workshop will be organized for NAFPTA and other fish processing and marketing associations in the Western Region

## 5.2 Implementation of the SFMP Gender Strategy and Action Plan

The SFMP will implement its gender strategy through the following activities:

*Social organization and engagement.* SNV will continue organizing the gender network of SFMP, Fisheries Commission and other stakeholder partners, which holds semi-annual meetings (annually in August and October). The group will be involved in gender mainstreaming learning activities and meet to discuss progress and challenges. The team will also continue using the WhatsApp platform developed in Year 2 for communication and problem solving. A focus in Year 3 will be to discuss how to encourage women lead advocacy on best practices in fisheries

SNV will work with FC and NAFPTA to encourage the participation of women in SFMP’s policy advocacy fora. Prior to these fora, the women participants will be given training on policy advocacy and enlightened on issues to be discussed during the fora as part of efforts to encourage them to partake in decision making.

*Gender strategy outreach.* (See IR3) CRC will work with SNV to implement the gender mainstreaming behavior change communication messages that were developed in Year 2.

*Capacity building* In Year 3, SNV and local partners will continue implementing “hownam” dialogues. This dialogue is a channel for women to have informal peer discussions on issues affecting them (including CLaT) and to solicit support from each other. Informal discussion on leadership will also take place to encourage women to take up leadership roles. As part of this work, the local partners will be provided with field coaching on the use of the gender mainstreaming manual and other training resources that were developed in Year 2.

*Gender strategy monitoring.* To ensure that the project assesses the impacts of its gender work and learns from experience, the project will develop a gender mainstreaming learning agenda. As part of the learning agenda, the team will review the SFMP monitoring and evaluation plan to map out how to process and use the gender disaggregated data that will come out of the project’s routine monitoring. If the gender team finds that there are gaps in the routine monitoring, it will develop complementary gender monitoring activities. One such activity will be conducting a baseline study on women in leadership roles within SFMP fisheries stakeholder groups. The gender mainstreaming lessons learned will be communicated through policy briefs, newsletter articles, and the project’s general quarterly reports.

### Key Year 3 Outcomes and Results for IR 5

Indicator	Targets Year 3
<b>Ind 3.</b> Number of agricultural and nutritional enabling environment policies completing the Processes/steps of development as a result of USG assistance in each case:(FTF 4.5.1(24))	<b>SNV</b> <ul style="list-style-type: none"> <li>Gender strategy developed for the FC</li> </ul>
<b>Ind 5:</b> Number of days of USG funded technical assistance in NRM and/or biodiversity provided to counterparts or stakeholders (EG 4.8.1-28)	<b>CRC</b> <ul style="list-style-type: none"> <li>10 days for Torell</li> </ul>
<b>Ind 6.</b> Number of information products disseminated in local media reports, radio shows, conference papers, and research studies (Project indicator).	<b>SNV</b> <ul style="list-style-type: none"> <li>Production of Success Stories on Gender and Post-harvest-2 <b>success stories</b></li> </ul>
<b>Ind 17:</b> Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender	<b>SNV-55 persons trained and 370 person hours</b> <ul style="list-style-type: none"> <li>Community members trained in the Hownam dialogue, leadership and conflict mgtt-<b>40</b></li> <li><b>280</b> person hours</li> </ul>

Indicator	Targets Year 3
<p>(EG 4.8.1-27/ 4.8.2-6)</p> <p><b>InD 18:</b> Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance (4.8.1-29)</p>	<ul style="list-style-type: none"> <li>• Training of zonal FC on gender mainstreaming -15</li> <li>• 90 person hours</li> </ul> <p><b>HM-65 persons trained and 390 person hours</b></p> <ul style="list-style-type: none"> <li>• Training on leadership and conflict management - western region-30</li> <li>• 180 person hours</li> <li>• Workshops for men's knowledge and skills development on the inclusion of women in community groups – WR-20</li> <li>• 120 person hours</li> <li>• Training of zonal FC staffs on gender mainstreaming –WR-15</li> <li>• 90 person hours</li> </ul> <p><b>CEWEFIA-30 persons trained and 540 person hours</b></p> <ul style="list-style-type: none"> <li>• 30 persons trained on gender fishery policy-3 days of training</li> <li>• 540 person hours</li> </ul> <p><b>Total: 150 persons trained 1,300 person hours</b></p>

## **IR 6: Public-Private Partnerships**

The SFMP, through the leadership of SSG-Advisors is providing tailored guidance and technical assistance to Ghana SFMP for the development of innovative partnerships with the private sector. Resources from both SFMP and partners may come in the form of funding, expertise, technology, and brand leverage. Concept notes outline overall partnership goals, resource contributions, responsibilities and partnership governance, while Letters of Collaboration (LOCs) will formalize agreements between SFMP and partners.

Over Life of Project, SFMP has committed to develop at least two public private partnerships. Two under development at present include the micro-insurance product for fishermen (with Millennium Insurance and UT Life) and a fisher's mobile phone network (Tigo). However

Importantly, SSG has worked closely with the Government of Ghana (FC and MOFAD) throughout Year 1 and Year 2 to ensure alignment between SFMP Strategic Partnerships and priority MOFAD/FC objectives. SSG has secured support from the Minister of MOFAD for each of the priority strategic partnerships currently under way and has involved FC and MOFAD in co-designing each partnership, with special emphasis on the Tigo partnership.

Tigo is a new ICT partner to pilot the Fishers' Network with brand name '**Tigo Fishers' Network**'. Tigo came on board after negotiation with Vodafone in Year 2 stalled due to unforeseen demands from the company towards the partnership. VOTO Mobile would be considered where appropriate as the content provider for the initiative. This means the partnership will involve; SFMP, MOFAD, Tigo and VOTO Mobile.

In Year 3, SSG will commence implementation of activities under the Letter of Collaboration for the Millennium/UT Life Insurance partnership. The insurance partnership will serve as a social safety net to fishers while introducing and promoting digital finance to rural fisherfolk. This insurance initiative will complement MOFAD existing effort of providing insurance to fisherfolk.

In Year 2, SSG implemented a number of activities to support partnership development under SFMP. Implemented activities include; two strategic partnership forums with Vodafone and Millennium Insurance, concept notes on Tigo and Millennium/UT Life Insurance partnerships, developed and commenced negotiation on Letter of Collaboration (in the place of MOU) with Tigo and Millennium/UT Life Insurance, and due diligence report on Vodafone, Tigo and Millennium/UT Life Insurance. Further, SSG undertook stakeholder consultation with government and fishers association (GNCFC and NAFPTA) to ensure broader consultation towards the partnership development. An overarching Partnership Strategy was also developed for SFMP.

In Year 3, SSG will engage in the following activities to support strategic partnership development:

### **6.1 Millennium/UT Life Insurance Partnership:**

SSG will act as Partnership Secretariat and will support and co-manage partnership pilot launch. In addition, lead a Year 1 Partnership Work Planning Workshop and development of the partnership's Year 1 work plan. SSG will also hold an SFMP Implementing Partners Outreach Session to engage relevant SFMP implementing partners in identifying key activities and opportunities to support implementation. Further, SSG will support Information and Education Campaign for Partnership Micro insurance Pilot and also support development of Mobile Money Platform. Finally, SSG will oversee Partnership M&E and work with partners to develop partnership scale-up plans.

### **6.2 Tigo Fishers' Network Partnership**

SSG will finalize Signatures on Letter of Collaboration (LOC) and act as Partnership Secretariat. SSG will also lead a Year 1 Partnership Work Planning Workshop and lead development of the partnership's Year 1 work plan. In addition, hold an SFMP Implementing Partners Outreach Session to engage relevant SFMP implementing partners in identifying key activities and opportunities to support implementation. Similar to the Millennium/UT partnership, support Information and Education Campaign for Partnership Pilot and oversee Partnership M&E. SSG work with partners to develop partnership scale-up plans and where appropriate work with partners (Tigo, MOFAD and VOTO Mobile) to explore new investment opportunities to expand the Fishers' Network. Lastly, SSG

will develop and outline a viable and sustainable standalone business model for the Fishers’ Network, to ensure expansion and long-term sustainability.

**6.3 IUU Enforcement Hotline Partnership:**

SSG will start to develop a third priority partnership identified in Year 1, SSG will conduct Stakeholder Consultations with community leaders or other key stakeholders regarding the goals of the partnership. After, conduct Partnership Forum to develop a Strategic Partnership Concept Paper, to build a common vision for this key document. SSG will also conduct Preliminary Partner Negotiations and Due Diligence on Potential Partners. Further, prepare Strategic Partnership Concept Paper to define the resource contributions–funding, technology, equipment, expertise, etc.–that each partner will bring to the partnership. Overall, SSG will prepare and Negotiate Draft LOC which will serve as the foundational document for the partnership.

**6.4 Private Sector Engagement and Strategic Partnerships to Support Women-Owned Fish Processing Businesses**

In addition to the activities above related to the three partnerships prioritized in Year 1, SSG, working with SNV, will explore possible financing partnerships and opportunities to support women-owned businesses and cooperatives focused on fish processing activities. These partnerships could include any of these; 1) Financing agreements with local banks, impact investors, microfinance institutions, crowd funders and/or lenders, 2) Possible loan guarantees from the USAID Development Credit Authority (DCA) or other entities and 3) Partnerships to provide technical assistance or business development support to women-owned businesses and cooperatives, to reduce perceived risk for potential funders and lenders. In Year 3, SSG with support from SNV will engage in research, interviews, and partner outreach related to the above and will present SFMP with a shortlist of priority private sector engagement, financing, and strategic partnership ideas in Q2. For each prioritized opportunity, SSG, led by the Partnership Specialist with assistance from SNV (where applicable) will then engage (as appropriate) in the partnership formation steps outlined above (under IUU Enforcement Hotline Partnership).

**Key Year 3 Outcomes and Results for IR 6**

Indicator	Targets Year 2
<b>Ind 5:</b> Number of days of USG funded technical assistance in NRM and/or biodiversity provided to counterparts or stakeholders (EG 4.8.1-28)	<b>SSG</b> <b>IR 6.1 partnership development</b> 315 days STTA  <b>Total: 55 STTA + 260 LTTA = 315 days</b>
<b>Ind 13:</b> Value of new private sector capital investments in the agriculture sector or food chain leveraged by Feed the Future implementation.(RAA)-EG3.2-22	<b>SSG</b> Tracked
<b>Ind. 16:</b> Number of public-private partnerships formed as a result of Feed the Future assistance (S)(FTF 4.5.2(12))	<b>SSG</b> 1

## **IR 7: Capacity Development of Targeted Government of Ghana, Civil Society Organization and Key Partner Institutions**

SFMP is designed to develop the capacity of key local organizations in Ghana involved in fisheries to catalyze and drive the transformational change needed in the sector to reverse unsustainable resource exploitation and secure fisheries livelihoods. These include government institutions (Fisheries Commission Units and Divisions, Regional Coordinating Councils, interagency units, and public university Departments and Units at the University of Cape Coast) as well as civil society organizations (Producer/Processor membership organizations and local NGOs) and the private sector. Over the life of the project the organizational capacity of 16 local organizations involved in fisheries to effectively implement sustainable fisheries initiatives and to improve the quality and sustainability of services they provide to their constituencies is expected to improve. In the case of SFMP's 5 local CSO sub-awardees, their readiness to receive direct USAID funding is also expected to improve.

Assessment tools were developed and organizational capacity benchmarks for 9 target Government of Ghana units and 7 CSOs were established in Year one. These assessments also served to identify priority areas for capacity development and facilitated SFMP and partner decision-making on where SFMP might best contribute. SFMP organizational capacity development support planned and provided to each target organization to date is integral to the approach developed for each IR and has been discussed in detail in the relevant IR sections of SFMP annual Workplans and in Quarterly and Annual Reports. It includes support for organizational development, staff development through training opportunities, and material support (equipment).

For example, the GoG units benefitted from 4 vehicles, computers, a LAN system and central server, refurbishing of training facilities, laboratory equipment, leadership courses, stock assessment training, degree training, and technical assistance for gender, CLaT and Post-harvest strategy development for the FC among others.

CSOs benefitted from development of plans for a fish processing and training center managed by DAA, leadership training, public, private partnership training, and gender mainstreaming, CLaT and post-harvest processing training activities. SFMP provided technical and financial support and training for selected process and systems improvements identified as crosscutting needs among the CSO partner organizations. These included financial, administrative, organizational development, board development and M&E systems. SFMP provided software licenses and trained financial staff of local CSO implementing partners (HM, FoN, CEWEFIA, DQF, DAA) on QuickBooks to improve reporting and accounting of project funds provided via sub-recipient agreements from URI. SFMP supported DQF to revise its Standard Operating Procedures (SOPs) and SOP Manual. SNV conducted a CSO Board of Director's training on organizational strengthening in governance in Year 2. Also in Year 2 SNV finalized and validated with CSO partners an Organizational Development Manual covering each of the areas assessed in the OCA process.

SNV and CRC will conduct a midterm assessment of the organizational capacity of the 16 target organizations in the second half of Year 3 to document changes since the Year 1 benchmarking, to understand SFMP's contribution to any change, and to facilitate decision-making going forward. Two reports, one for the GOG units produced by URI and one for the CSOs produced by SNV will synthesize findings and recommendations. The midterm exercise will be an important opportunity for the GOG units and CSOs to consider how to most strategically harness the final years of SFMP capacity development support for sustainable outcomes for their organizations and the constituencies they serve.

### **7.1 GoG Capacity Development**

The nine GoG and university units targeted under the capacity development component are as follows:

1. Monitoring, Control and Surveillance unit of the Fisheries Commission (MCS/FC)
2. Fisheries Scientific Survey Division of the Fisheries Commission (FSSD/FC)
3. The Post-Harvest unit of the Fisheries Commission
4. The Marine Fisheries Management Division of the Fisheries Commission (MFMD/FC)



5. The Univ. of Cape Coast/Center for Coastal Management (UCC/CCM)
6. The Univ. of Cape Coast/Department of Fisheries and Aquatic Science (UCC/DFAS)
7. The Western Region Regional Coordinating Council (RCC)
8. The Central Region RCC
9. The Fisheries Enforcement Unit (FEU), an interagency body

Based on the findings and recommendations of the initial assessments, the progress on activities undertaken to date, and the work planning process with partners, planned capacity development activities for these units in Year 3 have been maintained or adjusted as detailed in the relevant IR sections of this work plan. Material support to these agencies has largely been completed and the emphasis moving forward will be mainly on human resource development.

Overseas graduate degree training of two FC and three UCC staff has started and ongoing through Year 4. Specific activities in Year3 include:

- Graduate students attending URI will return to Ghana to conduct summer research
- URI Professors accompanying the graduate students to Ghana to oversee grad student summer research
- Seminar on integrated research, policy and extension initiatives by Dr. Robadue at URI

## **7.2 CSO Capacity Development**

The 7 CSOs originally targeted under the capacity development component include the 5 local partner sub-awardees of SFMP, HM, DAA, DQF, CEWEFIA and FON as well as two additional local civil society membership organizations, the Ghana National Canoe Fishermen's Council (GNCFC) and the Fisheries Alliance (FA). An eighth organization, the National Fish Processors and Traders Association (NAFPTA) benefitted from capacity assessment in Year 2 with a focus on its regional branches as the FC and WARFP are expected to focus on the national level.

SFMP will continue support for on-going capacity development activities for CSOs in Year 3 as detailed under the relevant IR sections of this workplan and as follows, with an emphasis on producer and processor membership organizations.

*Support implementation of selected process and systems improvements:* In Year 3, support for routine use of QuickBooks to produce SFMP financial reports will continue. The project will support DAA and CEWEFIA to revise their SOPs and SOP Manuals. In Year 3, SNV will provide training for all the CSOs on the Organizational Development Manual.

*Organizational fiscal audits:* A-133 level fiscal audits by an outside firm will be conducted for the five partner CSOs in Year 2 and the first part of Year 3 as part of this component. Based on findings, action strategies to address any audit findings will be developed.

*Organizational Development Action Plans:* Following the baseline OCAs, each CSO developed an Action Plan. SFMP/SNV will provide follow-up support for implementation of these through a mid-term review of each Action Plan and periodic coaching and mentoring for selected organizations, in particular NAFPTA and the GNCFC. SNV and URI will foster a working relationship with the selected organizations through periodic coaching and learning.

*Women's empowerment and post-harvest improvements in the value chain:* In Year 2, SFMP organized a study tour to Senegal and The Gambia to expose Women-led and oriented CSOs to peer organizations with similar missions that have developed successful community-based strategies for sustainable fisheries management and value chain improvements. Participants included members of NAFPTA, DAA, CEWEFIA, DQF and FC Post Harvest Unit and FC Gender focal point. A major lesson learned from the tour was the leading role that women's membership CSOs can play in mobilizing women and other stakeholders in the sector to identify, promote and institutionalize best practices in fisheries management at their level, while proactively engaging government actors at all levels when their support is most needed in the process. In Year 3, SFMP will provide women's processor membership organizations DAA, CEWEFIA and NAFPTA with follow-up support to apply these lessons learned within their organizations. The Director and Senior Technical Advisor of the TRY Oyster Women's Association (TRY) in The Gambia (one of the study tour host organizations

and the first women’s association in Sub-Saharan Africa to be delegated exclusive use rights to a fishery by a national government) will travel to Ghana to provide this support to each organization, followed by a workshop gathering all the study tour participants. TRY will also support DAA to conduct a Participatory Rapid Appraisal (PRA) and lead development of a Community Based Fishery Management Plan for the oyster fishery in the village of Tsokomey where oysters are harvested from the estuary/river mouth of the Densu River (see IR 4.7).

**Key Year 3 Outcomes and Results for IR 7**

Indicator	Targets Year 2
<p><b>InD 4:</b> Number of institutions with improved capacity to develop and implement managed access fisheries management plans</p>	<p><b>CRC &amp; SNV</b>            16 (9 GOG units + 7 CSOs)            Documented by the mid-term CSO OCAs and the mid-term GOG capacity assessments to take place in Q3 and Q4.</p>
<p><b>InD 5:</b> Number of days of USG funded technical assistance in NRM and/or biodiversity provided to counterparts or stakeholders (EG 4.8.1-28)</p>	<p><b>CRC</b>            10 days for Kent</p>
<p><b>InD 14:</b> Number of for-profit private enterprises, producers organizations, water users organizations, women’s groups, trade and business associations, and community based organizations(CBOs) receiving USG food security related organizational development assistance</p>	<p><b>SNV</b>            4            3 -On going DAA, CEWEFIA, GNCFC)            1 new-NAFTA)</p>
<p><b>InD 15:</b> Number of members of producer organizations and community based organizations receiving USG assistance (S) (FTF 4.5.2(27))</p>	<p>TBD – Membership of NAFTA</p>
<p><b>InD 17:</b> Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)</p> <p><b>InD 18:</b> Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance (4.8.1-29)</p>	<p><b>CRC</b></p> <ul style="list-style-type: none"> <li>• UCC graduate students study abroad at URI (5 students from UCC to URI)</li> <li>• 260 days X 3hrX 5= 3,900 person hours</li> </ul> <p><b>SNV</b></p> <ul style="list-style-type: none"> <li>• Capacity building support to NAFTA-20</li> <li>• 120 person hours</li> </ul> <p><b>Total: 25 persons</b>  <b>4020 hours per person</b></p>

## **B. SFMP Project Management**

### **B.1 The SFMP Implementation Team**

**The Coastal Resources Center (CRC)** of the Graduate School of Oceanography at the University of Rhode Island (URI) leads the cooperative agreement to implement the USAID/Ghana Sustainable Fisheries Management Project (SFMP). CRC-URI and the team of core implementing partners for SFMP described below, are building on the gains and lessons learned by the USAID/Ghana ICFG initiative implemented from 2009 to 2014. The Primary government counterpart agency for the SFMP is the **Ministry of Fisheries and Aquaculture Development** and its **Fisheries Commission**. Implementing partners include:

**Hen Mpoano** is a Ghanaian non-governmental organization (NGO) established in 2013 to provide technical, policy and extension support to coastal communities, emerging civil society groups, traditional authorities, government institutions and the private sector to ensure inclusive and integrated management of Ghana's coastal and marine ecosystems.

**Friends of the Nation (FoN)**, established in 1993, is a socio-environmental advocacy, non-profit, non-governmental development-oriented organization. FoN is committed to enhancing active citizenship, social accountability and promoting human rights in Resource governance through: Knowledge Transfer, Advocacy, Capacity Building, Networking and Research.

**SNV Netherlands Development Organization** is a not-for-profit international development organization. SNV's team works with local partners to equip communities, businesses and organizations with the tools, knowledge and connections they need to increase their incomes and gain access to basic services.

**DQF Quality Foundation (DQF)** is a financial non-governmental and community development organization with microfinance as its core business. DQF seeks to empower the poor and needy, especially women and youth, through the facilitation and provision of micro loans, micro business development services, renewable and energy efficient solutions, and other activities.

**CEWEFIA** is a local NGO which focuses on issues affecting women and children especially in the fishing communities in the Central Region and Western Region.

**DAA** is a federation of grassroots associations registered in 1998 as farmer based non-profit organization which seeks to promote self-reliance, participatory and sustainable development in the agriculture and fisheries sector. DAA operates in Greater Accra, Central and Eastern Regions of Ghana where most of its beneficiaries are rural women with low formal education.

**SSG Advisors** is an international development consulting firm based in the US. SSG has worked extensively in public-private partnership development across the African continent and is highly experienced in building the capacity of diverse stakeholders to enter into sustainable and high-impact partnerships.

**Spatial Solutions Ltd (SpS)** is an Accra-based planning firm tasked under the SFMP to offer technical support on marine spatial planning and related land management issues within the coastal and ecologically sensitive areas in the Western and Central regions.

### **B.2 SFMP Staffing**

The SFMP team is comprised of four key positions that are led by a Chief of Party (CoP) Dr. Brian Crawford, who is on an in-country assignment from the home office at the University of Rhode Island. He is accompanied in-country by a Sustainable Fisheries Management Advisor, Najih Lazar, also from the University of Rhode Island, and who reports to the CoP and is a key technical liaison with the Fisheries Commission. The communications and public relations expert reports to the CoP. She leads program communications and acts as the main communications liaison with USAID's communications team. The Monitoring, Evaluation and Learning Specialist reports to the CoP. He prepares sets up data collection, data quality control processes and learning for all project implementing partners and is responsible for inputting performance data into the FtF and USAID Tracker systems.

In Year 3, several planned staffing transitions will occur with both the CoP and fisheries advisors from URI returning to the US. A new CoP will be recruited and come on board and be oriented in the second quarter of the year prior to the current CoP departing on or about April 2017. The Fisheries Advisor will depart Ghana at the end of January 2017. Both persons will continue to support the project, Dr. Crawford as the project manager based at URI and Mr. Lazar as a part-time technical advisor, with on-going technical assistance trips planned after the transition for both individuals. Dr. Robadue will concurrently reduce his program management role and focus on technical assistance and project documentation. To supplement the fisheries expertise in country, two fisheries specialists are being recruited to support the national policy initiatives and post-harvest initiatives respectively, as well as for supervision of local implementing partners. The communications team will also be increased given the expected scale up of strategic communications activities in Year 3.

### **B.3 SFMP Office Locations**

The SFMP maintains a main office in East Legon, Accra, where the CoP, senior fisheries advisor and other core personnel were located. This allows staff to work closely with MOFAD and the FC and coordinate with WARFP and USAID/Ghana. Field operations are managed out of the respective implementing partner's offices.

### **B.4 Internal Coordination and Project Management**

The CoP is the primary liaison with USAID/Ghana and main point of contact for the USAID/Ghana AOR. The CoP is the main liaison with the URI home office. The Communications Officer coordinates with the USAID communications unit in providing success stories, preparing briefing packets for USAID visits to project sites, etc. The CRC-based Ghana Administrative Coordinator provides oversight of the in-country fiscal and administrative team, reviews all in-country direct expenses of CRC as well as the invoices and back up documentation provided by implementing partners. The CRC and URI fiscal team prepare accrual reports submitted to the AOR and process sub-agreements and payments to sub-recipients through URI. Internal communications among partners are maintained via periodic meetings and site visits and other electronic communications.

### **B.5 Reporting Requirements**

As per the URI Cooperative Agreement, the following reporting schedule to USAID will be implemented. Quarterly progress reports will be approximately 20-30 pages. The first, second and third quarterly reports are due to the AOR by the last working day of December, March, June, respectively. The fourth quarter progress report will be an Annual Activity Report with a descriptive analysis of activities conducted during that USG fiscal year, a description of actual achievements versus planned activities for the year, in both narrative and in data performance table formats. The Annual Activity Report reports against all indicators established in the PMP, and the data performance table which include accomplishments for the fiscal year against the year's targets. The Annual Activity Report is due to the AOR by the last working day of October following the work plan year end.

### **B.6 Coordination with MOFAD, other GoG Agencies and Key Donor Projects**

The SFMP coordinates closely with MOFAD and the FC and World Bank WARFP staff through periodic meetings. MOFAD and the FC each have designated a project points of contact to serve as the main liaisons with the project and this coordinator is invited to attend meetings and to receive all project reports. However, SFMP staff and partners maintain close interactions on a regular basis with a number of FC central headquarters, divisional and regional staff depending on the activity.

### **B.7 Monitoring and Evaluation**

The detailed Monitoring and Evaluation (M&E) Plan, including a Performance Monitoring Plan (PMP) and a Knowledge Management and Learning Plan (KM&L Plan) is a separate stand-alone document that was approved in March 2015 and updated in 2016. The project M&E Plan uses a three-pronged learning-based approach to methodologically evaluate and communicate the SFMP's

relevance, effectiveness, efficiency, impact and sustainability. The performance monitoring plan (PMP) is tied to the project's goal and intermediate results and serves as a tool that allows for effectively implementing the M&E plan. The KM&L Plan is an important way that the SFMP strategy based on adaptive management, sound science for management, stakeholder participation and periodic self-evaluation is carried out. This knowledge management strategy is designed to share information, results and lessons—and solicit input and feedback for adaptive management. The communications strategy for the project complements monitoring and evaluation through dissemination of project lessons and results to ensure accountability to USAID and the Ghanaian and American people. The M&E plan covers the entire period of performance of the SFMP and adjusted annually during the work planning process. Changes are based on any changes in planned activities and lessons learned during implementation that may require adjustments and with the approval of the SFMP AOR.

The SFMP collaborates with the Monitoring and Evaluation Technical Support Services (METSS) project, which assisted in the process of designing an M&E system that can adequately support the data needs of USAID/Ghana and a mandatory formal external evaluation process over the LoP.

USAID/Ghana utilizes performance management information system called AidTracker Plus, and the FtF MS and TraiNet to track activities for all mission-funded projects. The SFMP provides information on the activities funded under this assistance agreement by entering this information into the AidTracker Plus and the FtF MS and TraiNet Partner Portals. The M&E Specialist for the SFMP performs this function.

The SFMP's PMP folds into the mission-wide PMP, which includes Goal and Development Objective (DO) level indicators from the CDCS Results Framework, which include a number of standard FtF indicators. The SFMP also uses standard indicators that contribute to USAID's biodiversity and climate change objectives as well as uses several custom indicators. The project routinely monitors 18 indicators to measure performance annually and at the end of the program, with baselines and targets for each indicator. The full list of indicators, disaggregation, proposed data sources and targets is contained in the Performance Monitoring and Evaluation Plan.

Baselines were established in Year 1 for all of the indicators proposed in the PMP. These include many of the impact indicators on status of fish stocks and other socio-economic indicators the SFMP will track over LoP to gauge impacts. Year 3 targets based on this work plan are provided in Table 1 (see introductory section on The Evolving Project Operating Environment and Changes in Strategy and Result Targets). The table shows targets per this work plan relative to targets in the initial PMP and changes being made over LoP. These changes represent an amendment to the PMP targets for Year 3 and subsequent implications for changes over LoP.

## **B.8 Environmental Compliance and Management**

The project complies with host country environmental regulations unless otherwise directed in writing by USAID. The Environmental Monitoring and Management Plan (EMMP), approved in March of 2015, describes how the SFMP implements all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP specifies mitigation actions as needed for different activities, outlines how implementation of activities will be monitored to ensure compliance with required conditions and their effectiveness and specifies timelines and responsible parties for monitoring of the mitigation measures. This EMMP complies with 22 CFR 216, and is based on the approved Initial Environmental Examination (IEE) of the USAID Ghana Economic Growth Portfolio. The EMMP covers all activities currently anticipated under this work plan as well as over the LoP.

The EMMP conforms to IEE requirements regarding negative determinations with conditions. Environmental screening and review procedures for project activities that do not fall under a categorical exclusion have been adopted. No activities with moderate, unknown or high risk are planned in the SFMP. However, the project will use an environmental review form to screen proposed activities not fully covered in the IEE and take action as appropriate. Screening forms or if required an IEE amendment, will be submitted to USAID for approval before carrying out activities not covered by the IEE.

No activities proposed in this work plan are outside the scope of the approved Regulation 216 environmental documentation. However, as some proposed construction activities are planned, the SFMP will prepare specific framework documentation for USAID review that covers these activities, specifically for building construction. These construction activities will not be undertaken prior to receiving written USAID approval. Rehabilitation of the FC office in El Mina will be designed and started in Year 3. The DAA Training Center will be constructed in Year 3. This work will include environmental review and documentation for USAID review.

All sub-grantees are required to comply with USAID environmental policies and the SFMP EMMP. For any new activities not included in the EMMP, sub-grantees will use the USAID Environmental Review Form (ERF) and Environmental Review (ER) checklist to screen grant proposals to ensure the funded activities will result in no adverse environmental impact, include mitigation measures, as necessary, and to comply with required monitoring and reporting. As noted earlier, this is particularly important for those sub-grantees conducting value chain improvement activities that include construction or rehabilitation of smokers and drying sheds and woodlots. While CRC is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented, compliance with approved measures is required by all sub-grantees as part of the standard provisions of their URI sub-award. Quarterly reports and the annual report will be submitted as noted above.

Adiza Ama Owusu serves as the SFMP environmental compliance officer, based at HM's Takoradi Office. She is responsible for training all partners on conditions of the IEE, the EMMP reporting, screening and review processes. She works with partners proposing activities not covered under the IEE to complete proper reviews for submission and approval to USAID. When developing applied management activities, or livelihood activities, the project also has strict requirements for what activities are allowable or not. For example, subsidies for fishing inputs will not be purchased with USAID funds and when implementing fish smoking activities, measures will be taken to ensure that it does not lead to over exploitation of fuel wood.

## **B.9 Sustainability Considerations**

The SFMP sustainability strategy includes significant material resources to build the capacity of the FC, selected local government institutions, and local partners (see Section 7) in addition to a heavy investment in human resource development. Additional resources are allocated to strengthening activities targeted at UCC. NGOs and women's groups also receive substantial benefits via training, provision of material support, mentoring and a learning-by-doing approach. This includes capital purchases of vehicles, computer equipment and office furnishings, some building refurbishing and small office construction. Hardware support is necessary to implement project activities and ensure local partners can sustain their capabilities beyond project end. For the FC, this includes support to several units: vehicles for the MCS unit for mobility in shore-based patrolling; a building in Elmina Port for a full-time surveillance presence to deter rampant illegal fishing and improve data collection; and IT equipment at FSSD to more efficiently collect and analyze landing and effort information. (See section 7). As WARFP also is providing substantial material support to the FC, careful coordination has been conducted to ensure where USAID investment is best made and does not duplicate WARFP efforts.

## **B.10 Marking Strategy and Branding**

The approved marking strategy and branding plan is contained in the URI Cooperative Agreement. All implementing partners are required to follow the plan and it is contained in the standard provisions of their sub-awards. Additionally, the SFMP communications team has developed standardized templates for all SFMP reports, administrative reports, technical reports and special publications, to ensure that all documents have a standard look and feel as well as to ensure they conform to the USAID co-branding policies and guidelines. Implementing partners are continually oriented on the marking and branding plan and on use of report templates as well as building base documents in a way that facilitates ease of preparing final PDFs that are "508 compliant" prior to submission to USAID and DEC.

## C. Budget

The following tables are summaries of the USAID budget by standard cost accounting categories and summary estimates allocated to each Project Intermediate Result (IR) category. For the table by IR, project management costs are distributed proportionally to these activities.

### C.1 Budget by Line Item

Item	USAID (US\$)	Cost Share (US\$)	Total (US\$)
Direct	2,904,461	580,892	3,485,353
Subcontracts	2,209,412	441,882	2,651,294
Training	101,001	20,200	121,201
Construction	277,083	55,417	332,500
<b>Total Direct</b>	<b>5,491,957</b>	<b>1,098,391</b>	<b>6,590,348</b>
Indirect	779,691	155,938	935,629
<b>Grand Total</b>	<b>6,271,648</b>	<b>1,254,329</b>	<b>7,525,977</b>

### C.2 Budget by Program Element

Item	USAID (US\$)	Cost Share (US\$)	Total (US\$)
Strengthened enabling environment	1,188,9223	237,785	1,426,708
Science and research applied	1,438,973	287,795	1,726,768
Creating Constituencies	403,306	80,661	483,967
Applied Management	1,908,337	381,667	2,290,004
Gender Approach	233,232	46,646	279,878
Public-Private Partnership	580,222	116,044	696,266
Capacity Development	518,655	103,731	622,386
<b>Grand Total</b>	<b>6,271,648</b>	<b>1,254,329</b>	<b>7,525,977</b>

### C.3 Capital Procurement Plan

The following equipment will be procured in Year 3 (subject to USAID approval and amendment to the URI Cooperative Agreement) and complying with source and nationality requirements in 22 CR 228 for the procurement of commodities.

Recipient	Description	# of Units	Estimated Unit Cost (US\$)	Total (US\$)
URI	UAV Fixed wing craft and accessories	1	40,000	40,000

**C.4 International Program Management and Technical Assistance Travel Schedule:  
October, 2016 to September 2017**

The following table shows all international travel; and the purpose (related to the work plan IR) and quarter in which that travel will occur.

<b>Traveler</b>	<b>Purpose (IR)</b>	<b>Total # of trips</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Crawford and spouse repatriation to US	8	2	0	2	0	0
Crawford – co-mgt and fish act, pgm mgt.	1, 8, 8	3	0	1	1	1
Lazar – repatriation to US	2	1	0	1	0	0
Lazar – FSSD training	2	2	0	0	1	1
Lazar - DNA study	1	1	0	1	0	0
Replacement COP and spouse to Ghana	8	2	0	2	0	0
Damon – UAV training spatial planning	2.6	3	0	1	1	1
Castro - leadership course, action research	2.3	3	1	1	1	0
Hazipetro – action research	2.3	1	1	0	0	0
Ricci – marine police competency dev sys	1.2	2	0	1	1	0
Ricci – leadership ToT	2.3	1	0	1	0	0
Torell – gender and leadership	5	1	0	1	0	0
Kent – mid-term cap dev assess	7	1	0	0	1	0
Woodring – fiscal clearings SoP review	8	2	0	1	0	1
Moreau audit follow-up	8	1	1	0	0	0
Bowen – paperless landings pilot	2	2	0	1	1	0
Robadue (technical) – spatial planning	4	2	0	1	1	0
Robadue (program)	8	1	0	0	0	1
Post (tech – DNA study)	1	1	0	0	1	0
K Beran Value Chain study	4	1	0	1	0	0
URI faculty to travel with students	2	5	0	0	5	0
Ghana Grad students to Ghana for research	2	5	0	0	5	0
CoP and FM mgt review at URI	8	2	0	0	2	0
Travel to NOAA by FSSD Director	2	1	0	1	0	0
Ghana part training of UAV use - UK	2.6	1	0	1	0	0
Gambia consults to assist on DAA CBM	4.7, 7.2	2	0	2	0	0
SNV low PAH stove technology consultant	4	1	1	0	0	0
SSG Advisors – private partnerships	1.2, 2.2, 6	10	3	6	0	1
<b>TOTAL</b>		<b>60</b>	<b>7</b>	<b>26</b>	<b>21</b>	<b>6</b>



## D. Implementation Schedule

The following tables show the implementation schedule of the various work plan activities and tasks along with associated outputs and results targets where applicable. The table also shows the lead implementer and/or person responsible, and supporting partner institutions.

### IR 1: Strengthened Enabling Environment for Marine Resources Governance

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month												Person Responsible
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
	<b>1</b>	<b>1</b>		<b>Addressing key Policy Issues</b>															
FoN	1	1	1	National CSOs meetings for NFMP	reports, part list	Ind.3: Step 5 for NFMP													Kyei
HM	1	1	2	co-mgt outreach meetings- national	Report, Part list, Agenda														Kofi
HM	1	1	3	inputs from stakeholder groups legislative drafting of Fish Bill	Report,	<b>Ind 3:</b> Step 5 for NFMP	x												Kofi
HM	1	1	4	Coordination with legal inputs-Fish Act		<b>Ind 3</b> step 5													
CRC	1	1	5	Policy analysis on potential alternative benefits to fuel subsidy															COP
HM	1	1	6	Issue brief on illegal nets		<b>Ind 3:</b> Step 5 for NFMP and <b>Ind 6:-1</b> brief													Cephas
	<b>1</b>	<b>2</b>		<b>Strengthened Law Enforcement</b>															
HM	1	2	1	<i>Fisheries Watchdog Committees</i>	Training report, manuals, part lists	<b>Ind 17:</b> 176, <b>Ind 18:</b> 3168													Daniel
HM	1	2	2	Learning and sharing meetings among pilots	Exchange visit report, part list		x												Daniel
HM	1	2	3	Scale up FWC in other regions	FWC established in 3 other Regions														Daniel
SSG	1	2	3a	FWC Lessons Learned Assessment (workshop and interviews)	Lessons Learned Report	<b>Ind. 5:</b> 35 days													Nii
SSG	1	2	3b	FWC Scale up and Sustainability Strategy Development	Report	<b>Ind. 5:</b> 20 days													Nii
SSG	1	2	4	Writing meeting on consolidation and adoption of training manuals	Consolidated manual		x												Kofi
SSG	1	2	5	Performance review of FWCs	Review Report														Kofi
FoN	1	2	6	Training of trainers (ToT) Marine Police &	Trainers Manual: TraiNet	<b>Ind 17</b> = 40													Kyei,

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month											Person Responsible			
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG		SEP		
				FEU Supervisors (One 2-days training at Ayinase for 20 part in each training)	forms reports, part list	Ind 18= 400															
FoN	1	2	7	Competence-Based Integration working with MPU (hold 2 planning and SOP drafting meetings)	SoP																Donkris
FoN	1	2	8	Strengthening the prosecutorial chain: Meetings W/R and Greater Accra.	workshop reports, pictures part list f	Ind.3: Step 5 for NFMP															Donkris
FoN	1	2	9	Meetings with Prosecution chain for both the Western and Eastern area.	reports																Nana Efua
CRC	1	2	10	MPU Orientation to Staff Capacity Development and Performance Development Planning	Job aide																Glenn
CRC	1	2	11	Curriculum design for MPU Induction Training Program	MPU Curriculum																Glenn
	<b>1</b>	<b>3</b>		<b>Harmonizing Regional Policies</b>																	
CRC	1	3	1	Laboratory analysis (DNA) of fish samples	Report on																Najih
CRC	1	3	2	CECAF meeting to disseminate DNA results	Workshop proceedings - Action Plan																Najih
	<b>1</b>	<b>4</b>		<b>Informing the USG on key Policy Issues</b>																	
CRC	1	4	1	Semi-annual Briefing packets for USG	2 briefing packets																Pat
	<b>1</b>	<b>5</b>		<b>Reducing Child Labor and Trafficking</b>																	
SNV	1	5	1	Training of National Stakeholders (GoG) on the Child Labor Policy	Training report	Ind 17 :20 Ind 18: 140															Dickson
SNV	1	5	2	Support to GoG towards Implementation of the anti-CLaT strategy in fisheries.	Inputs																Dickson
SNV	1	5	3	National Media Advocacy for anti-CLAT	documentary and local drama aired on national TV; 2 TV appearances, 4 radio discussions	Ind 6: 2 ( TV and radio discussion)	X														Dickson
SNV	1	5	4	Training of local IPs, on CLaT Strategy; use of the systematic referral mechanism and protocols	Training report	Ind 17:50 Ind 18: 350															Dickson
SNV	1	5	5	Field coaching and monitoring of IPs	Inputs																Dickson

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month										Person Responsible		
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL		AUG	SEP
FoN	1	5	6	Training & Support to Child Protection Panel And Social welfare Dept. staff	Reports: Trainers Manual: TraiNet forms	Ind 17: = 120 Ind 18: = 600													Kyei
CEWEFIA	1	5	7	Training on leadership skill and the use of integrated referral mechanism	TraiNet forms training report	Ind 17 = 80 Ind 18 = 1120													Nicholas Smith
CEWEFIA	1	5	8	Development of community action plan	plans														Michael Takyi
CEWEFIA	1	5	9	Community durbar to validate action plan	Report,, Part list														Hannah Antwi
CEWEFIA	1	5	10	Monitoring of CLaT activities	report														Michael Takyi
CEWEFIA	1	5	11	Refresher training for Anti-CLaT Advocates and community child protection committees (CCPC)	Completed TraiNet form	Ind 17: 80 Ind 18: 1120													Michael Takyi
CEWEFIA	1	5	12	CLaT coordinating meeting	Report														Nicholas Smith
DAA	1	5	13	<i>Refresher training for Anti-CLaT Advocates - Winneba.</i>															
DAA	1	5	14	Needs assessment & Screening															Abraham Aasre,
DAA	1	5	15	Preparation and Development of training manual															Abraham Aasre,
DAA	1	5	16	Training	Report, Manual, TraiNet forms	Ind 17 :14 Ind 18: 98													Abraham Aasre,
DAA	1	5	17	<b>Public campaign on anti - CLaT by Advocates s.</b>															
DAA	1	5	18	Video Shows - Advocates Community Campaigns and radio sensitization behavioral change	Report, Part list														Nii Adamafio
DAA	1	5	19	Focus Group Discussions	Report, Agenda, Part list														Nii Adamafio
DAA	1	5	20	Mid-year Review Training on Anti CLaT Advocate	Report, TraiNet Forms														Abraham Aasre,
DAA	1	5	21	Anti- CLaT Day Celebration															Abraham Aasre
DAA	1	5	22	Training with Traditional Leaders in Apam	reports, agenda.														Nii Adamafio

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month										Person Responsible	
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL		AUG
				and Winneba														
DAA	1	5	23	Collaboration with Other NGOs in Anti CLAT														Nii Adamafo
DAA	1	5	23	Meeting/Forum with NGOs	Report, Part list													Nii Adamafo
DAA	1	5	23	Exchange visits by Anti CLaT Advocates with Anti CLaT oriented NGOs in Apam & Winneba	Report, Part list													Nii Adamafo
DAA	1	5	24	Success stories on CLaT														Nii Adamafo
DAA	1	5	25	Training for New Anti CLaT Advocates	TraiNet forms, training report; training manual	InD 17:30 InD 18: 360												Nii Adamafo

## IR 2: Science and Research Applied to Policy and Management

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month									Person Responsible	
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL
CRC	2	1		<b>Scientific and Technical Working Group</b>													
CRC	2	1	1	Scientific and Technical Working Group (STWG) quarterly meetings	Quarterly review meetings												Najih
CRC	2	1	2	Formalizing the STWG	Ministerial decree / directive												Najih
CRC	2	1	3	Update status of the stock (small pelagics)	Status of the Stock Report (updates on Fmsy and Bmsy)												Najih
SSG	2	2		<b>ICT Innovations for Effective Fisheries Management</b>													Nii
SSG	2	2	1	Support USAID ICT consultant on ICT strategy implementation													Nii
CRC	2	3		<b>UCC/DFAS/CCM Capacity Development</b>	Tracking Capacity Development activities	<b>Ind 4</b>											Karen
CRC	2	3	1	Conduct ToT for Leadership Course Trainers	ToT guide	<b>Ind:17-15, Ind: 18: 50</b>											Glenn
CRC	2	3	1	Fisheries leadership course		<b>Ind:17-15 Ind 18:450</b>											Glenn
CRC	2	3	1	Alumni Sharing workshop		<b>Ind:17-20 ,Ind 18:120</b>											Glenn
CRC	2	3	2	URI Professors accompanying students to Ghana for grad research	Trip reports (x 4 reports)	<b>Ind 5:10 days</b>											CoP
CRC	2	3	2	1 Credit seminar on integrative fisheries management (Dr. Don Robadue)	Seminar report												Robadue
CRC	2	3	3	Age and Growth laboratory training	TraiNet forms, training report; training manual	<b>Ind 17: 5 Ind 18: 120</b>											Najih
CRC	2	3	4	1 day symposium for Research students	Report												CoP
CRC	2	3	5	Launch a research and extension program for the Center for Coastal Management													Najih
CRC	2	3	6	Guide on identifying fish caught with illegal methods and chemicals with Forensic Laboratory at UCC	Guide												CoP
CRC	2	3	7	LEK Focus exact locations after discussions	report												Castro

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month											Person Responsible
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	
				with GITA and local knowledge focus groups on cuttlefish														
CRC	2	3	7	Train tagging group and develop reward system. Help with tagging	TraiNet forms, training report; training manual	InD 17:5 InD:18: 30p												Mitch,
CRC	2	3	7	Construct or purchase collectors and develop sampling fleet														Mitch
CRC	2	3	7	Evaluation of the collaborative research process	Evaluation report													Kathy
CRC	2	3	7	GITA collaborative research with UCC and URI Fisheries Center	Final report													Kathy
HM	2	3	7	Create awareness on tagging and recapture for cuttlefish	participants list													Cephas
HM	2	3	7	Organize 4 LEK FGDs on cuttlefish	LEK FGD report ; participant list													Daniel
HM	2	3	7	Produce GIS maps on release and recapture locations of cuttlefish	GIS maps													Justice
CRC	2	4		<b>Improving Fisheries Research Systems</b>														Najih
CRC	2	4	1	Piloting mobile technologies for fisheries management	TraiNet forms reports	InD17:20 InD 18: 600												Bowen
CRC	2	4	2	Regional trainings of enumerators (4 trainings in each region)	TraiNet forms reports	InD 17: 5 InD 18:30												Najih
CRC	2	4	3	FSSD advanced stock assessment training	TraiNet forms reports	InD 17: 10 InD 18: 80												Najih
CRC	2	4	4	Fishing gear technology cooperative research	Report													Najih
CRC	2	4	5	IT support to FSSD	TraiNet forms reports	InD 17 -2 InD 18: 480												Najih
CRC	2	4	6	Exchange visit to the U.S. FC-FSSD staff	TraiNet forms reports	InD 17: 1 InD 18 30												Najih
SpS	2	5		<b>Environmental Data Hub</b>														
SpS	2	5	1	Develop training manual for Year 3	Training manual													Peter
SpS	2	5	2	Phase I: Training in basics of GIS	TraiNet forms, training report; training manual	InD 17: 26 InD 18: 182												Peter
SpS	2	5	3	Phase II: Training in conversion and manipulation of secondary data.	TraiNet forms, training report; training manual													Peter

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month									Person Responsible		
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG
SpS	2	5	4	Phase III: Advanced Application Training and preparation of the ICM toolkit	TraiNet forms, training report; training manual													Peter
SpS	2	5	5	<b>Develop ICM toolkit for the Central Region</b>														
SpS	2	5	6	Primary/Field data collection and analysis with CR Planners and SFMP Partners	Field data TraiNet forms,	Ind 17: 26												Peter
SpS	2	5	7	Drafting of ICM toolkit	Draft Toolkit													Peter/Osman
SpS	2	5	8	feedback sessions on tool kits	Minutes of meetings													Peter
SpS	2	5	9	Incorporate comments and draft Final Toolkit														Peter
SpS	2	5	10	meetings to launch Toolkit	Final Toolkit													Peter
CRC	2	5	11	Training on drone mission planning and flights	TraiNet forms, training report; training manual	<b>Ind 17: 2</b> <b>Ind 18: 60</b>												Chris

### IR 3: Creating Constituencies and Stakeholder Engagement

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month										Person Responsible
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	
	3	1		<b>Strategic Communication Campaigns</b>													
CRC	3	1	1	Media coverage for National Dialogues t	Press Release (6 media houses)	Ind 6: =4 :2(Press Releases) & 2 community drama											Patricia
CRC	3	1	1	Mass media/multimedia campaign on of NFMP Co-mgt.	video documentary, 1community drama, 2 radio jingles	Ind 6= 4											Patricia
CRC	3	1	1	Airing of jingles	2 radio jingles (and												Patricia
CRC	3	1	1	Semi-annual press briefings on fisheries adjudications	Event, Press brief/report on status of adjudications	Ind 6= 2											Kyei
CRC	3	1	1	Fact sheet on Fridjorf Nansen report	Fact sheet	Ind 6= 1											Patricia
CRC	3	1	1	Support to GNCFC,GIFA, NAFPTA Fisherman to Fisherman Dialogue	copies of compacts												Fish Spec.
CRC	3	1	1	World Rural Women's Day	Press Release, Event report, IEC (T-shirts)												Patricia
CRC	3	1	1	Ghana Journalist Awards Best Fisheries Report	GJA Event; 2 awards												Patricia
CRC	3	1	1	Semi-Annual Media Outreach	report												Patricia
CRC	3	1	2	Healthy Fish Campaign/Best practices Award-World fisheries Day													Patricia
HM	3	1	3	Field meetings with canoe fishermen	part list, agenda												Cephas
HM	3	1	4	Quarterly meeting with NAFAG, NAFTA, GITA, GIFA	part list, agenda												Kofi
HM	3	1	5	IUU video screening in communities		Ind 6 = 1 video show											Kofi
CRC	3	1	5	Canoe Council F2F consultation initiatives													Fish Spe
CRC	3	1	5	Prepare an operational plan	operational plan developed												Fish Spe
CRC	3	1	5	Draft Declaration of F2F													Fish Spe
CRC	3	1	5	Launch the F2F initiative at the World Fisheries Day	Report on launch												Fish Spe



Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month											Person Responsible				
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG		SEP			
CRC	3	1	5	consultation event in Volta	Report																	Fish Spe
CRC	3	1	5	consultation event in Greater Accra	Report																	Fish Spe
CRC	3	1	5	consultation event in Elmina	Report																	Fish Spe
CRC	3	1	5	consultation event in SEKONDI	Report																	Fish Spe
CRC	3	1	5	A national meeting to draft and present the F2F compact																		Fish Spe
CRC	3	1	5	Present the F2F compact signed for fishermen at the World Ocean Day																		Fish Spe
CRC	3	1	5	Follow-up visits by regional representatives																		Fish Spe
CRC	3	1	6	GIFA: Prepare an operational plan and assign Responsibilities and deliverables	operational plan																	Fish Spe
CRC	3	1	6	Prepare for World Fisheries Day - Draft Declaration of F2F																		Fish Spe
CRC	3	1	6	Launch the F2F initiative at the World Fisheries Day	Report on launch																	Fish Spe
CRC	3	1	6	consultation event in Greater Accra	Report																	Fish Spe
CRC	3	1	6	consultation event in Elmina	Report																	Fish Spe
CRC	3	1	6	consultation event in SEKONDI	Report																	Fish Spe
CRC	3	1	6	national meeting to draft and present the F2F compact																		Fish Spe
CRC	3	1	6	Present the F2F compact signed for fishermen at the World Ocean Day																		Fish Spe
CRC	3	1	6	Follow-up visits by regional representatives																		Fish Spe
CRC			7	NAFTA Dialogue																		Fish Spe
CRC	3	1	7	Prepare an operational plan	operational plan developed																	Fish Spe
CRC	3	1	7	Draft Declaration of F2F																		Fish Spe

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month											Person Responsible	
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG		SEP
CRC	3	1	7	Launch the F2F initiative at the World Fisheries Day	Report on launch														Fish Spe
CRC	3	1	7	consultation event in Volta	Report														Fish Spe
CRC	3	1	7	consultation event in Greater Accra	Report														Fish Spe
CRC	3	1	7	consultation event in Elmina	Report														Fish Spe
CRC	3	1	7	consultation event in SEKONDI	Report														Fish Spe
CRC	3	1	7	national meeting to draft and present the F2F compact															Fish Spe
CRC	3	1	7	Present the F2F compact signed for fishermen at the World Ocean Day															Fish Spe
CRC	3	1	7	Follow-up visits by regional representatives															Fish Spe
CEWEFIA	3	1	8	Healthy Fish handling Campaign/ (Best Practices awarded)	pictures, reports of the event														Hannah Antwi
CEWEFIA	3	1	9	Improved stove campaign integrated; Production and distribution of IEC materials	pictures, reports of the event														Hannah Antwi
CEWEFIA	3	1	10	Monthly follow up meetings on post-harvest and CLaT; Focus group	pictures, reports of the event														Hannah Antwi
CEWEFIA	3	1	11	Community drama and video shows on CLaT, Post harvest and Resource Management	Video recordings of the drama	<b>Ind 6:</b> Two (2) community drama and video shows													Hannah Antwi
CEWEFIA	3	1	12	World Child Labor day event.	Report of the event, pictures														Hannah Antwi
CEWEFIA	3	1	13	Elmina Festival.	report of the event, pictures														Hannah Antwi
CEWEFIA	3	1	14	Weekly Radio Talk shows /Public Address	Audio recording	<b>Ind 6:</b> 1 Radio sensitization	X												Hannah Antwi
CEWEFIA	3	1	15	Sensitization event to introduce the project in Sekondi and Ngyiresia (STMA )	Event report, pictures		X												Josphine
CEWEFIA	3	1	16	Dialogue with Elmina, opinion leaders to sign MOU to support best practices	MOU Signed														Hannah Antwi
CEWEFIA	3	1	17	Produce and show a documentary on hygienic fish handling	1 documentary produced	<b>Ind 6:</b> 1 Documentary													Hannah Antwi,

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month												Person Responsible
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
DAA	3	1	18	Advocacy for Responsible fishing during Farmers day celebration														Nii Adamafo	
DAA	3	1	18	Farmers Day Celebration	Report, Part list	Ind 6: 1 Media Report	1											Nii Adamafo	
DAA	3	1	19	<b>WORLD RURAL WOMEN's DAY</b>															
DAA	3	1	19	Preparation/Radio Sensitization/ Education	Report	Ind 6: 1 Radio sensitization												Nii Adamafo	
DAA	3	1	19	Advocacy training for 20 fish processors	Report, Agenda	Ind 17:20 Ind 18:140	20											Abraham Aasre,	
DAA	3	1	19	Advocacy on World Rural Women's Day - Apam	Report, Agenda	Ind 6:1 Media Report	1											Abraham Aasre,	
DAA	3	1	19	Celebration of World Rural Women Day	Report, Part list	Ind 6:1 Media Report												Nii Adamafo	
DAA	3	1	19	Dialogue 1 - (Follow up meeting with District FC Apam & Winneba	Report, Agenda													Nii Adamafo	
DAA	3	1	19	Media campaign - (press conference, Press release) in Winneba	Report, Part list	Ind 6:1 Media Report												Abraham Aasre,	
DAA	3	1	19	Dialogue 2 – w/ District Assemblies & FC	Report, Agenda, Part list													Nii Adamafo	
DAA	3	1	20	Forum with Fisheries Minister in Accra	Report / Part list	Ind 6:1 newspaper report,												Nancy	
DAA	3	1	20	Post- Forum meeting with Fisheries Minister -	Report / Part list													Nancy	
DAA	3	1	21	Media Campaign and Training on NFMP														Nii Adamafo	
DAA	3	1	21	Radio Programme on NFMP	Report / Part list													Nii Adamafo	
DAA	3	1	21	Fish Processors training on NFMP	Report / TraiNet forms	Ind 17: 400 Ind 18: 2940												Abraham Aasre,	
DAA	3	1	21	Dialogue between processors and fishers	Report / Part list													Nii Adamafo	
DAA	3	1	22	Monitoring on Communication Campaigns	Report													Abraham	
DAA	3	1	23	Radio sensitization on IUU fishing -	Radio recordings	Ind 6: 1 Audio recording												Emelia	
DQF	3	1	23	distribution of Coms materials														Hope	
DQF	3	1	23	Radio Programs and jingles		Ind 6: 1 radio program												Hope	
SNV	3	1	24	National TV launch														Dickson	
SNV	3	1	24	Media advocacy														Dickson	

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month										Person Responsible	
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL		AUG
SNV	3	1	24	Success Story on CLaT	Success Story	Ind 6: One (1) success story												Dickson
SNV	3	1	24	Organize the World Day Against Child Labor	Press Release	Ind 6: 1 Press Release												Dickson
SNV	3	1	25	Success Stories on Gender & Post harvest	2 success stories	Ind 6: 2 success stories												Sarah
SNV	3	1	25	Develop Factsheet on CLaT	Factsheet	Ind 6: 1 Factsheet												Dickson
FoN	3	1	26	Community durbars and drama on CLaT	reports, pictures and part list for CIVICRM	Ind. 6: durbars in 11 communities												Kwesi,
FoN	3	1	26	Communication on CLaT hotline	Report and products.	Ind. 6: 2 Press Engagements. 1 leaflet, 1 poster, 2 Banners, 5 notice boards												Kyei
FoN	3	1	26	Radio Campaign on CLaT)	10 Radio Reports and CDs	Ind. 6: 1 Radio program												Nana Efua,
DQF	3	1	27	Radio Programs and jingles	1 Radio Program	Ind 6: 1Radio program												Hope
	<b>3</b>	<b>2</b>		<b>Executive level Communications</b>														
HM	3	2	1	Annual meeting with select commit on ag.	Part list, Meeting Report													Kofi
HM	3	2	2	Annual meeting with coastal MPs	Part list, Meeting Report													Kofi
HM	3	2	3	Annual meeting with FC board	Part list, Meeting Report													Kofi
	<b>3</b>	<b>3</b>		<b>Corporate Communications</b>														
CRC	3	3	1	Production of semi-annual Newsletter		Ind 6= 2												Pat
CRC	3	3	2	Production of Year 3 Workplan	workplan printed													Pat
CRC	3	3	3	Quarterly Reports printing	3 quarterly reports,													Pat
CRC	3	3	4	Year 3 Annual Report														Pat
CRC	3	3	5	CiviCRM sms function development and maintenance with telcos	CiviCRM database with SMS function													Pat
CRC	3	3	6	SFMP Calendar on key project milestones	(1,500 pcs of 3pg. A2 Calendar)													Pat
CRC	3	3	7	Production of generic t-shirts (for events	1,000 polo and t-shirts printed, distributed													Pat
CRC	3	3	9	roll-up banners	20 pieces													Pat

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month										Person Responsible			
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL		AUG	SEP	
CRC	3	3	8	Comms Workshops	2															Pat
CRC	3	3	10	Video documentary on best practices	CD															Pat

#### IR 4: Applied Management

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month											Person Responsible
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	
	4	1		<b>Small Pelagic Fisheries Management</b>														
HM	4	1	1	Organize feedback meetings to validate LEK results in 7 landing sites	participant list; workshop report		x	x									Cephas	
HM	4	1	1	Finalization of LEK report (identification of research gaps b/n LEK & SK)	report			x									Stephen	
HM	4	1	1	Dissemination of LEK study findings at national / international level	report				x								Stephen	
FoN	4	1	2	FWG Workshops on NFMP and Co-management Implementation (4 meetings)	Reports, and part list	Ind.3: Step 5 for NFMP		x		x		x		x			DonKris,	
FoN	4	1	2	Regional discussions on the NFMP through the FWG	Four (4) report, part list	Ind.3: Stakeholder consultation on NFMP			x		x		x				Donkris	
FoN	4	1	2	Four (4) Regional fisheries stakeholder workshops on NFMP implementation.	(4) Workshop reports, pictures and part list	Ind.3: Implementation of the NFMP.		x		x		x		x			Kyei	
FoN	4	1	2	National Association consensus building Workshops of NFMP	Two (2) Summary reports, and part list	Ind.3: consultation on the NFMP.				x		x					DonKris	
CRC	4	1	3	Quarterly meetings of the NFMP Operation's Committee				x		x		x				x	Najih	
CRC	4	1	3	Developing an Operation Plan	Operational Plan			x	x	x							Najih	
	4	2		<b>Demersal Fisheries Management</b>														
CRC	4	2	4	Produce report on status of the stock of demersals	Report (updates on Fmsy and Bmsy)							x	x				Najih	
CRC	4	2	4	Disseminate results of stock assessment results									x				Najih	
	4	3		<b>Fisheries Management for the Ankobra</b>														
HM	4	3	1	Expansion of mangrove nursery to 15, 000 seedlings	15,000 seedlings raised			x	x	x							Balertey	
HM	4	3	1	Transplant of mangrove seedlings		Ind 7 - 10 hectares			x	x	x	x				x	Balertey	
HM	4	3	1	GPS mapping of restoration sites	maps			x									Justice	
HM	4	3	1	GPS survey training for community	TraiNet forms	Ind 17: 10		x									Justice	

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month											Person Responsible			
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG		SEP		
				committees		Ind 18: 60															
HM	4	3	1	Stakeholder meetings- communities for CBFMP;	list of committee members; minutes of meetings; letters of appointment															Stephen	
HM	4	3	1	Drafting of management plan	mgt plan	Ind 3 Ankobra CBFM plan														Stephen	
HM	4	3	1	Organize training sessions for FM committee	TraiNet forms, report; training manual	Ind 17 : 20 Ind 18 : 480														Stephen	
HM	4	3	1	Cross site exchange visits																Stephen	
HM	4	3	1	Production of thematic maps for CBFM sites	2 thematic maps per site															Justice	
HM	4	3	1	Ankobra joint district management planning meetings	minutes of meetings, parts list															Stephen	
HM	4	3	1	Support drone missions and UCC wetlands mapping	GIS maps															Justice	
HM	4	3	1	Stakeholder meetings on boat use	Meeting attendance sheets															Justice	
	<b>4</b>	<b>4</b>		<b>Fisheries Management for the Pra</b>																	
FoN	4	4	1	Pra Resilience Planning meetings	revised bye-laws, mgt plans, part list f	Ind.8: 1 Shama														Theophilus	
FoN	4	4	1	stakeholders meetings to dev plan, formation of Co-mgt committee	report on Meetings, part list	Ind.7 Pra CBFM														Theophilus	
FoN	4	4	1	Training of management committee	TraiNet forms, training report; manual	InD 17 -20 InD 18-400														Theophilus	
FoN	4	4	1	Drafting of the Mgt Plan	mgt plan	Ind 3: CB plan Pra														Theophilus	
FoN	4	4	1	Draft governance mechanism to integrate co-mgt committees into district structures	Strategy document															Theophilus	
FoN	4	4	1	GIS maps produced for mangrove areas	GIS maps															Theophilus	
FoN	4	4	1	Design and install conservation sign post for mangrove conservation areas	Photo of sign posts installed															Theophilus	
CEWEFIA	4	4	2	training of youth and women on woodlot management	TraiNet forms, training report	Ind 17 =50 Ind 18: = 600														Michael Takyi	
CEWEFIA	4	4	2	maintain the woodlot plantation in Anlo	Pictures		X												X	X	Josphine
	<b>4</b>	<b>5</b>		<b>Value Chain Improvements</b>																	
SNV	4	5	1	Development of stove promotion IEC materials	Printed promotional materials															Benedicta	

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month									Person Responsible		
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG
SNV	4	5	2	Field support and coaching of partners	Inputs	8 people coached												Benedicta
SNV	4	5	3	Stove awareness creation and activations in selected location in Greater Accra region	Database of 150 people aware of improved fish smoking stove													Benedicta
SNV	4	5	4	Training of MSMEs in fish processing business development in Greater Accra	Training report	InD12: 100												Benedicta
SNV	4	5	5	Continuous Technology Development of Low PAH stove	Low PAH stove design report	InD 5: 15 days												Benedicta
SNV	4	5	6	Construction of 100 improved stoves in Greater Accra region	Database of stove constructed (100 stoves)													Benedicta
SNV	4	5	7	Training of Trainers on stove use	Reports (TraiNet forms)	InD 17:50 InD 18: 400	50											Benedicta
SNV	4	5	8	Stove Monitoring and Evaluation of new stoves constructed	Report												X	Benedicta
SNV	4	5	9	Business Development Support to Stove Companies	Business Plans (4 business plans)													Benedicta
SNV	4	5	10	Training of MFIs on stove	Training report (TraiNet forms)	InD 17:20 InD 18: 160 s	20											Benedicta
SNV	4	5	11	Consumer stove financing incentive	Stove users given financial incentive (200 stoves users)	InD 12:100												Benedicta
SNV	4	5	12	Private Sector Engagement to provide structured Finance to MFIs and users	Presentation													Benedicta
SNV	4	5	13	Multidisciplinary stakeholder committee to support the Healthy Fish for Ghana Campaign	Terms of Reference	1 document												Benedicta
SNV	4	5	14	Construction DAA Fisheries Training Center	Building pictures													Benedicta
SNV	4	5	15	Coaching Support Board of the DAA Center														Benedicta
SNV	4	5	16	Architectural Support to the CEWEFIA Training Center	Terms of Reference													Benedicta
CEWEFIA				<b>Business development for MSMEs</b>														
CEWEFIA	4	5	17	Two- day Training on HFH	TraiNet forms, training report	InD 12: 150												Michael Takyi
CEWEFIA	4	5	18	Identify model processors Demo businesses are rehabbed a	List of potential model processors, Pictures of rehabilitation sheds													Michael Takyi



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							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG
CEWEFIA	4	5	19	Training in business development	TraiNet forms and training report													Michael Takyi
CEWEFIA	4	5	20	Rehabilitation of CEWEFIA processing shed	pictures, report													Nicholas Smith
CEWEFIA	4	5	21	Training of processors on new fish processing training center	TraiNet forms and training report	Ind 12: 13												Nicholas Smith
CEWEFIA	4	5	22	Provision of solar panels for processing center	Pics of Solar panels													Nicholas Smith
CEWEFIA	4	5	23	Launching of the new processing training center	launching report													Hannah Antwi
CEWEFIA	4	5	24	meetings with Users and Stove builders on pricing IFSS and technological	Report													Josphine
CEWEFIA	4	5	25	demonstrational activities on stove use and safety management	TraiNet forms, training report													Josphine
CEWEFIA	4	5	26	Identify new markets for small enterprise and facilitate links	Report	Ind 12: 20												X Michael Takyi
CEWEFIA	4	5	27	Monitoring of trained MSME small businesses	report													X Michael
CEWEFIA	4	5	28	Exchange visits with DAA and DQF	Report													Josphine
CEWEFIA	4	5	29	Post-harvest coordinating meeting	pictures, report													Nicholas Smith
DQF	4	5	30	Mobilizing additional 100 MSMEs	Registration forms													StephenS
DQF	4	5	31	Business development training for 100 new MSMEs	TraiNet forms report	Ind 12: 100												StephenS
DQF	4	5	32	Technical training in HFH, Packaging and Branding, Fire and Safety for 200 MSMEs	TraiNet forms reports	Ind12: 100												StephenS
DQF	4	5	33	Functional literacy training: for 100 MSMEs	TraiNet forms reports													StephenS
DQF				<b>Improved fish smoking stoves:</b>														
DQF	4	5	34	Develop communication strategy	document													Hope
DQF	4	5	35	Produce and distribute promotional materials	Promotional materials													Hope
DQF	4	5	36	Organize community durbars need for change in technology														Hope
DQF	4	5	37	Organize meetings on pricing and technological issues														Komi Akpalu
DQF	4	5	38	Organize demonstration activities on stove use and safety management	TraiNet forms report													Komi Akpalu

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							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG	SEP
DQF	4	5	39	Construct 6 Improved fish smoking stoves	TraiNet form														Komi Akpalu
DQF				Financial resources for stove installation:															
DQF	4	5	40	Tracking activities of existing VSLA groups															Stephen Ben Kwaw
DQF	4	5	41	Establishment of 2 VSLA groups in 4 communities	TraiNet form , report	InD:12: 100													Stephen Ben Kwaw
DQF	4	5	42	Organize exchange program for VSLA groups															Stephen Ben Kwaw
DQF	4	5	43	Tracking Activities of Additional VSLA groups															Stephen Ben Kwaw
DQF	4	5	44	Provision of Micro finance to 400 MSMEs/	TraiNet forms														Stephen Ben Kwaw
DQF	4	5	45	Tracking of Savings for 700 MSMEs															StephenS
DQF				<b>Hygienic fish handling:</b>															
DQF	4	5	46	Biannual stakeholder meetings/ Dialogues	Reports and Minutes														Hope
DQF	4	5	47	Provision of fish cutting boards at 10 sites															StephenS
DQF	4	5	48	Exchange Program for MSMEs															Hope
DQF	4	5	49	Marketing skills development and market establishment of MSMEs															StephenS
DQF	4	5	50	Consumer Education															Hope
DQF	4	5	51	Gender Advocacy Workshop	Participant list														Hope
DAA	4	5	52	Business Skills Services Training															Abraham
DAA	4	5	52	MSME's Identification and Screening															Abraham
DAA	4	5	52	Training Needs Assessment															Abraham
DAA	4	5	52	Basic Book Keeping/Accounting and Entrepreneurship	Report, Manuals, TraiNet forms	InD 12: 150													Abraham
DAA	4	5	52	Training Hygienic Fish Handling & Packaging and Marketing)	Report, Manuals, TraiNet forms														Nii Adamafio
DAA	4	5	52	Field Trip to Model Processing Businesses ,	Report, Part list														Nii Adamafio
DAA	4	5	53	Refresher Training for Community Liaison Officers	Report														Abraham
DAA	4	5	53	Needs Assessment and Screening	Report														Abraham
DAA	4	5	53	Training	Report, Manual, TraiNet	InD 17 :11													Abraham

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month									Person Responsible		
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG
					forms	InD 18: 77												
DAA	4	5	54	Construction of Raised Drying Racks for fish Processing in Apam														Abraham
DAA	4	5	54	Screening and selection														Abraham
DAA	4	5	54	Construction & Material Support For Processors	Report (TraiNet forms) 20 MSMEs beneficiaries													Nii Adamafo
DAA	4	5	55	Community Group Strengthening and Capacity building - Apam and Winneba														Nii Adamafo
DAA	4	5	55	Ident. of New Fish Processing Groups.	Report													Nii Adamafo
DAA	4	5	56	Leadership Training - Apam & Winneba	Report, TraiNet forms	InD 17: 20 InD18: 140												Abraham
DAA	4	5	57	Annual Stakeholder Engagements with MMDA's	Report													Abraham
DAA	4	5	57	Promotion of improved Fish Smoking Stoves (IFSS)	report													Nii Adamafo
DAA	4	5	57	Quarterly review Meetings w/ Fisherfolks	Report, Agenda													1 Nii Adamafo
DAA	4	5	58	Field Monitoring on Post Harvest														x Abraham
HM	4	5	59	Env site inspections for Elmina post, stove, DAA and CEWEFIA centers														x Adiza
HM	4	5	59	follow up during construction phase to inspect and monitor compliance														x Adiza
CRC	4	5	60	Performance eval. of MSME activities	Report													Bakari
CRC	4	5	61	<i>Piloting use of ice boxes w/ FC</i>														Fisheries Specialist
CRC	4	5	61	Sensitize fisherfolk to use of ice and improved containers														Fisheries Specialist
CRC	4	5	61	Demo. of containers in 2 communities														Fisheries Specialist
CRC	4	5	61	Purchase and distribute containers		InD 12: 10												Fisheries Specialist
CRC	4	5	61	Monitor economic impact and user interest														Fisheries Specialist
	4	5	62	<i>Develop compliant private facility in El mina</i>														Fisheries Specialist

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month									Person Responsible		
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG
CRC	4	5	62	Design modifications needed														Fisheries Specialist
CRC	4	5	62	Construction rehabilitation of facility		InD 12: 1												Fisheries Specialist
DAA	4	6		<b>DAA Fisheries Training Center</b>														
	4	6	1	<i>Production of hygienic fish</i>														
DAA	4	6	1	Preparations Initial Visits	Report													Emelia
DAA	4	6	1	Production of Market Survey	Report													Emelia
DAA	4	6	2	<i>Packaging Materials Development</i>														
DAA	4	6	2	Scouting for Packaging Material	Report													Emelia
DAA	4	6	2	Develop Approp. Packaging and Labeling	Report													Emelia
DAA	4	6	3	<i>Production Permits from Appropriate Authorities</i>														
DAA	4	6	3	Initial Visitation to Stakeholders	Report													Irene
DAA	4	6	3	Processing of Permits	Report													Emelia
DAA	4	6	3	Promotion of Products														
DAA	4	6	3	Focused Group Advertisement	Report													Emelia
DAA	4	6	3	Radio Adverts	Report	InD 6:1 Audio Recording,												Irene
DAA	4	6	3	TV Adverts	report	InD 6:1 Audio Recording,												Irene
DAA	4	6	4	<i>Business Skills and Advocacy Training</i>														
DAA	4	6	4	Training in Numeracy and Book Keeping	Report, Manual, TraiNet forms	InD 12:30												Emelia
		3	6	5	Heathy Fish Campaign													
DAA	4	6	5	Training on Healthy fish Handling for Fish processor	Report, Manual, TraiNet forms													Emelia
DAA	4	6	5	Selection and Screening														Abraham
DAA	4	6	5	Needs assessment														Abraham
DAA	4	6	6	<i>Development of Training Manuals</i>														
DAA	4	6	6	Preparation														Irene
DAA	4	6	6	Consultant to review training materials	Report													Emelia

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month									Person Responsible		
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG
DAA	4	6	6	Reviews with Consultant	Report													Emelia
DAA	4	6	7	<b>Exchange Visits</b>														
DAA	4	6	7	Preparations														Irene
DAA	4	6	7	Field Trips	Report, Part list													Irene
DAA	4	6	8	Promotion of IFSS - Interim DFTC														Irene
DAA	4	6	8	Model IFSS Exhibition - Production of Model Stoves- at the Interim DFTC	Report													Irene
DAA	4	6	8	DFTC Launch	Report													Emelia
DAA	4	6	8	Monitoring on DFTC activities														Abraham
DAA	<b>4</b>	<b>7</b>		<b>Management of Densu Oyster Fishery</b>														
DAA	4	7	1	Initial Visitations to Stakeholders	Report, Part list													Abraham
DAA	4	7	1	Profiling of Oyster Fisheries (with UCC)	Report													Nancy
DAA	4	7	1	GPS Boundary Survey and Mapping of area for Oyster management														Abraham
DAA	4	7	1	Clean up Exercise of the ecological area														Abraham
DAA	4	7	1	Training on Oyster Biology and Ecology	Report, TraiNet forms	<b>InD 17:100</b> <b>InD 18: 700</b>												Emelia
DAA	4	7	1	Draft Management Plan on Community Oyster Management	Draft report													Emelia
DAA	4	7	1	Exchange visits to Volta Region	Report, Part list													Emelia
DAA	4	7	1	Formation of Management Group	Report	<b>InD 3</b> CB plan drafted <b>InD 7</b> :688 hcts												Emelia
DAA	4	7	1	Monitoring group activities	Report													Abraham
HM	4	7	1	select participants for exchange visits														Stephen



## IR 6: Public Private Partnerships

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month												Person Responsible	
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP		
	6					Ind. 5: 260 days														
	6	1		<b>Millennium Insurance</b>																
SSG	6	1	1	act as Partnership Secretariat	Progress Updates															Nii
SSG	6	1	2	Hold Year 1 Work Planning Workshop	Workshop report															Nii
SSG	6	1	2	Develop Year 1 Partnership Work Plan	Year 1 work plan	Ind. 5: 15 days														Nii
SSG	6	1	3	Hold Implementing Outreach Session																Nii
SSG	6	1	4	IEC campaign for micro insurance pilot																Nii
SSG	6	1	4	mobile money platform development																Nii
SSG	6	1	5	Oversee Partnership M&E	Report	Ind. 13: \$ value														Nii
SSG	6	2		<b>Tigo Fisher's Network Partnership</b>																
SSG	6	2	1	Finalize Letter of Collaboration	Signed LOC	Ind. 16: 1														Nii
SSG	6	2	1	Tigo - act as Partnership Secretariat	Progress Updates															Nii
SSG	6	2	2	Hold Year 1 Work Planning Workshop	Workshop report															Nii
SSG	6	2	2	Develop Year 1 Partnership Work Plan	Year 1 work plan	Ind. 5: 15 days														Nii
SSG	6	2	3	Hold Implementing Outreach Session																Nii
SSG	6	2	4	Support IEC campaign for pilot																
SSG	6	2	5	Develop Business Model	Draft Business Model	Ind 5: 10 days														Nii
SSG	6	2	6	Oversee Partnership M&E	Report	Ind. 13: \$ value														Nii
SSG	6	3		<b>IUU Enforcement Hotline Partnership</b>																
SSG	6	3	1	Hotline: Preliminary Partner Negotiations																Nii
SSG	6	3	2	Due Diligence	Report															Nii
SSG	6	3	3	Stakeholder consultations																Nii
SSG	6	3	4	Partnership Forum	Forum report	Ind. 5: 15 days														Nii
SSG	6	3	5	Concept Paper drafted	Concept Paper															Nii
SSG	6	4		<b>Private Sector Strategic Partnerships</b>																
SSG	6	4	1	Research and engagement																Nii
SSG	6	4	2	Financing: Opportunity identification	Shortlist of opportunities															Nii
SSG	6	4	3	Concept Paper drafted and reviewed	Concept Paper															Nii

### IR 7: Capacity Development of Targeted Institutions

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month												Person Responsible
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
	7	1		<b>GoG Capacity Development</b>															
CRC	7	1	1	GoG mid-term OCAs	Midterm Report	9 GOG units increased capacity												Karen	
	7	1	2	Outpost Constructed at Elmina														CoP	
CRC	7	1	2	Architectural Design	Report													CoP	
	7	1	2	Develop Bill of Quantity and contract	Bill quantity													CoP	
CRC	7	1	2	Construction	Photos													CoP	
CRC	7	1	3	Degree training -5 students from	TraiNet forms	InD17: 5 InD 18: 3,900												CoP	
CRC	7	1	3	In Country Research	Research Proposals													CoP	
	7	2		<b>CSO Capacity Development</b>															
SNV	7	2	1	Assessment for NAPFTA	Report													Sarah	
SNV	7	2	2	Assessment for CANOE COUNCIL	Report													Sarah	
SNV	7	2	3	Capacity Building NAFPTA and Canoe Council	TraiNet forms	Ind 17: 20 InD18: 120												Sarah	
SNV	7	2	4	Mid-Term review of CSO action plans	Inputs													Sarah	
CRC	7	1	5	Follow Up w/ CSOs on FY16 Study Tour	Workshop Report													TRY consult	
CRC	7	1	5	Support DAA led CB-Fishery Mgt Plan	PRA Report Consultant Report													TRY consult	



## Project Management

Lead	IR	Sub IR	Task	Task Description	Output (Product/report)	Result Target per indicator	Target Due Month											Person Responsible
							OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	
	8	1		<b>Monitoring and Evaluation</b>														
CRC	8	1	1	Quarterly M&E workshop	Part. lists, TraiNet forms	Ind 17: - 15 Ind18: - 960												Bakari
CRC	8	1	2	Data Quality Assessments	Field Reports	N/A												Bakari
CRC	8	1	3	Routine Monthly Monitoring	Field notes	N/A												Bakari
	2	2		<b>Reporting</b>														
CRC	8	2	1	Progress Reporting to USAID	3 Quarterly report and 1 Annual report													CoP
CRC	8	2	2	Accrual Reporting to USAID	Memo													Woodi
CRC	8	2	3	Financial Pipeline request to URI	Memo													Enoch
CRC	8	2	4	Financial Pipeline request to USAID	Memo													CoP
	8	5		<b>Management Meetings</b>														
CRC	8	5	1	Executive Directors meeting	Part list and agenda													CoP
CRC	8	5	1	Partners meeting	Part list and agenda													CoP

## Appendix 1: Project Theory of Change and Geographic Scope

### Theory of Change (Development Hypothesis)

The project purpose is to “Rebuild targeted fish stocks through adoption of sustainable practices and exploitation levels.” The SMFP is initiating campaigns that build the constituency for change that captures the support of high-level decision makers and politicians as well as grass-roots fishermen, fishmongers and processors. This goal will be achieved through four intermediate results. IR 1 focuses on the process of generating, reviewing and choosing good policies, while IR 2 is working to make available the scientific information needed to set policy and for monitoring results.

To achieve sustainable fishing practices and exploitation levels, reduced fishing effort or harvest levels must occur in order to end overfishing. This, over the longer term, will lead to safeguards of sufficient spawning biomass to produce higher and more sustainable fishing yields. Initial success toward sustainable yields will signal to stakeholders and beneficiaries that a virtuous cycle can be established involving the causal chain that ends overfishing, followed by improved stock biomass, and ultimately resulting in improved fish yields and profitability (household income).

The aim of IR 3 “constituencies and political will built” is to insure that the public is aware of the challenges ahead and becomes supportive of short-term restrictions to reverse the diminishing returns on investment in the fisheries sector. IR 4 emphasizes local actions to test out small scale fisheries actions as well as complimentary livelihood development through improvements to the value chain from boat to consumer.

For targeted stocks, effort control requires a suite of measures such as restrictions on the number of fishing units by limiting the number of licenses issued and restrictions on the amount of fish that units can land. Additional technical measures such as closed seasons, protected areas, fishing gear selectivity, and minimum size must be considered, each with their implications on the biological and socio-economic aspects of the fishery. In the long run, these are designed to ensure exploitation levels are controlled to maximum and sustained yields that are consistent with Ghana fisheries management policies and plans. However, world experience shows effort controls are a costly and difficult path to sustainability. Determined to be most effective are catch limits —e.g., an annual total allowable catch based on annual stock assessment—coupled with use rights such as collective quotas and transferable licenses. It is unlikely that Ghana will be able to move fully to catch limits over the SFMP Life-of-Project, but some of the capacity and enabling conditions needed to implement such a regime will start to be built. In the short-term, Ghana will have to rely more on effort controls and other technical measures.

Consistent with the Fisheries and Aquaculture Sector Development Program (FASDP) and West Africa Regional Fisheries Project (WARFP), the project strategy is focusing both on effort-control measures and managed access as first steps towards sustainability. Additional enabling conditions—legal amendments to the Fisheries Act as planned by the MOFAD and improved scientific capacity that set the stage for an eventual move to catch control strategies are being developed so this can be a future option for Ghana. These approaches will take longer than the life-of-project to become fully implemented and have full effect.

Enabling conditions for effective fisheries management require a legal framework supportive of policy statements made by the Government of Ghana (GoG) on collaborative management and use rights. However, as noted by Martin Tsamenyi, a consultant for the ICFGP, WARFP and MOFAD: *“The existing legal framework in Ghana is not capable of supporting a co-management framework*

#### Fisheries Management Approaches Applied by the USAID/Ghana SFMP

- From open access to managed access.
- From input controls to catch controls.
- From a commons to use rights.
- From top down control to co-management.
- From static to adaptive management.
- Managing at ecosystem scales.
- Integrating management of the resource with improvements in the value chain.
- Inclusion of women in management decision making and livelihood improvement.
- Integrating livelihood development and fishing community resilience.
- A stakeholder and process oriented approach.
- A focus on impact and documentation of results.

*without amendment...*” Interim measures under the existing legislative framework can include “advisory groups”—de-facto co-management groups with advisory functions only. Once a new legislative framework is in place, these groups can transform into true co-management groups with decision-making authority.

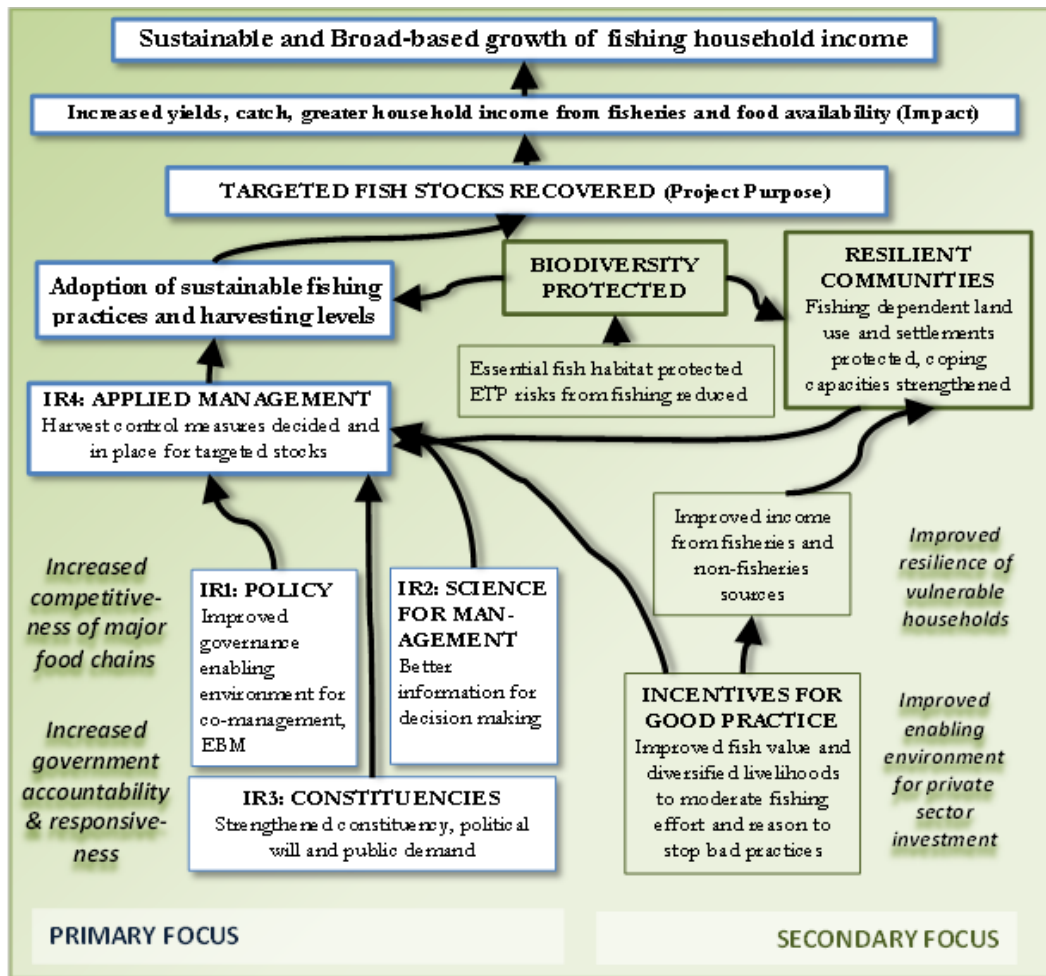
When fishing mortality is reduced via effective management measures (i.e. closed season, closed areas, direct catch and effort reduction...and so on.), there could be a rapid improvement in biomass and subsequent fish yields, particularly for short-lived species. However, if the fishery remains open access, increased high fishing mortality will occur and short-term gains will dissipate. Fishing effort and fishing capacity must be measured and taken into account in the context of long-term harvest control. Experience shows that simply limiting the number of vessels (fishing capacity) as proposed in Ghana’s fisheries policies will prompt fishers to focus on increasing the size and power of vessels and length of gear, all increasing rate of exploitation unless additional harvest control measures are also put in place.

Also needed is improved information for decision-making to help both estimate the optimum fleet sizes for Ghana’s fisheries and to set adequate harvest controls. To this end, the scientific and technical work in IR 2 enables the SFMP to focus on improving stock assessment capabilities within the Fisheries Commission/Marine Fisheries Statistical Support Division and local universities, emphasizing inclusion of the traditional knowledge of fishermen. SFMP is also promoting innovative technologies to improve data collection on landings and effort and to aid law enforcement in reducing IUU fishing through Public-Private-Partnerships. (IR 6)

An integrated approach also requires a close look at shore-based components of the fisheries sector. All post-harvest fish handling, comprising the supply chain from sea to market, and the infrastructure support for the fishing industry and fishing households occurs in a very narrow strip of the coastline. Without safe and secure places for men and women to live and work on the shore-based side of the industry, it is difficult to ask people to change behavior concerning unsustainable harvesting practices at sea. Reduction in fishing effort is likely to result in economic sacrifices in the short-term, so interventions are also needed to reduce impacts. These measures include creating safer, more secure and resilient fishing communities using spatial planning to identify the development needs of fishing communities and the exposure to natural hazards as well as threats to water-dependent fisheries uses.

Community development programs are also needed to help fishers diversify their livelihoods, reduce dependence on fishing and reduce or eliminate the pressure to force their children into the illegal child labor trade. Other efforts include working to improve the fishery value chains and economically empower women involved in processing and marketing. Experience has shown that investing in organizational development and improved processing techniques, handling and infrastructure can lead to additional profits and a greater stewardship ethic. For instance, women fish processors in Cayar, Senegal, refuse to buy illegal, undersized fish, realizing that larger fish means larger incomes and long-term sustainability.

**Figure 1: Theory of Change showing causal links, sequences of interventions, intermediate outcomes and impacts, including linkage to USAID, FtF and DO2 intermediate result**



### Ecosystem and Geographic Scale of the Project

The SFMP is working at several ecosystem scales that encompass the diverse types of fisheries systems found in Ghana. It is focusing first on a national effort to end overfishing and rebuild the critical small pelagic fishery that generates broadly shared economic benefits to hundreds of thousands of people; and to recoup tens of thousands of metric tons of low cost high nutritional value food supply now lost due to overfishing. This involves supporting for the implementation of the National Marine Fisheries Management Plan adopted in 2016. This complex of species, due to their essential role in the ecosystem and their wide-ranging migration, requires management at a national scale linked to regional Guinea Current Large Marine Ecosystem (GCLME) and Fisheries Committee for the West Central Gulf of Guinea (FCWC) initiatives, and public participation that spans all four coastal regions of Ghana.

The SFMP also will pilot community-based approaches to fisheries within the Ankobra River and the Pra River estuaries and associated mangroves that serve as essential fish habitat for demersal fish. Within these ecosystems are priority fish landing sites such as Axim and Anlo Beach/ Shama town where the SFMP is concentrating its efforts to increase stakeholder engagement and livelihoods and value chain improvements. Additional project-focused fish landing sites engaging more intensively in the SFMP for child labor, community resilience and diversified livelihood activities in the CR include Elmina, Moree, Apam and Winneba. This multi-tiered governance approach is consistent with and is being coordinated with WARFP’s community-based fisheries management approach.

While the initial project design called for developing a national scale small pelagics management plan and a demersal plan for the Western Region, the National Marine Fisheries Management Plan covers

all fleets and all marine species. Therefore, the project strategy has evolved somewhat to this new context and is supporting implementation of the NMFMP focused on the small pelagic fishery. Rather than develop a separate plan for demersals, work on this fisheries complex and the trawl fishery that is a major exploiter of these stocks is integrated into the plan's implementation. Engagement with the trawl fishery was not considered in the initial design but has now become necessary due to recent developments in the fishery where industrial trawlers now harvest small pelagic stocks as well and these are frozen and illegally transshipped at sea to transport canoes where they are landed on the shoreline and sold to small scale processors. This so called "saiko" fishery is not only illegal but unregulated and recorded in official landing statistics. Therefore it is now part and parcel of the overfishing problem and must also be addressed if overfishing is to end.

**Figure 2: Map of Communities for SFMP Focused anti-CLaT Activities**

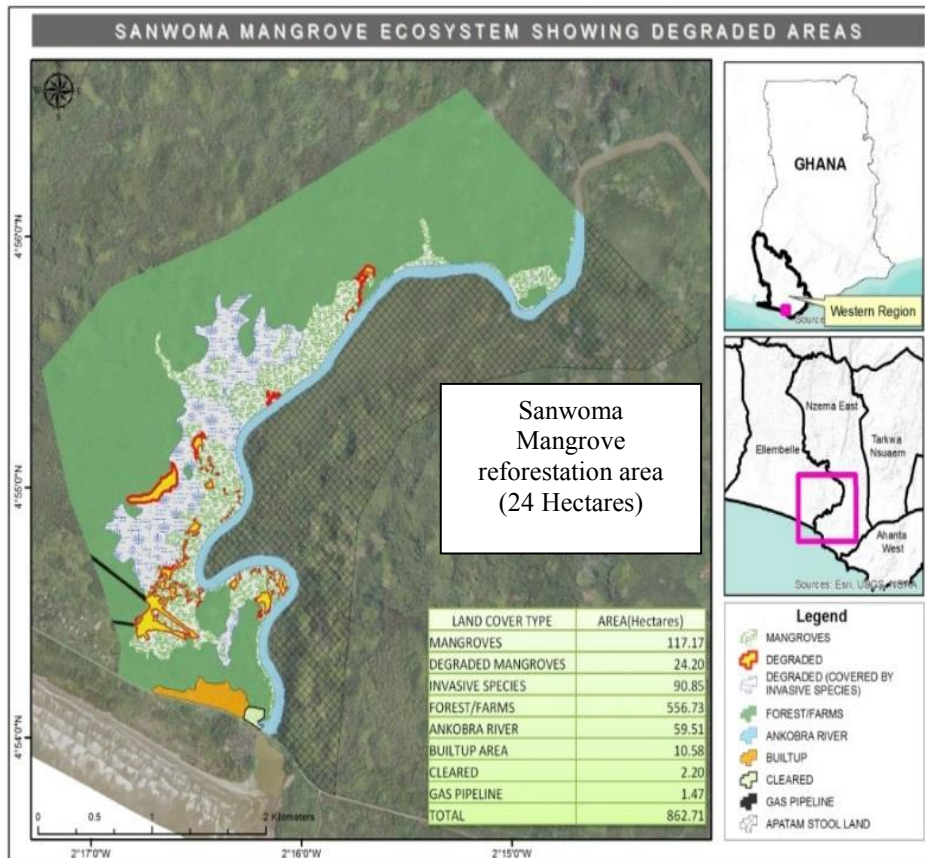


**Figure 3: Map of Districts and priority sites for value chain improvements**





**Figure 5: Mangrove rehabilitation area, Western Region**



**Figure 6: CEWEFIA Woodlot Site**

