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THE UNIVERSITY OF RHODE ISLAND GRADUATE SCHOOL OF OCEANOGRAPHY

Hen Mpoano



SNV

SSG ADVISORS



Sps

SPATIAL SOLUTIONS

This publication is available electronically on the Coastal Resources Center's website at http://www.crc.uri.edu/projects_page/ghanasfmp/

For more information on the Ghana Sustainable Fisheries Management Project, contact:

USAID/Ghana Sustainable Fisheries Management Project

Coastal Resources Center

Graduate School of Oceanography

University of Rhode Island

220 South Ferry Rd.

Narragansett, RI 02882 USA

Tel: 401-874-6224 Fax: 401-874-6920 Email: info@crc.uri.edu

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Cover Photo: Fishermen Mending Nets at a Ghanaian Landing Beach. (Credit: CRC/URI)

List of Acronyms

CEWEFIA	Central and Western Region Fishmongers Improvement Association
CoP	Chief of Party
CR	Central Region
CRC/URI	Coastal Resources Center at the Graduate School of Oceanography, University of Rhode Island
CRCC	Central Regional Coordinating Council
CSLP	Coastal Sustainable Landscapes Project
CSO	Civil Society Organization
DA	District Assemblies
DAA	Development Action Association
DAASGIFT	Daasgift Quality Foundation
DFAS	Department of Fisheries and Aquatic Sciences
DO	Development Objective
EBM	Ecosystem-Based Management
EG	Economic Growth
FASDEP	Food and Agriculture Sector Development Program
FASDP	Fisheries and Aquaculture Sector Development Program
FC	Fisheries Commission
FEU	Fisheries Enforcement Unit
FoN	Friends of Nation
FtF	Feed the Future
HM	Hen Mpoano
GIFA	Ghana Inshore Fishermen's Association
GNAFF	Ghana National Association of Farmers and Fishermen
GNCFC	Ghana National Canoe Fishermen's Council
GoG	Government of Ghana
GSO	Graduate School of Oceanography, University of Rhode Island
ICFG	Integrated Coastal and Fisheries Governance
ICT	Information, Communication Technology
IR	Intermediate Results
IUU	Illegal Unreported Unregulated
LoP	Life of Project
MCS	Monitoring, Control and Surveillance
METASIP	Medium Term Agricultural Investment Program
METSS	Monitoring, Evaluation and Technical Support Services
MOFAD	Ministry of Fisheries and Aquaculture Development
MOU	Memorandum of Understanding
MPA	Marine Protected Area
M&E	Monitoring and Evaluation
NAFAG	National Fisheries Association of Ghana
NGO	Non-Governmental Organization
PMP	Performance Management Plan
PPP	Public Private Partnerships
RCC	Regional Coordinating Council

SFMP	Sustainable Fisheries Management Program
SNV	Netherlands Development Organization
SS	Spatial Solutions
SSG	SSG Advisors
STWG	Scientific and Technical Working Group
UCC	University of Cape Coast
URI	University of Rhode Island
USAID	United States Agency for International Development
USG	United States Government
WARFP	West Africa Regional Fisheries Development Program
WR	Western Region

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1. BACKGROUND

The United States Agency for International Development (USAID) has committed approximately US \$24 million 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 USAID's Feed the Future (FtF) food security, climate change and biodiversity goals. **The ultimate objective of the SFMP is to ensure that there are more fish in the waters of Ghana five years hence than there are today, that the appropriate measures are in place to sustain healthy and robust fisheries, and that all stakeholders are committed to the enduring health of Ghana's fisheries and the people whose survival relies on it.** SFMP will contribute to and help advance the work of the Government of Ghana's Fisheries Commission (FC), Ministry of Fisheries and Aquaculture Development (MOFAD) and the West African Regional Fisheries Program (WARFP).

This project focuses primarily on the small pelagic fish stocks, the most important stocks for food security in Ghana. This sector also supports 100,000 canoe fishers and 20,000 fishmongers and processors. Small pelagic fish stocks are at near collapse, with annual yields down from record highs of approximately 130,000 MT a decade ago to approximately 30,000 MT now. Causes of this decline are fleet overcapacity resulting in overfishing, poor governance and the open-access nature of the fishery. Adoption of sustainable fishing practices and reduced exploitation to end overfishing are necessary for Ghana to increase its wild-caught local marine food fish supply and bring greater profitability to the fishery. Such an achievement could benefit over 130,000 people directly and up to two million indirectly.

The Coastal Resources Center at the University of Rhode Island leads the implementation of the project in collaboration with a consortium of partners. SFMP contributes to the Government of Ghana's National Fisheries policies and Development Plans (The Aquaculture Sector Development Plan; the Food and Agriculture Sector Development Policy) as well as the Development Objective (DO2) of USAID's Feed the Future (FtF) Initiative of food security and poverty reduction.

The SFMP is designed to build on the gains and lessons learned by the previous four-year USAID Integrated Coastal and Fisheries Governance (ICFG) Initiative in the Western Region and to scale up successful models along the entire marine coastline to all coastal districts with more focus on the Western and Central Regions. The SFMP places greater emphasis on national policy initiatives and will invest significant financial resources in building the capacity of partners, agencies, fisheries stakeholder groups and civil society organisations. The SFMP, while not a coastal management project in the manner of ICFG, the integrated nature of successful fisheries work requires that the project conduct activities and initiatives that reach well beyond fishermen and the fishery itself.

The SFMP aims to end overfishing of key marine fisheries stocks, important to local food security through a multi-pronged approach:

- 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.

The SFMP communications strategy concerns itself primarily with the third bullet item above, in italics, and supports the main objective of **IR 3 - Creating Constituencies and Stakeholder Engagement**.

This strategy intends to build constituencies and draw political and public support for rebuilding the key stocks by ensuring stakeholders—from the national policy-making level to the fishers, fishmongers and the public—understand that restoring and sustaining the fishery is of the utmost importance to the physical, economic, environmental, social and political well-being of Ghana. Ultimately, achieving this objective lies with the Ghanaian people, and the communications strategy must, at every juncture, ensure that it is delivering the right message, at the right time, to the right audience via the right method. Those messages and delivery methods will be driven by the robust collection, synthesis and distribution of data that are based on applied science and research.

2. INTRODUCTION

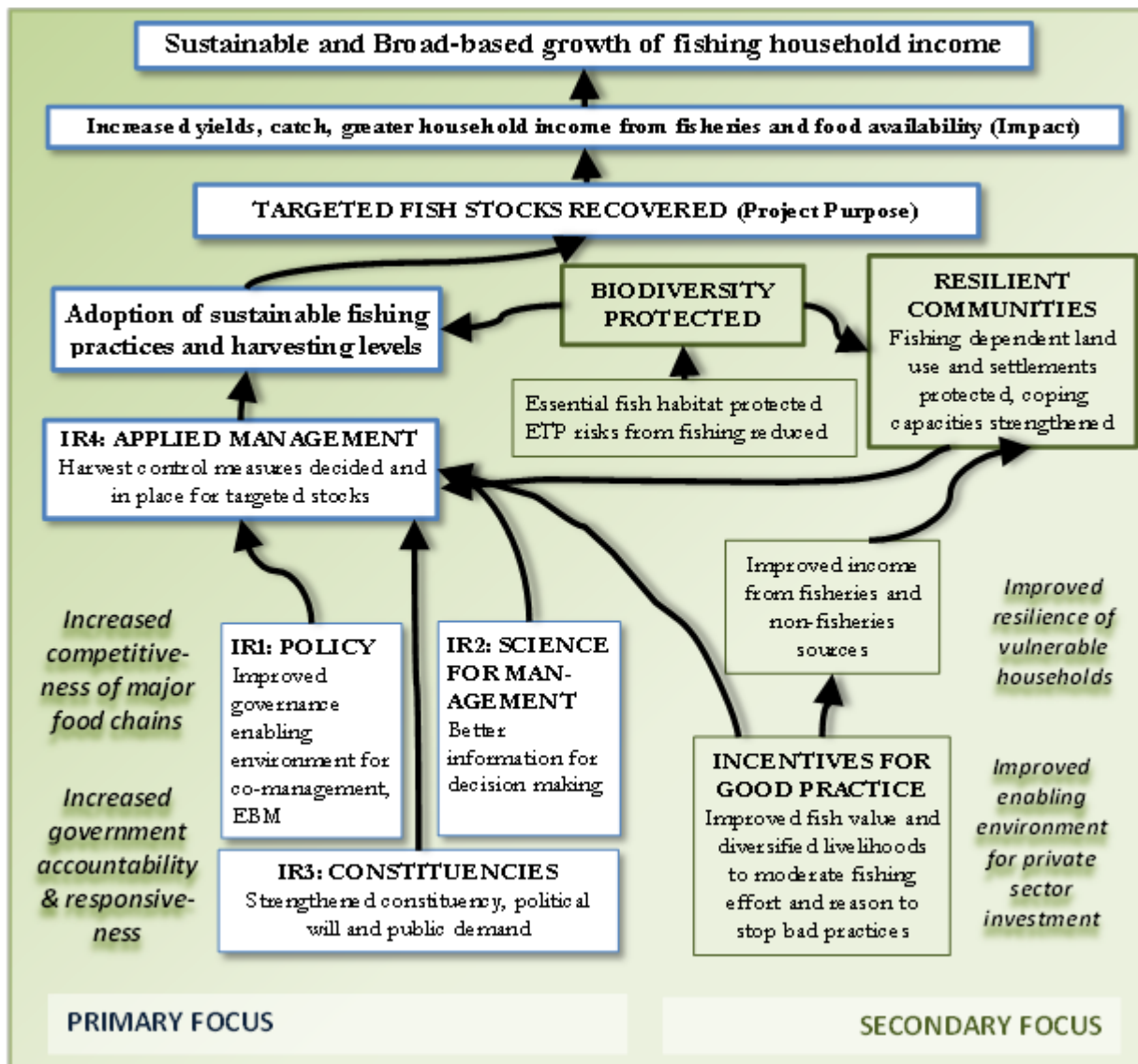
This strategy serves as a plan to guide communications through the five-year tenure of the project and will be updated and amended at least semi-annually according to the dynamic nature of this project and its goals.

The initial phase of SFMP concentrates primarily on rebuilding the small-pelagic fishery stocks through efforts and activities on the local, regional and national levels. Therefore, this initial communications strategy concerns itself with activities, publications, documents, messaging, audiences, events, etc. that have a direct impact on this priority fisheries objective.

The Communications Team responsible for implementing this strategy comprises the SFMP Communications Officer Patricia Aba Mensah along with key project staff at SNV and Friends of the Nation and in concert with the Fisheries Commission (FC), Ministry of Fisheries and Aquaculture Development (MOFAD) and the West Africa Regional Fisheries Project (WARFP). Indeed, the short and long-term objectives of SFMP are to complement, synthesize and enhance the efforts of the FC, MOFAD and WARFP. These ties also will accelerate information flow and make unprecedented progress in building consensus on the need for improved governance at local, district, regional and national levels providing a strong platform on which SFMP will build and expand. To assist in this collaboration, the communications strategy will be planned and implemented in close collaboration with those entities and the USAID/Ghana Economic Growth Development Outreach and Communications section. CRC Communications Officer Carol McCarthy, based in the United States, supports team efforts.

The strategy is a living document that outlines objectives, messages, activities and channels, outputs, timelines and responsible parties. The strategy will, however, focus on general key messages and gradually narrow down perspective to cater for more specific key messages drawn from science-based research and other assessments conducted in Year One. General message themes include:

- Overcapacity/stock collapse
- Illegal, Unregulated and Unreported (IUU) fishing
- Early actions/management measures
- Fuel subsidies/value addition
- Post-harvest management



SFMP RESULTS FRAMEWORK IN RELATION TO USAID FTF DEVELOPMENT OBJECTIVE 2

2.1 Communications Objectives

Creating Constituencies and Stakeholder Engagement

The overall communications objectives expected over the life of the project will achieve the following:

- Improve the ability of fisheries authorities and stakeholders at all levels to work collaboratively, through a transparent process, to formulate policy and to report progress, status updates and ongoing challenges ensuring a feedback loop that encourages open exchange of ideas and information.
- Encourage and support engagement of under-represented groups in policy development and management plan decision-making regarding fishing practices, and in turn, create stakeholders who will promote such practices and processes to their peers.

- Provide active support for policies and stakeholder behaviors consistent with best practices and legal requirements for responsible fishing (voluntary compliance increased).
- Ensure active participation by stakeholder organisations throughout policy development and management planning processes.
- Maintain focus on small pelagic fisheries coast wide and demersal fisheries in the Pra to Ankobra region.
- In sum, achieve behavior change across stakeholder groups that can have a positive impact on Ghana's fisheries and the people who depend on the sector for their food and/or livelihoods.

3. A NATIONAL COMMUNICATIONS STRATEGY FOR SUSTAINABLE FISHERIES MANAGEMENT

The National Communications Strategy document details an overarching communications pathway for building political will and public support for the SFMP. This strategy presents a framework for meeting the corporate and external communication needs of the project through ongoing engagement and collaboration with the FC, MOFAD and the WARFP communication teams that result in a joint strategy and complementary package of effective communications interventions that, in sum, is larger than its parts and can illustrate impacts to prove that. This strategy will include media outreach campaigns, stakeholder communications forums, fisheries best practices competitions, mass media campaigns, international day events and mobile applications. This strategy also will be developed and implemented with input and guidance from USAID's communications team to ensure that partners coordinate on the identity and purpose of respective projects, rapidly share strategy insights, disseminate outreach products as well as policy and technical information and address the need for international communication.

The first tier of SFMP communications is corporate and internal and involves clarifying protocols for branding and documentation for implementing partners; timely and regular progress reports and success stories in the form of work plans, annual reports, technical reports, and fact sheets, biweekly FtF bullets and significant change stories. This strategy provides an avenue for feeding information to partners and the donor mission and ensuring all disseminate accurate, updated information on events and developments.

The second tier of SFMP communications is a series of carefully coordinated national and regional Policy Campaigns on emerging technical and scientific information and policy dialogues timed to match decision processes. Messages will capture stakeholder concerns, including those of typically overlooked women and children. This national policy campaign is a major focus of Year One communications activities. These include issue briefs for policy-makers and high-level decision-makers on critical topics, mass media communications to educate and mobilize the public, local and regional level stakeholder meetings/events/dramatizations, regional-level stakeholder meetings, identification and mentoring/training of village/community champions to become trusted voices of SFMP in their communities and national policy dialogues (2) with government leaders. This campaign will include coverage of success/significant-change stories, social media outreach, printed and digital fact sheets, technical/issue briefs and face-to-face outreach as needed.

This communications strategy will apply elements of behavior change and diffusion of information theories (see Appendix 2) to help achieve project objectives.

Activities and elements

This strategic plan acts as a road map for the Communications Team members to follow to achieve the objectives outlined in the Project Description Document, especially for the IR3 component and subcomponents. It addresses what the Communications Team will do, how it will do it and who is responsible for each task/activity/deliverable.

As SFMP is a programme implemented through a USAID cooperative agreement, all communications deliverables and messages referenced in this document, whether in print or electronic, should conform to the branding and marking guidelines detailed in the [SFMP Branding and Marking Plan](#) and the [USAID Graphic Standards Manual](#). Also find attached (Annex 1), key principles and protocols for branding and documentation. Properly branded and compliant templates will be provided to the partners and are to be used for all document preparation. The SFMP communications team will assist partners in the production of high quality, well-structured documents and publications that meet all branding and compliance requirements. The SFMP communications team will review final documents and will be responsible for their digital distribution. The Accra SFMP team also will provide partners with communications job aids to enhance their capacity to produce communications materials and achieve strategy objectives.

The communication tools identified for each item and the timeline of delivery for yearly communication outputs will be contained in the annual work plan documents for the SFMP that will be developed on a year-by-year basis through a learning-by-doing approach.

3.1. Corporate/Internal Communications

Internal stakeholders for the SFMP consist of USG/USAID, Monitoring and Evaluation Technical Support Services (METSS) and implementing partners. The objective of corporate/internal communications is to fully document the work of the SFMP, ensure all partners are up to date on progress, activities, deadlines and the particular needs of donors and officials. Ongoing communications among the team members, officials and donors must encourage a transparent give-and-take and must meet the unique needs of donors and officials.

Communicating Consistent Messages

A messaging sheet will be developed and shared among all partners and staff to enhance coordinated communication. This concise document will contain the purpose, goal, aspirations and key activities for the SFMP project to ensure consistency of message in content and tone.

An orientation will be organised to ensure that implementing partners understand the SFMP project terminologies, approach, concept and key deliverables. The messaging sheet will also communicate the role of each partner to enhance the coordination among implementing partners and successful delivery of the SFMP. Information sharing among the implementing partners will depend on full participation in good practices of information sharing to ensure effective management of communication operational messaging, timely delivery of communication products and events as well as timely drafting of public statements.

For communication purposes and effectiveness of information generation, processing and sharing, the internal stakeholders are broken into two segments:

- Information Generation and Processing Group—Implementing Partners
- Information Receivers and Advisors Group—USG/USAID, METSS

3.1.1 Implementing Partners

This group consists of the implementing partners of the SFMP, who are involved in the day-to-day and on-the-ground information gathering and processing: Coastal Resources Center (URI and Ghana offices), Hen Mpoano, Friends of the Nation, SNV, SSG, Spatial Solutions, CEWEFIA, Daasgift and DAA. This level of communication will involve lessons learning; information gathering and sharing of certain on-the-ground implementation communications; information processing and proper packaging, e.g. processing and proper packaging of success stories before sharing; preparatory planning of on-the-ground joint communications events, etc.

Objectives

- Foster information sharing and lessons learning culture among implementing partners.
- Promote transparency and openness amongst partners.
- Ensure that implementing partners clearly understand SFMP goals and share same vision.
- Promote effective, timely and consistent delivery of quality communication outputs.
- Promote teamwork, joint effort and coordinated communication for the delivery of SFMP.
- Ensure that implementing partners are aware of internal developments before they are made

public.

- Ensure all communications follow corporate style guidelines for effective branding
- Ensure consistent and clear messaging among partners and to stakeholders.

Key Messages:

- a) Working towards rebuilding marine fish stocks
- b) Fisheries Management issues in Ghana
- c) Share relevant information and project itinerary with other partners, e.g. baseline/technical reports, field updates, to avoid community fatigue while creating consistency in outreach

Channels/Tools:

- Partners meetings
- Technical meetings
- Field reports
- Quarterly knowledge-sharing meetings
- Internal communication review meetings
- Monthly subcontract reporting
- Shared document drafts
- A community of practice
- Rich network of policy engagement and implementation
- Diffusion of innovations
- Sharing on Ghana Dropbox folders
- Direct phone-to-phone calls
- AdobeConnect meetings at regular interval (TBD)
- Weekly partner conference calls
- Google calendar and other Google drive applications as needed
- E-mail information sharing or E-mailing group
- WhatsApp group chats and information sharing, etc.
- CiviCRM a multiplatform campaign/contact management, messaging tool

Deliverables/Products:

Technical/ progress reports; minutes of technical/partners meetings; field activity reports; reports of events; IEC materials; FtF Bullets; Success Stories, photos from field, newsletters

3.1.2 USG/USAID and METSS

The second classification is the information receivers and advisors group consisting of USG/USAID and METSS. This group will receive information that is refined and processed within the project indicators.

The SFMP Communications Expert will deliver all information to USG/USAID and METSS group. This will ensure coordinated information sharing with USG/USAID and METSS. Relevant feedback and advice from this group will be shared with the implementing partners for appropriate action as needed. An open platform also will be developed for outside interests to learn of SFMP activities and news.

Objectives:

Project updates & results relative to contribution of SFMP to FtF DOs are communicated to USAID/METSS in a consistent, timely and efficient manner (Quality component must feature)

Roles/Responsibilities of Internal Stakeholders

USAID/Ghana SFMP Communications Expert will lead, direct and coordinate all communications for the internal stakeholders. This will include facilitation of the e-mail group, mobile-based WhatsApp group, etc. The role will include circulation of processed information from the implementing partners to USG/USAID and METSS group.

The SFMP M&E Specialist will provide support to the Communications Expert for the streamlining of communication products and reporting relative to the M&E indicators.

USAID/USG, as the donor agency, has vested interest in the SFMP and will appraise overall programme developments in a timely and consistent manner. They will provide regular feedback and advice to the Accra SFMP team for effective delivery and tracking on course. The ACCRA team will then communicate feedback to partners and sub-recipients.

METSS will provide regular tracking of the implementation process and products delivery with M&E indicators and provide monitoring feedback to implementing partners for effective delivery.

Implementing partners [*Coastal Resources Center-University of Rhode Island (CRC-URI, CRC-Ghana, Hen Mpoano (HM), Friends of the Nation (FoN), Netherlands Development Organization (SNV), SSG Advisors, Spatial Solutions, Central and Western Fishmongers Improvement Association (CEWEFIA), Daasgift, Development Action Association (DAA)*] will provide day-to-day, on-the-ground information gathering and processing. These partners will serve as communication implementation team and will distribute communication products

Communications Team, including the FC, MOFAD and the WARFP communications members, will provide general guidance for the planning and implementation of the communication strategy, including drafting of the communication strategy and providing regular capacity strengthening including orientation training for staff of implementing partners.

Key Messages:

- a) Fisheries management issues in Ghana
- b) 2. Progress of SFMP in the areas of collaborations, policy milestones, consensus building/political will

Channels:

- Quarterly knowledge sharing mtgs;
- Partners Mtgs and Presentations
- Monthly subcontract reporting;
- Network of policy engagement and implementation;
- Direct phone-to-phone; Emails; Skype; Whatsapp group chats;
- CiviCRM Contact Mgt platform

Deliverables/Products

- Messaging sheet
- Fact sheets,
- FtF biweekly bullets,
- Success stories/documentaries,
- Briefing packs, annual and semi-annual reports,
- Internal communication review meetings,
- Newsletters,
- Issue Briefs etc.

3.2 External Stakeholder Communications (Early Actions)

The purpose of the external communications is to contribute to the creation of supportive constituencies for policy and legal reforms, ensuring a blend of bottom-up and top-down approaches for effective resource management and voluntary compliance; and to ensure that relevant stakeholders and user groups participate actively in policy development and management processes at all levels. The external stakeholder communications component will engage fisheries organisations and managers, fishing communities, media and the public. Strategically, the external communications component has been divided into three broader categories:

- Policy Maker Communications
- National and Regional Level Policy Campaigns
- Fisheries Managers
- Fishers, Media and General Public
- Contact Management Strategy

3.2.1 Policy Maker Communications

This level of communications also referred to as **Executive Level Communications**, targets the **Policy-Makers Group**, which comprises people in political positions and high-level decision-making roles, who are urgently needed to help secure the legal and policy reforms necessary to end overfishing and rebuild stocks.

Policy-makers include: key advisors and officials at the Office of the President, Members of Cabinet, Members of the Council of State, Members of Parliament in coastal areas and the relevant Parliamentary Select Committees (Food & Agriculture), the Minister of Fisheries and Aquaculture Development, etc.

This group will be engaged through carefully crafted and targeted information designed for specific results. The strategy for communication to this group will include information and message delivery that outlines the political and national gains resulting from the fisheries reforms. Engage policy-makers through formal relations with individuals. This process will begin with identification of possible allies in the Office of the President including advisors and friends, Cabinet Members, Council of State Members, etc. Relationship formalization will commence through one-on-one visits, courtesy calls and other means. The goal of this engagement strategy is to build consensus among policy-makers and other high-level decision makers and to work in a collaborative fashion.

Objectives:

- Establish and strengthen alliances and allies with high-level policy-makers to support the SMFP's policy reforms agenda.
- Establish a strong national presence; promote identity and positive image for SFMP and the American People among policy makers.
- Communicate the generous support of the American people, who have made this project possible.

Key Messages:

- a) State of Ghana's Marine Fisheries (Focus on small Pelagics)
- b) Need to rebuild fish stocks to revive livelihoods of 1000s
- c) Early actions/ harvest control measures is the only way to rebuild stocks
- d) Channel fuel subsidies to other economic/livelihood uses to reduce overcapacity issue.
- e) Need for legislative reforms on co-mgt, use rights for effective resource governance

Channels:

- Invitations to SFMP Event Launching and Special event day celebrations
- Establishing one-on-one relationships with key figures
- Courtesy calls to individuals
- Quarterly briefing meetings with Minister
- Joint quarterly briefing meetings of MPs with MOFAD.
- Quarterly briefing meetings with Office of President
- Participation in national dialogues, special events

Products/Deliverables:

- Policy briefs,
- Fact sheets,
- Periodic information briefing packets,
- Semi-annual Newsletters/ billboards
- Evidence-based video documentaries

3.2.2 National Level Policy Campaigns

These campaigns are crucial to the communications component of IR3 and seek to draw huge social capital for strengthening the enabling environment for fisheries management and for effective implementation of some management measures. The design and execution of these campaigns will create trust among resource users and policy-makers, will build acceptance and understanding of project goals, and will emphasize and foster collaboration as the means to overcoming challenges as they arise.

The immediate focus of the National level campaign will be on the small pelagic stocks and the process will involve regional stakeholder consultative campaigns and communications to elicit the most preferred but effective management option(s).

Key audiences for these campaigns are the **Fisheries Managers Group** and **Fishers, Media and General Public** comprising relevant law enforcement agencies (Fisheries Enforcement Unit, Marine Police of the Ghana Police Service, Ghana Navy, Air Force, Judges and Prosecutors) Coastal District Assemblies, Ghana National Canoe Fishermen Council, Fisheries Alliance, Artisanal Fishers, Semi-Industrial Fishers, fishmongers/processors, private sector, women, children, etc.

Objectives:

- Consensus building and awareness raising/ support for acceptable and effective choices and effective resource governance towards stocks rebuilding
- Create and enhance platform for effective dialogue among fisheries stakeholders
- Encouraging participation of stakeholders in decision-making, soliciting fresh ideas from all stakeholders and fostering strong willingness and ability to comply with changes

Key Messages:

- Working towards rebuilding marine fish stocks
- Fisheries Management issues (small pelagics) in Ghana
- Fisheries reforms on collaborative management and use-rights needed for effective shared-resource governance
- Effective enforcement needed to combat IUU, Over-capacity issue.
- Effective Enforcement not the only measure towards rebuilding stocks; early actions on harvest control is crucial to rebuilding stocks

Channels:

- Stakeholder consultations towards national dialogue
- national campaigns on the need to rebuild stocks via radio discussions, community/radio drama,
- Focus group discussions
- Joint communication meetings with WARFP/MOFAD
- Joint technical planning and debriefing meetings
- Review meetings
- SFMP Event Launching
- Special Day celebrations
- Evidenced-based video documentaries
- Press briefings

Products/Deliverables:

Reports of National Dialogue; Conclusions on stakeholder consultations; Press releases; policy/issue briefs; Bi-annual newsletters; factsheets; FtF Bullets; briefing packets for national dialogue and media; Other IEC materials (billboards, t-shirts, calendars, banners, etc.)

Regional Level Policy Campaigns

The Regional level policy campaigns involves working with stakeholders at the Regional level to generate practical and functional issues to inform National policy formulation and implementation. The immediate focus of the campaign at the Regional level will be on improving the management of small pelagic stocks, which are most important to food security and employment and are near collapse. This process will involve series of stakeholder consultative meeting in the various Region to collate inputs about the management options that are feasible, practical, workable and that could be adopted to improve the management of the small pelagic stocks. Stakeholders to be engaged at this level include but not limited to the following: fishers (semi-industrial, canoe fishermen, Cooperative Fishermen Service Centres and women processors), Regulatory Agencies (EPA, Police, Ghana Navy, Ghana Air force and Attorney Generals Dept., Social Welfare Dept., etc), Traditional leaders, CSOs, Media, District Assemblies, etc.

Objectives

- Encourage participation of regional stakeholders at all policy development levels towards rebuilding stocks
- Communicate/ share SFMP goals and generous support of American People
- Create constituencies that understand and support project policy goals to reduce poverty/hunger
- Creating ownership of fish laws and changing behaviors towards effective enforcement / voluntary compliance

Key Messages

- State of Ghana's Marine Fisheries, focusing on small pelagics
- The need for collective decision-making/ co-management to revamp fisheries economy which is home to 1000s of livelihoods
- Early Actions/ implementation of quick measures is the only way to rebuild stocks
- Voluntary compliance

Channels/ Tools

- Stakeholder forums in all four coastal regions jointly organised with FEU and Fisherfolk communicators
- Stakeholder consultations; focus Group Discussions / Regional fisheries mini dialogues;
- Feedback loops from National Dialogue to Regional Stakeholders and vice-versa
- Radio/ Community Drama Production with WARFP

- Radio/TV discussions on fish management issues towards consensus building for effective resource governance
- Press briefings; Video documentaries
- SFMP Launch
-

Key Deliverables

Option briefs; Meeting notes/ proceedings from regional consultations/ forums; IEC Material (video documentaries, billboards, posters, banners; calendars, stickers, issue briefs); newspaper articles; press releases; factsheets, FtF Bullets

Community Level Campaigns: Small Pelagics /Demersal Fisheries Plans

The key purpose of the community level campaign is to generate grassroots-level supportive constituencies for policy and legislative reforms. The campaign will involve active and interactive caucuses engagements at the landing sites with community level stakeholders, who are urgently needed to participate in fisheries management through the adoption of sustainable fishing practices. The approach will involve communication to inform and gather information through a bottom-up approach that will inform effective resource management, adaptive enforcement and how to reach high voluntary compliance. The immediate focus at this level will also be on improving the management of small pelagic stocks and later extended to the demersal fisheries management. Key elements of the campaign at this level will include extensive communication using a combination of tools to inform and gather inputs for legislative reforms and effective co-management design and implementation.

Objectives

- To raise awareness of SFMP vision, objectives and aspirations to the public in
- Communicating the generous support of the American People to target groups /
- To draw massive public support and consensus to rebuild stocks
- To win the backing of fishers for legislative reforms and close seasons.
- Engage media to influence public opinion on fisheries issues.
- Inform fishers to adopt responsible and sustainable fisheries practices.

Key Messages

- Illegal and unsustainable fishing leads to collapse of the fisheries industry.
- Behavioral change will help to rebuild marine fish stocks and improve food security in fisheries.
- Co-management is key for restoring traditional control to support central management systems.
- Quick/early actions is one sure way to rebuild stocks

Channels/ Tools

- Optional Briefs
- Community communications forums;
- Stakeholder caucuses hearing at landing sites;
- National Fisheries Dialogues;

- Regional fisheries mini dialogues.
- Radio discussions/ programmes
- Community / radio drama
- Radio Drama, Jingles and Announcements
- SFMP Event Launching
- Press Conferences, Media-outreach programmes
- Special Day events
- Media Orientation workshops held jointly with USAID EG Office
- Screening of evidence-based video documentaries, success stories
- Websites
- National Toll Free lines,

Key Deliverables

Optional Briefs, Communicative Bill Board, branded T-shirts, branded calendars, Stickers, banners, newsletters

3.3 External Stakeholder Communications (Slow burn)

3.3.1 Child Labour Communications Strategy

SFMP will address child labour and trafficking, which is prevalent in the larger coastal fishing communities of the Central Region, as a component of fisheries activities in targeted communities. This issue includes both hazardous fisheries work by children under age 18 and child trafficking. Reports indicate that children are sent to the Volta Lake region to engage in dangerous fishing practices and are never enrolled in school. Single female-headed households with many children are the most vulnerable.

The SFMP intends to address these practices by first assessing the problem in the regions and determining how best to address the issues based on information and knowledge gathered and disseminated by project partners.. A communications effort will seek to change behavior in fishing communities based on the results of the findings. A detailed campaign, including goals, messages, audiences, channels, monitoring and evaluation will be developed once the assessment provides a clear and complete picture of the issue and the challenges in the region

Objectives

- To raise awareness on negative impacts of child labour and trafficking activities
- To sensitize and educate target communities and households for a reduction in child labour and trafficking cases

Key Messages

- What is Child Labor and trafficking (come out with Clear National Definition)
- Relevant baseline data/ info with respect to Child labor and trafficking in the C/R.
- What are the existing laws and policies for child labour and trafficking?

- What are the socio-economic consequences of child labor and trafficking from fishing villages for the victims and the families they originate?
- Responsible parenting and child education lead to socio-economic development
- Provision of alternative livelihoods can support households and take away the need to sell children into forced labour.

Channels/ Tools

- Face to Face: stakeholder engagements and platforms, outreach programmes
- Print Media: newspapers, factsheets, banners, billboards
- Electronic Media: radio, TV, electronic newsletters, websites and social media.

Key Deliverables

- Assessment of Child labor and trafficking.
- No. of Media engagements.
- No. of engagements with stakeholders.
- No. of community awareness raising organised.
- No. of IEC materials produced and disseminated on Child labor and trafficking.

3.3.2 Legislative Reforms

The SFMP Communications and Public Relations expert will lead the strategic communications engagement with legislative committees and senior government officials, especially with MOFAD and the FC public relations officer. FoN will lead a stakeholder engagement process involving bottom-up communications with men and women of key stakeholder groups such as DAA, CEWEFIA, GNCFC, GIFA, NAFAG, GNAFF. SFMP will also explore the use of innovative web-based and mobile phone social media tools to reach a wide-ranging and dispersed network of stakeholders in all coastal regions of Ghana.

Objectives

- Contribute inputs to fisheries management plan on co-management, use-rights, license limits
- Improved enforcement of fisheries laws

Key Messages

- Management of shared resource is more effective when co-managed.
- Use-rights are one sure way of achieving effective enforcement of fisheries laws.

Channels/ Tools

- National Policy dialogues,
- stakeholder consultations,
- special day events,
- radio/TV discussions,

Key Deliverables

Factsheets, Issue briefs on legislative reform, Radio/community drama

3.3.3 Healthy Fish Campaign

The Healthy Fish Campaign will dwell on science-based information from fish landing sites regarding quality, supply and marketing chains to enrich consumer understanding and demand for safe handling and traceability of fish and to build a preference for healthy fish.

The campaign will also promote consumer rights protection using women in fishing communities as agents of change to elicit behavioral change among fishers relative to negative effects of illegal, unregulated and unreported (IUU) fishing on fish quality, consumption and on incomes. In a similar way, the campaign will also raise public awareness of health and safety implications of these fisheries issues.

The Healthy Fish campaign also seeks to facilitate value addition of fish products, prevent post-harvest losses and ensure that women processors offer a product that has the highest quality and economic value to the market. Once a study of the fish-smoking process is complete, SFMP will assist the community in improving fish-smoking processes to achieve healthier products and healthier working conditions. SFMP will communicate the benefits of the improved process and the healthy food products throughout the stakeholder groups.

Objectives:

To create informed constituencies out of fish processors to act as agents of change against IUU fishing

Key Messages:

- What is Healthy Fish (Clear National definition for healthy fish)
- The need for value addition for fish products and socio-economic benefits
- Personal hygiene and sanitation education and effects of indoor air pollution

Channels:

- Community stakeholder forums
- Focus group discussions
- Capacity building forums and training.
- Best Safety and Hygiene competition in communities
- International Day Events for promotion of campaign
- IEC - Billboards, posters, collaterals (fish aprons, t-shirts)
- Community drama

Products/Deliverables:

- Stakeholder forums reports; training reports
- Video documentary
- International Day Events and reports
- IEC - Billboards, posters, collaterals (fish aprons, t-shirts)
- Success stories

3.4. Fisheries Managers

Stakeholders of this group are the main agencies responsible for the drafting and implementation of policies and legislative instruments relative to fisheries management and or coastal zone development, including FC, MOFAD and WARFP.

Objectives:

- Communicate and share SFMP goals/objectives, methodology (blend of bottom-up/top-down,).
- Create platforms to build and enhance effective dialogue, engagement and enabling environment towards legislative reforms.
- Ensure all communications follow corporate style guidelines for effective branding.
- Conduct lively, broad, transparent stakeholder engagement.
- Build awareness and support for acceptable and effective choices.
- Encourage engagement and solicit fresh ideas from all stakeholders.
- Foster a strong willingness and ability to comply with changes

Key Messages:

- Consensus building and awareness raising/ support for acceptable and effective choices and effective resource governance towards stocks rebuilding
- Create and enhance platform for effective dialogue among fisheries stakeholders
- Encouraging participation of stakeholders in decision-making, soliciting fresh ideas from all stakeholders and fostering strong willingness and ability to comply with changes

Channels:

- Joint communication meeting
- Joint technical planning and debriefing meetings
- Review meetings
- SFMP event launch
- Special event day celebrations
- National Policy dialogues (bi-annual),
- Stakeholder engagements for *sardinella* plan and Pra-Ankobra demersal fishery plans
- Partner websites

Deliverables/Products

- Policy briefs,
- Fact sheets,
- Periodic information briefing packets,
- Newsletters,
- FtF Bullets
- Newsletters
- Evidenced-based video documentaries
- Partner website updates, document uploads, etc.
- Success stories

Fishers, Media and General Public

The fishers and general public group consist of Ghana National Canoe Fishermen Council (GNCFC), semi industrial fishing interests, fishmongers/processors, women's groups, children, other fisher groups, selected press/media groups, civil society organisations and the general public.

These organisations and individuals comprises the largest and most diverse stakeholder group, therefore the communication will target this group with simple information and active local engagements to create the levels of constituencies needed for the political demand and implementation for policy and legal reforms.

Though the fisheries sector is a significant element in Ghana's economy, issues affecting it have not attracted the commensurate level of media attention to bring these issues the nation's attention. Possible causes are low interest in fisheries stories among journalists, low knowledge in fisheries issues, poor packaging or "pitching" of fisheries stories, etc. Engaging the media is therefore relevant to catalyze a cadre of media practitioners who will be informed and will actively engage policy-makers and the duty bearers to sustain the demand for political will for fisheries reform. This communications strategy will therefore extensively engage the media through the following: National editors' forum, media capacity workshop and orientations, Best Journalist Award schemes, fisheries policy talk shows and press conferences, releases, publication of fisheries articles.

This strategy will also facilitate the formation of a WhatsApp media platform on fisheries and encourage investigative journalism in fisheries issues. Detailed implementation plans are as follows.

National Editors Forum: In Ghana, newspapers and media set and shape the political and social agenda. The news editors of the media houses are the key architects of headline stories and are the ones who determine which news gets front-page coverage or special highlight. An annual national editors' forum will be organised each year to engage news editors and impress on them the importance of highlighting fisheries stories.

Media Capacity Workshops and Orientations: These workshops and orientations will be organised to strengthen the capacity of media persons to understand and appreciate the importance of the fisheries sector, the relevance of fisheries to national economy and its relations with poverty reduction and food security. Towards this, at least one (1) Media Capacity strengthening workshop/ orientation will be organised each year under the SFMP.

Formation of Fisheries Media Platform on WhatsApp: A mobile-phone-based fisheries media network will be created through the WhatsApp platform to share regular information and initiate media dialogue around the SFMP and other fisheries issues. This tool also could encourage investigative journalism on certain fisheries issues. The journalists on the platform will gain information materials to produce article, interviews and investigative reports. A strong social media presence—with approval from USAID—will enhance media networking and will include Facebook, journalist e-mail list serves, etc. for information sharing.

Fisheries Policy Radio and TV Talk Shows: Radio and/or TV fisheries policy discussion programmes would be required to sustain the momentum on fisheries dialogues and maintain regular fisheries discussions on radio and TV. This will provide regular update on national level fisheries policy issues and follow-up on commitments of the national dialogue series and political will. The idea for this talk show is to push fisheries issues to the desired top level for national development.

Popular radio and TV discussion programmes will be identified and SFMP will negotiate with the producers and or hosts to create space for fisheries policy discussions on those programmes. Existing programmes that will be engaged for this purpose are: “The News file” on Joy FM, “The Advocate on GTV,” Morning Show on Peace FM, “the Supper Morning Show” Joy FM, “*Dwa So Nsem* Morning show “on *Adom* FM, and other relevant media.

Press Conferences will be organised each year as needed and driven by project developments, achievements and findings. Thematic issue areas will be selected for each of the press conferences and key affected or concerned actors will be supported to air their issues: e.g., fisher folks discussing ways to curb illegal fishing, establish co-management systems and closed seasons, etc. The press conference will take on issues without any political lens, will refrain from dwelling on problems, but rather will provide useful contributions for the solution.

Publication of Fisheries Articles: Press releases and Articles on fisheries will be published in the newspapers to inform and engage shareholders especially government and the policy makers on the need for policy reforms. The articles will carry people and development-centered stories that will appeal to duty bearers for action.

Objectives:

- Raise awareness of SFMP vision, objectives and aspirations to the public.
- Draw massive public support and political demand for sustainable fisheries management.
- Win the backing of fishers for legislative reforms and close seasons.
- Engage media to influence public opinion on fisheries issues.
- Inform fishers to adopt responsible and sustainable fisheries practices.

Key Messages:

- Illegal and unsustainable fishing leads to collapse of the fisheries industry.
- Behavioral change will help to rebuild marine fish stocks and improve food security in fisheries.
- Co-management is key for restoring traditional control to support central management systems.

Channels:

- Community communications fora
- Stakeholder caucuses hearing at landing sites
- National Fisheries Dialogues
- Regional fisheries mini dialogues
- Radio
- Community drama
- SFMP event launch

- Press conference, press releases, etc.
- Special event day celebrations
- Media orientation workshops
- Media-outreach programmes
- Newsletters
- Partner websites
- National toll-free lines, etc.
- Social media (if USAID sanctions its use)

Deliverables/Products:

- Newsletters
- Documentaries
- Partner website updates and document uploads
- Success stories
- Radio programmes including discussions, dramas
- Radio jingles and announcements
- Billboards, branded T-shirts, branded calendars, stickers, banners

4. OVERALL STRATEGY MONITORING AND EVALUATION

To ensure that the overall communication strategy is achieving its intended purpose, an effective monitoring and evaluation plan has been developed and is aimed at determining the following:

- Are messages reaching audiences in a timely manner?
- Have information and publicity created visibility and awareness of the SFMP's activities
- Are we using the appropriate channel and tools to communicate with target audiences?
- Is the specific target message reaching and penetrating the target audience?
- Have progress, successes and change been adequately communicated to relevant stakeholders?
- Are target audiences and general demands for information increasing or decreasing?
- How effective are the communication tools?

3.2 Knowledge Management and Learning Plan

3.2.1 Communication

The project will be designed from start to finish as a social learning project. Using a social networking approach, the project will help develop and enable a Ghanaian fisheries community of practice. It will facilitate learning and information exchange through face to face meetings and access to virtual information. The will create a wall of information that includes the past repertoire of the ICFG project and others as well as new information generated by the project and partners. The project's web-based knowledge management system will be used internally to code and track information, people, and contacts—working as a tool for PMP indicator reporting and to maximize transparency. It will also be a go-to site for information and knowledge sharing for the Ghanaian community of practice.

The project will utilize a variety of tools and approaches to ensure that key communications messages are disseminated in a 'user-friendly' manner that responds to the specific circumstances of targeted audiences and stakeholder groups at community, district, national and international levels. The SFMP will use and strengthen the robust networks and continuous contacts developed by the ICFG project. ICFG's partners, who are also core members of the SFMP team, created many new ties that accelerated information flow, engaged hundreds of new stakeholders and made unprecedented progress in building consensus on the need for improved governance at local, district, regional and national levels—providing a strong platform on which SFMP will build and expand.

The Project will maintain participatory and transparent knowledge management flow that is integrated throughout the implementation of the project. This means that under each IR there will be targeted communication interventions aimed at 1) working with relevant stakeholders to inform, assess and plan for upcoming activities on an iterative basis; 2) updating relevant stakeholders on activity progress including key challenges and successes; and 3) sharing activity outcomes and lessons learned with relevant stakeholders. Project knowledge management and communications will therefore be continuous and will be meant to inform Project stakeholders about project progress and outcomes, as well as to guide upcoming project activities and implementation. The SFMP will use a two-tiered knowledge management and communications approach:

The first tier of SFMP knowledge management is corporate and internal, and involves clarifying for implementing partners protocols for branding and documentation; the need for timely and regular progress reports and success stories in the form of work plans, annual reports, technical reports, and factsheets, weekly FtF bulletins and most significant change stories. The SFMP will maintain an interactive and comprehensive project-specific website, but also work to provide steady feeds of information to WARFP and the FC and ensure partners and regional fisheries stakeholder groups are posting accurate, up-to-the-minute information on events, findings and developments. SFMP will work closely with METSS on enhanced progress reporting and ensure properly branded and 508 compliant products.

The second tier of SFMP communications is a series of carefully coordinated national and regional Policy Campaigns on emerging technical and scientific information and policy dialogues that are timed to match ongoing decision processes. Messages will be sure to capture stakeholder concerns including those of women and children who are typically overlooked. The campaigns will include early actions and a National Small Pelagics Plan, Legislative Reform, a special communications plan focusing on reducing child labor and trafficking, and others listed in the technical application.

Specific communication tools and activities that will be used to support the policy campaigns and share knowledge and lessons generated by the SFMP include:

- Translating key policy and legislative briefs, scientific findings and other lessons learned from the project into vernacular language (*targeting community based audiences*);
- Developing visual communications through pamphlets, story-boards, bill boards and posters (*targeting community based audiences*);
- Delivering messages over local community radio stations (*targeting community based audiences*);
- Collaborating with local cultural events to deliver communications through drama, role plays, local dances and speeches by local leaders (*targeting community based audiences*);
- Holding best practice conferences and learning activities with a range of stakeholders (*targeting all national audiences*);
- Documenting and disseminating project case studies with identified lessons learned (*targeting all audiences*);
- Publishing research briefs (*targeting national and international audiences*);
- Publishing project results and recommendations reports (*targeting national and international audiences*).

Under leadership by the HM Communications Expert, the SFMP will rapidly mine and analyze the extensive contact lists of its ICFG partners along with TrainNet data and other sources to create a social network map of stakeholders. SFMP partners will coordinate their contacts with an expanding number

of individual and organizational participants, allow for “opting-in” to receive and send communications using a variety of media, and to identify individuals who are well-placed to bring in under-represented stakeholder groups and opinions. FoN will work with all stakeholder groups in all coastal regions.

The underlying approach to the Project’s knowledge management strategy will be to develop and disseminate informational messages that are delivered through mechanisms and in formats that are appropriate and accessible for the target audience. This will mean that the manner used to deliver project communications will intentionally vary depending on the particular audience, with feedback loops integrated into communication interventions to ensure that the approach is being well received and understood. Particular emphasis will be placed on engaging a range of actors at the community level, including men and women who are fishers, fish processors, traders and traditional community authorities. The Project will collaborate closely with UCC/DFAS/CCM to implement effective outreach.

3.2.2 Learning for Adaptive Management

Ecosystem governance adaptation in the context of severe poverty, involves a series of complex issues that are difficult to define; have tangled up root causes; involve stakeholders with diverse values, interests and positions; vary from person to person and community to community; are constantly evolving; and, have no obvious answers. In this context of complexity, evaluation strategy is critical. Traditional formative to summative approaches are best conducted in situations where there is little external turbulence, where there is both control and predictability within the situation or context where the program resides, external forces are relatively stable. Clearly, this is not the case in Ghana. Thus we have chosen a learning strategy that build around the principals of “Developmental Evaluation”, as defined by Michael Quinn Patton (2010) which “centers on situational sensitivity, responsiveness, and adaptation, and is an approach to learning especially appropriate for situations of high uncertainty where what may and does emerge is relatively unpredictable and uncontrollable. Developmental evaluation tracks and attempts to make sense of what emerge under conditions of complexity, documenting and interpreting the dynamics, interactions, and interdependencies that occur as innovations unfold.”

A key internal learning opportunity will be the annual self-assessments, which will be part of the work planning meeting. During the self-assessments, we will evaluate the project logic, i.e. understanding if the project is achieving its goals and exploring to what extent project activities have led to desired results. The self-assessments will also connect the milestones, targets, and intermediate results to the overarching goal—i.e., paying attention to both near and long-term effects. Specific self-evaluation questions will be designed for each self-assessment event, however they will flow out of the following four broad questions:

- What are the key achievements and outcomes of the project?
- How effective is the project’s approach in meeting the goals of the Ghana CDCS and the USG biodiversity earmark for Feed the Future, Biodiversity and Climate Change?
- How effective is the project and its integrated design in achieving intended results?
- What is the sustainability of the approaches implemented and potential for scaling up?

Project and indicator reports, including assessments and studies feeding into baselines and results reporting will also be used for learning and adaptive management—analyzing the project’s impact on reducing the overexploitation of marine resources. If the project has been unsuccessful in achieving its purpose and intermediate results, we will explore which Project assumptions proved inadequate. Further, we will work with partners and local stakeholders to identify how to adapt Project activities and targets to better achieve the IRs. These recommendations feed into the annual work planning process.

N o.	Indicator	Definition/Narrative	Outcome / Output Designation	Data Disaggregation	Data Source
IR3: CONSTITUENCIES: Constituencies and political will for policy reform & implementation built, supporting & demanding sustainable use and conservation					
5	Number of days of USG funded technical assistance in NRM and/or biodiversity provided to counterparts or stakeholders (EG 4.8.1-28)	Technical assistance can be provided in the form of tailored training, mentoring, peer education, twinning, job aids, manuals or other support that transfers know how.	Output	None	Travel reports, project records
6	Number of information products disseminated in local media reports, radio shows, conference papers, and research studies (Project indicator).	Information products will include best practices, success stories, and program lessons learned. They can be published as peer reviewed or non-peer reviewed articles or through other forms of media (excluding the USAID APR), or at international conferences.	Output		

6. Number of information products disseminated in local media reports, radio shows, conference papers, and research studies (Project indicator).

USAID/Ghana Performance Indicator Reference Sheet
CDCS Goal: Ghana's Transition Towards Established Middle Income Status Accelerated
Development Objective: DO 2 – Sustainable and Broadly Shared Economic Growth
Intermediate Result: IR 2.1: Increased competitiveness of major food chains IR 2.4: Increased government accountability, responsiveness

Sub-Intermediate Result: IR 2.1.1: Increased agricultural productivity IR 2.4.2: Improved local community management of natural resources
Name of Performance Indicator: Number of information products disseminated in local media reports, radio shows, conference papers, and research studies (Project indicator).
Performance Plan and Report Indicator: Foreign Assistance Framework: N/A - Custom Indicator Type: Output
PERFORMANCE INDICATOR DESCRIPTION
Precise Definition(s): Information products will include best practices, success stories, and program lessons learned. They can be published as peer reviewed or non-peer reviewed articles or through other forms of media (excluding the USAID APR), or at international conferences.
Unit of Measure: Information products
Disaggregated by: Topic (fisheries management/biodiversity conservation/climate change adaptation)
Rationale or Management Utility (optional): The purpose of this indicator is to document the number of success stories and lessons learned that are published and made available to the public through written media The indicator is simple and straightforward to collect, but does not give information on if messages were used, adopted, and disseminated. It also does not show the quality of the messages or if they reach target audiences.
PLAN FOR DATA COLLECTION BY USAID
Data Source: Articles, radio shows, newspaper articles, conference papers, etc.
Method of Data Acquisition: Collection and tracking of media reports published
Frequency and Timing of Data Acquisition: Ongoing, reported quarterly
Individual(s) Responsible for Data at USAID:
Individual(s) Responsible for Providing Data to USAID (optional):
Location of Data Storage (optional):
DATA QUALITY ISSUES
Date of Most Recent Data Quality Assessment and Name(s) of Reviewer(s):
Date of Future Data Quality Assessments (optional):
Known Data Limitations and Significance (optional): Distinction between lessons learned/key findings and small subcomponents is relatively subjective.
Actions Taken or Planned to Address Data Limitations (optional): Multiple stakeholders will evaluate counted lessons/findings and decide on a consensus count for this indicator.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis (optional):
Presentation of Data (optional):
Initial Review Conducted by (optional):
Mission/Team Review (optional):
BASELINE AND TARGETS

Baseline Timeframe <i>(optional)</i> :
Rationale for Targets <i>(optional)</i> :
Other Notes <i>(optional)</i> :
CHANGES TO PERFORMANCE INDICATOR
Changes to Indicator:
Other Notes <i>(optional)</i> :
THIS SHEET WAS LAST UPDATED ON: 11/3/2014

Indicator 6: Number of information products disseminated in local media reports, radio shows, conference papers, and research Studies (Project indicator).

Name of reporting organization	
Name of M&E Coordinator	
Signature of M&E Coordinator	
Date of submitting reports	
Number of information products disseminated	

Name/Title of information product disseminated	Type of Product				Region	District	Date
	Radio show	Newspaper article	Conference paper	Other, specify			

Note: Attach documentary evidence when submitting the form. (e.g. copy of the product disseminated)

Reviewed by M&E Supervisor _____

Signature _____

Annex 1: Protocols for Branding and Documentation

All SFMP deliverables and documents will conform to the USAID Branding and Marking Plan as spelled out in the Automated Directive System 320 (ADS 320). While conforming to USAID standard guidelines, the SFMP will also be promoted among implementing partners and to beneficiaries and host country citizens, in a way that furthers the broader 5-year project goals as well as the GoG agric and fisheries policies and plans while creating uniformity and consistency.

- All communications to the general public and relevant target groups should conform to the SFMP ‘song sheet’, which spells out project mission, goals and objectives.
- Partners shall use individual project websites to promote the SFMP goals and activities. There shall be no project specific website
- Partners shall submit timely and accurate (508 Compliant) progress and annual reports including weekly FtF bullets to the SFMP national office for packaging onward submission to USAID.
- All internal communications relative to administrative charges of individual partner organisations must not bear the identity of USAID. Letterheads should rather bear the logos of respective partner-organisation
- All external communications relative to the project must be on the SFMP letterhead and should project the USAID identity.
- All documents produced collectively by partners must acknowledge the contribution of respective partners and or persons involved.
- SFMP products and documents used to advance individual partner-organisation on a non-SFMP platform such as websites, etc. must still acknowledge the ‘support of the American People’ as well as acknowledge other partner organisations involved in production and development of the product.
- All communications with USAID and partner government agencies must be done through the SFMP Accra office.
- Development of IEC materials must be done in consultation with SFMP communications team for proper branding before printed or published
- Information and products on SFMP for the use of various implementing partners must be screened by the SFMP and CRC/URI Communications Officers before going public; these include media and press-related information
- All information and official engagements under the SFMP shall be shared and made known to partners during monthly partners retreat
- Each IP must identify areas of success and significant change stories under the SFMP - at least once every quarter - necessary for follow-up by the communications team and USAID Outreach Development team.
- All technical and project documents

Annex 2: Behavior change through communications

Effective and lasting behavior change is at the core of this communications strategy. The policy and programmatic achievements of the SFMP will require constituency buy-in on every level, and effective communication is integral to achieving this buy-in.

Methods of changing behavior through communication activities must be attuned to the particular audience and the action that is expected of them. Therefore, these methods will be developed in detail as project activities commence. Expectations for changing behavior through communications should keep in mind the widely accepted Transtheoretical Model, which outlines stages of change. The first step in any behavior change communication is identifying at which stage your intended recipient is. In brief, these stages are:

Precontemplation (Not Ready): People in the Precontemplation stage do not intend to take action in the foreseeable future, usually measured as the next six months.

Contemplation (Getting Ready): Contemplation is the stage in which people intend to change in the next six months.

Preparation (Ready): Preparation is the stage in which people intend to take action in the immediate future, usually measured as the next month. Typically, they have already taken some significant action in the past year.

Action: Action is the stage in which people have made specific overt modifications in their lifestyles within the past six months.

Maintenance: Maintenance is the stage in which people have made specific overt modifications and are working to prevent relapse. Researchers have estimated that Maintenance lasts from six months to about five years.

Termination: Termination is the stage in which individuals are not tempted; they have 100% self-efficacy. It is as if their new behavior has become an automatic habit.

More information about this theory of behavior change and how communication plays a role can be found here: <http://www.prochange.com/transtheoretical-model-of-behavior-change>

To bring stakeholders to the point of changing behavior requires a diffusion of innovations theory (http://en.wikipedia.org/wiki/Diffusion_of_innovations), which seeks to explain how, why, and at what rate new ideas and technology spread through cultures. This theory argues that diffusion is the process by which an innovation is communicated through certain channels over time among the participants in a social system. The communication channels, time and social system are key elements to this theory, which relies heavily on the buy-in of early adopters and highly regarded social networks or groups. Once the innovation is widely adopted, it has a greater chance of becoming self-sustaining.

Annex 3 Overall Communications Strategy Matrix

OVERALL COMMUNICATIONS STRATEGY MATRIX										
OBJECTIVES	AUDIENCE	MESSAGES	CHANNELS/ TOOLS	KEY DELIVERABLE S	TIMELINE					EVALUATION
					Y1	Y2	Y3	Y4	Y5	
NATIONAL COMMUNICATIONS STRATEGY										
1. CORPORATE COMMUNICATIONS										
1. Enhance Information Generation / Documentation / Knowledge Management and Learning among IPs 2. Foster greater collaboration/ team building 3. Effective Communications/ Consistency in outreach	IPS - CRC/URI, HM, FoN, SNV, DAA, Daasgift, CEWEFIA, SSG, SS	1. Working towards rebuilding marine fish stocks 2. Fisheries Management issues in Ghana 3. Share relevant information and project itinerary with other partners, e.g. baseline/technical reports, field updates, to avoid community fatigue while creating consistency in outreach	Monthly technical mtgs; Quarterly knowledge sharing mtgs; Partners Mtgs; monthly subcontract reporting; Direct phone-to-phone; Emails; Skype; Whatsapp group chats; CiviCRM Contact Mgt platform; photo library; google calendar; Dropbox; partner websites, local radio discussions	Technical/ progress reports; minutes of technical/partners meetings; field activity reports; reports of events; IEC materials; FtF Bullets; Success Stories, photos from field, newsletters						1. No. of Partners meetings/ technical meetings held and reports generated 2. No. of contact mgt/ web-based media platforms established and working (dropbox, google calendar; community of practice 3. No of radio discussions/stakeholder engagements.

<p>Project updates & results relative to contribution of SFMP to FtF DOs are communicated to USAID/METSS in a consistent, timely and efficient manner (Quality component must feature)</p>	<p>USAID/METSS/ USG</p>	<p>1. Fisheries management issues in Ghana 2. Progress of SFMP in the areas of collaborations, policy milestones, consensus building/ political will</p>	<p>Quarterly knowledge sharing mtgs; Partners Mtgs; monthly subcontract reporting; Presentations; network of policy engagement and implementation; Direct phone-to-phone; Emails; Skype; Whatsapp group chats; CiviCRM Contact Mgt platform</p>	<p>Factsheets, Technical/Progress reports; Bi-wkly FtF Bullets; Newsletters; Briefing packets; Issue briefs Events - International Days & reports, Launch, Video documentaries; Quarterly success stories, etc.</p>						<p>1. No. of IEC materials produced and disseminated 2. No. of Annual/ Technical Reports/ IEC materials produced 3. No. of Events Organised 4. No. of video documentaries and success stories produced. 5.No. of Skype, Whatsapp group chats</p>
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2. EXTERNAL COMMUNICATIONS: National Small Pelagics Management Plan/ Early Actions

A. Policy Maker / Executive Level Communications

<p>1. Building alliances/ Formalizing Relationships/ building political will to support SFMP policy agenda 2. Promote identity of the American People and establish strong national presence of SFMP, among policy makers</p>	<p>Coastal MPs; Select Committees on Food & Agric.; Office of the President; Minister of Fisheries; NDPC and Ministry of Local Government and Rural Development?</p>	<p>1. State of Ghana's Marine Fisheries (Focus on small Pelagics) 2. Need to rebuild fish stocks to revive livelihoods of 1000s 3. Early actions/ harvest control measures is the only way to rebuild stocks 4. Channel fuel subsidies to other economic/livelihood uses to reduce overcapacity issue. 5. Need for legislative reforms on co-mgt, use rights for effective resource governance</p>	<p>1. Monthly briefing meetings with Minister 2. Joint quarterly briefing meetings of MPs with MOFAD. 3. Quarterly briefing meetings with Office of President 4. Participation in national dialogues, special events 5. newspaper articles, newsletters</p>	<p>Briefing packets; Policy briefs; press releases; factsheets; billboards; presentation materials; evidence-based video documentaries</p>						<p>1. Minutes of briefing sessions 2. Presentation material 3. FtF Bullets on meetings 4. Participant roster 5. No of bi-annual Newsletters 6. Copies of evidence-based video documentaries 7. No of billboards. 8. No. of press releases and newspaper articles.</p>
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B. National Policy Campaigns: Small Pelagics

<p>1. Consensus building and awareness raising/ support for acceptable and effective choices and effective resource governance towards stocks rebuilding</p> <p>2. Create and enhance platform for effective dialogue among fisheries stakeholders</p> <p>3. Encouraging participation of stakeholders in decision-making, soliciting fresh ideas from all stakeholders and fostering strong willingness and ability to comply with changes</p>	<p>Fisheries Managers: MOFAD, FC, WARFP, FEU (Marine Police, Navy, MCS, Air force)</p> <p>Judges/Prosecutors, AG's Dept., Coastal District Assemblies,</p> <p>Fisheries Organisations GNCFC; Fish Alliance; GIFA; IUU Fishers; Semi-Industrials; Traditional Authorities,</p> <p>Fishers/Gen. Public/ Media</p>	<p>1. Working towards rebuilding marine fish stocks</p> <p>2. Fisheries Management issues (small pelagics) in Ghana</p> <p>3. Fisheries reforms on collaborative management and use-rights needed for effective shared-resource governance</p> <p>4. Effective enforcement needed to combat IUU, Over-capacity issue.</p> <p>5. Effective Enforcement not the only measure towards rebuilding stocks; early actions on harvest control is crucial to rebuilding stocks</p>	<p>1. Stakeholder consultations towards national dialogue</p> <p>2. national campaigns on the need to rebuild stocks via radio discussions, community/radio drama,</p> <p>3. Focus group discussions</p> <p>4. Joint communication meetings with WARFP/MOFAD</p> <p>5. Joint technical planning and debriefing meetings</p> <p>6. Review meetings</p> <p>7. SFMP Event Launching</p> <p>8. Special Day celebrations</p> <p>9. Evidenced-based video documentaries</p> <p>10. Press briefings</p>	<p>Reports of National Dialogue; Conclusions on stakeholder consultations; Press releases; policy/issue briefs; Bi-annual newsletters; factsheets; FtF Bullets; briefing packets for national dialogue and media; Other IEC materials (billboards, t-shirts, calendars, banners, etc.)</p>						<p>1. No. of National dialogues held</p> <p>2. No. of IEC materials produced and disseminated</p> <p>3. No. of people reached with sensitization messages on stocks rebuilding</p> <p>4. Success stories depicting changes in behavior of resource users</p>
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C. Regional Policy Campaigns: Small Pelagics

<p>1. Encourage participation of regional stakeholders at all policy development levels towards rebuilding stocks 2. Communicate/ share SFMP goals and generous support of American People 3. Create constituencies that understand and support project policy goals to reduce poverty/hunger 4. Creating ownership of fish laws and changing behaviors towards effective enforcement / voluntary compliance</p>	<p>Fisheries Organisations - GNCFC, GIFA, Semi-Industrial Fishers, <i>Saiko</i> Fishers, Women groups (Fishmongers/Processors), Chief Fishermen, Chief Fishmongers, FEU of FC, Fisheries Alliance, etc. Regional Offices of FC; Selected coastal district assemblies</p>	<p>1. State of Ghana's Marine Fisheries, focusing on small pelagics 2. The need for collective decision-making/ co-management to revamp fisheries economy which is home to 1000s of livelihoods 3. Early Actions/ implementation of quick measures is the only way to rebuild stocks 4. Voluntary compliance</p>	<p>1. Stakeholder forums in all four coastal regions jointly organised with FEU and Fisherfolk communicators 2. Stakeholder consultations; focus Group Discussions 3. Regional fisheries mini dialogues; 4. Feedback loops from National Dialogue to Regional Stakeholders and vice-versa 5. Radio/ Community Drama Production with WARFP 6. Radio/TV discussions on fish management issues towards consensus building for effective resource governance 7. Press briefings; Video documentaries 8. SFMP Launch</p>	<p>Meeting notes/ proceedings from regional consultations/ forums; IEC Material (video documentaries, billboards, posters, banners; calendars, stickers, issue briefs); newspaper articles; press releases; factsheets, FtF Bullets</p>						<p>1. No. of regional dialogues towards policy development and effective resource governance 2. No. of IEC Materials produced and disseminated at regional campaigns 3. No. of people reached with sensitization messages on stocks rebuilding 4. Success stories depicting changes in behavior of resource users</p>
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D. Community Level Campaigns: Small Pelagics /Demersal Fisheries Plans

<p>1. To raise awareness of SFMP vision, objectives and aspirations to the public in 2. Communicating the generous support of the American People to target groups / 3. To draw massive public support and consensus to rebuild stocks 4. To win the backing of fishers for legislative reforms and close seasons. 5. Engage media to influence public opinion on fisheries issues. 6. Inform fishers to adopt responsible and sustainable fisheries practices.</p>	<p>Fishers, Media, General Public, selected coastal/fisheries communities for demersal fish management/post-harvest improvements</p>	<p>1. Illegal and unsustainable fishing leads to collapse of the fisheries industry. 2. Behavioral change will help to rebuild marine fish stocks and improve food security in fisheries. 3. Co-management is key for restoring traditional control to support central management systems. 4. Quick/early actions is one sure way to rebuild stocks</p>	<p>1. Community communications forums; 2. Stakeholder caucuses hearing at landing sites; 3. National Fisheries Dialogues; 4. Regional fisheries mini dialogues. 5. Radio discussions/ programmes 6. Community / radio drama 7. Radio Drama, Jingles and Announcements 8. SFMP Event Launching 9. Press Conferences, Media-outreach programmes 10. Special Day events 11. Media Orientation workshops held jointly with USAID EG Office 12. Screening of evidence-based video documentaries, success stories 13. Websites 14. National Toll Free lines, 15. Social media (if USAID sanctions its use)</p>	<p>Optional Briefs, Communicative Bill Board, branded T-shirts, branded calendars, Stickers, banners, newsletters</p>						
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EXTERNAL COMMUNICATIONS: Slow Burn Activities							
<i>A. Legislative Reforms</i>							
1. Contribute inputs to fisheries management plan on co-management, use-rights, license limits 2. Improved enforcement of fisheries laws	legislative committees and senior government officials, especially with MOFAD and the FC public relations officer, fishers, general public	Management of shared resource is more effective when co-managed. Use-rights are one sure way of achieving effective enforcement of fisheries laws.	National Policy dialogues, stakeholder consultations, special day events, radio/TV discussions,	Factsheets Issue briefs on legislative reform Radio/community drama			
<i>B. Healthy Fish Campaign</i>							
To create informed constituencies out of fish processors to act as agents of change against IUU fishing	Fish processors / fishmongers Smoked fish traders Fish smoking stove artisans Post-Harvest Unit - MOFAD The general public	What is Healthy Fish (Clear National definition for healthy fish) • The need for value addition for fish products and socio-economic benefits • Personal hygiene and sanitation education and effects of indoor air pollution	Community stakeholder forums • Focus group discussions • Capacity building forums and training. • Best Safety and Hygiene competition in communities • International Day Events for promotion of campaign • IEC - Billboards, posters, collaterals (fish aprons, t-shirts) • Community drama	stakeholder forums reports • training reports • video documentary • International Day Events and reports. • IEC - Billboards, posters, collaterals (fish aprons, t-shirts) • Success stories			No. of Assessment reports. • No. of Stakeholder/Meeting Reports. • No. of Photographs • No. of Newspaper Clips. • No. of Videos • No. IEC materials.
<i>C. Child Labour Strategy for the Central Region</i>							

<ul style="list-style-type: none"> • To raise awareness on negative impacts of child labour and trafficking activities • To sensitize and educate target communities and households for a reduction in child labour and trafficking cases 	<ul style="list-style-type: none"> • Vulnerable households in the Central Region • Children in fishing communities • Migrant fishers • Social welfare agencies • law enforcement agencies • Department of Labor • Municipal Assembly • The General Public 	<ul style="list-style-type: none"> • What is Child Labor and trafficking (come out with Clear National Definition) • Relevant baseline data/ info with respect to Child labor and trafficking in the C/R. • What are the existing laws and policies for child labour and trafficking? • What are the socio-economic consequences of child labor and trafficking from fishing villages for the victims and the families they originate? • Responsible parenting and child education lead to socio-economic development • Provision of alternative livelihoods can support households and take away the need to sell children into forced labour. 	<ul style="list-style-type: none"> • Face to Face: stakeholder engagements and platforms, outreach programmes • Print Media: newspapers, factsheets, banners, billboards • Electronic Media: radio, TV, electronic newsletters, websites and social media. 	<ul style="list-style-type: none"> • Assessment of Child labor and trafficking. • No. of Media engagements. • No. of engagements with stakeholders. • No. of community awareness raising organised. • No. of IEC materials produced and disseminated on Child labor and trafficking. 						<ul style="list-style-type: none"> • A copy of Assessment report. • No of Meeting Reports. • No. of Photographs • No. Newspaper Clips. No. of Videos • No. IEC materials.
JOINT STRATEGY FOR SFMP AND WARFP										
Thematic Areas	Objectives	Audience	Messages	Channels/Tools						Deliverables/ Evaluation

1. IUU Fishing	<p>1. Reducing IUU Fishing to remain competitive with international standards</p> <p>2. Strengthen good governance and fisheries regulatory enforcement</p>	Policy makers, fisheries managers, vessel owners, artisanal fishers, Saiko (fish transshipment) Fishers (industrial / semi-industrials), fisheries associations	(Information on status of IUU fishing; impact of IUU on economy and the need to combat it. Arrests and prosecutions and heavy fines/fish input seizures await defaulters (fishers) relative to Fish laws Incentives for non-IUU fishers (fish inputs, tax exemptions, subsidies and concessions on fish inputs)	Begin with grassroots sensitization, focus group discussions with Chief Fishermen, policy briefs, national/regional policy dialogues, radio/TV panel discussions, documentary on IUU Fishing, IEC Materials (billboards, t-shirts, stickers)						<p>Deliverables: reports on stakeholder consultations/forums, reports of policy dialogues; media reports, documentary on IUU, video/audio evidence of talk shows, copies of IEC materials</p> <p>Evaluation: No. and frequency of stakeholder forums/ consultations held; No. of Policy dialogues held; no. of Media engagements, No. of documentaries produced on IUU; No. of video/audio evidence of media engagements, No. of IEC materials and geographic coverage of these materials</p>
Arrests/Prosecutions										
Fish Education										
Livelihoods Empowerment										
Value Chain										
Healthy Fish										
Registration/ Licensing										
Research										
Post Harvest Losses										
Small Pelagics Management Plan										

Annex 4: Communications Delivery Methods and Recipients

		TARGET AUDIENCE																				
		USAID / USG	METSS	IMPLEMENTING PARTNERS	MOFAD/ WARFP	FISHERIES COMMISSION	COASTAL MPS / SELECT COMMITTEES	OFFICE OF PRESIDENT	PRODUCER ORG ^N S (GNCF, GIFA, etc.	CBOs/CSOs – Fish Alliance	CHIEF FISHERMEN	KONKOHENES/ WOMEN	CHILDREN	GENERAL PUBLIC	DEPT OF SOCIAL WELFARE	DISTRICT ASSEMBLIES	REGIONAL COORDINATING COUNCILS	SMEs – PUBLIC/PRIVATE PARTNERS	TARGETED FISHING COMMUNITIES	CONSULTANTS	MEDIA	
DELIVERY METHODS	Fact Sheets	X	X	X	X	X	X	X					X	X	X	X	X				X	
	Feed the Future Bullets	X	X																			
	Success Stories	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	SFMP Launch	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				X
	Bi-Annual Newsletters	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Technical Reports	X	X	X	X	X	X	X	X					X	X	X	X	X			X	X
	Semi Annual Reports	X	X	X																		
	Annual Reports	X	X	X	X	X	X	X		X				X	X	X	X					
	National Dialogues	X		X	X	X	X	X	X	X	X	X		X		X	X	X			X	X
	Regional Dialogues	X		X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
	Community Meetings			X	X	X		X	X	X	X	X	X	X	X	X		X	X			
	Press Briefings	X		X	X	X	X	X	X	X	X	X		X								X
	Press Kits	X		X																		X
	Briefing Packets	X			X		X	X									X					
	Field Reports		X	X		X															X	
	International Day Events	X			X	X		X	X	X	X	X	X	X	X	X	X	X	X	X		X
	Other Social Events	X				X		X	X	X	X	X	X	X	X	X	X	X	X	X		X
	Technical Meetings	X		X	X	X																X
	Internal Communication Review	X		X	X																	X
	Video Documentaries	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X
	Partner Websites	X		X	X	X	X	X	X	X	X	X		X	X	X	X				X	X
	Staff Meetings			X																		
	Training Workshops/Seminars	X		X	X	X		X	X	X	X				X	X	X	X	X	X	X	X
	Quarterly Knowledge Sharing Meetings	X	X	X	X	X	X		X							X	X				X	
	Billboards				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X
	T-Shirts	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Media Orientation	X		X																		X
	Optional Briefs	X		X	X	X	X	X	X	X	X	X		X		X	X	X	X	X	X	X

Annex 5 Calendar: Responsibility and Frequency of Communication

	RESPONSIBILITY											FREQUENCY											
	CRC-URI	CRC-GHANA	SNV	FoN	HEN MPOANO	SSG	S.S.	CEWEFIA	DAASGIFT	DAA	COMMS TEAM	Once	Daily	Weekly	Bi-Weekly	Monthly	Quarterly	Semi-Annually	Annually	Adhoc/Periodic			
DELIVERY METHOD	Fact Sheets	x	x	x	x		x				x					x					x		
	Feed the Future Bullets		x	x	x	x	x	x	x	x	x				x							x	
	Success Stories		x	x	x	x	x	x	x	x	x					x							
	SFMP Launch	x	x	x	x	x	x	x	x	x	x	x										x	
	Bi-Annual Newsletters			x														x					
	Technical Reports	x	x	x	x	x	x	x														x	
	Semi Annual Reports		x	x	x	x	x	x	x	x	x							x					
	Annual Reports		x	x	x	x	x	x	x	x	x									x			
	National Dialogues		x															x					
	Regional Dialogues				x										x								
	Community Meetings				x	x			x	x	x												
	Press Briefings		x														x					x	
	Press Kits	x	x																			x	
	Briefing Packets		x																x			x	
	Field Reports	x	x	x	x	x	x	x	x	x	x				x	x							
	International Day Events		x	x	x	x			x	x	x	x										x	
	Other Social Events		x	x	x	x	x	x	x	x	x	x						x	x	x		x	
	Technical Meetings		x	x	x	x	x	x	x	x	x	x			x								
	Internal/ External Communication Review	x	x	x	x	x	x	x	x	x	x	x										x	
	Video Documentaries		x																			x	
	Partner Websites	x		x	x	x	x	x	x	x	x				x								x
	Staff Meetings	x	x	x	x	x	x	x	x	x	x			x									
	Training Workshops /Seminars																						x
	Knowledge Sharing Meetings		x	x	x	x	x	x	x	x	x					x							
Billboards		x	x		x																	x	
T-Shirts		x																				x	
Media Orientation	x	x																				x	

Annex 6 PRODUCTION TABLE: LIST OF YEAR 1 COMMUNICATIONS OUTPUTS OCT 2014 – SEP 2015)

This table covers mainly IR 3 communications, however we are scheduled to produce more than 80 documents total. The Comms team in Accra and URI CRC jointly will collect an process these

IR №	SFMP CODE	KEY OUTPUT/ DELIVERABLE	M.A.P.	TIMELINE (Y1)				COMMENTS
				Q1	Q2	Q3	Q4	
3.1		Press Release on Cooperative Agreement	Pat					Nov. 2014
3.1		Partners Retreat	CRC-URI CRC-Accra					Feb 2015
3.1	COM001	Communications Strategy	Comms Team					March 2015
3.1	COM002	SFMP Launch Event/ Event Report	CRC-Accra Pat					April 28 May 15
1.2	COM003/ GSFMP_POL020	Issue Brief on Small Pelagics	Najih/ Brian					April 28
1..2	COM004/ GSFMP_POL021	Issue Brief – Fuel Subsidy & Overcapacity	Brian/ Kofi					June 2015
1.2	COM005/ GSFMP_POL022	Issue Brief – IUU Fishing	Kofi					August
3.1	COM006	Factsheet on Fuel Subsidy	Pat					April
3.1	COM007	Factsheet – Small Pelagics	Carol / Pat					May
3.1	COM008	Factsheet	Pat					May
3.1	COM009	Factsheet	Pat					July
3.1		Bi-Wkly FtF Bullets	Pat					
3.1	COM010	Bi-Annual Newsletter	Sarah - SNV					May 2015
3.1	COM011	Bi-Annual Newsletter	Sarah - SNV					Aug 2015

3.1		Launch Press Release	Pat/USAID					April
3.1		Routine Press Releases	Pat					
3.1	COM012	WED2015 (Environment Day celebration) Event Report	Pat					June 5
3.	COM013	One Day Media Orientation Training Report						
3.1		Monthly Technical Meeting Reports	Comms Team					
3.1		Annual Reports						Quarterly, Semi-Annually, Annually
1.1	GSFMP_POL001	Briefing Packet for Parliamentary Select Committee/ Coastal MPs	Pat					1 st packet – April 2 nd - June/July 3 rd - August
1.2	GSFMP_POL006	National Dialogue Report #1	Kofi/ Najih					July

Annex 7 Master List of All Planned Documents, Year 1

IR	SFMP #	Title	Lead	Month Due
1.1	POL001	Briefing Packet for Parliamentary Select Committee	HM	Jly
1.1	POL002	Written summary of landing site meetings on legislation	FON	Resch
1.2	POL003	Summary of public stakeholder meetings in prep for National Dialogues	CRC Accra	May
1.2	POL004	Working papers collection for discussion at Dialogue 1	CRC Accra	May
1.2	POL005	Working papers collection for discussion at Dialogue 2	CRC Accra	Aug
1.2	POL006	National Dialogue Report #1	CRC Accra	Jly
1.2	POL007	National Dialogue Report #2	CRC Accra	Sep
1.2	POL008	Action plan following the National Dialogues	CRC Accra	Resch
1.2	POL009	Draft regulation on interim management measures	CRC Accra	Resch
1.3	POL010	Marine Police Training Curriculum Review	HM	Jun
1.3	POL011	Marine Police Training Curriculum	FoN	Jly
1.3	POL012	Marine Police Training Western Region Report	FoN	Aug
1.3	POL013	Marine Police Training Central Region Report	FON	Sep
1.3	POL014	Prosecutorial chain workshop CR summary #1	FON	Jun
1.3	POL015	Prosecutorial chain workshop CR summary #2	FON	Jly
1.3	POL016	Report on competencies for Enforcement	URI/CRC	Jun
1.3	POL017	Citizen Watch program design	HM/ SSG	Aug
1.4	POL018	Study Tour Outreach Communications Strategy/Plan	SSG	Jly
1.5	POL019	Regional fisheries management coordination meeting trip report	CRC Accra	Resch
1.6	POL020	USG brief on status of small pelagics and importance for food security in Ghana and regionally	CRC Accra	Resch
1.6	POL021	USG brief on fuel subsidies and overcapacity in fisheries	CRC Accra	Resch
1.6	POL022	USG brief on IUU fishing in the West Africa Region	CRC Accra	Resch
1.6	POL023	Project Brief and Powerpoint	CRC Accra	Resch
1.7	POL024	Report on FoN Participatory Rural Appraisal	FON	Jly
1.7	POL025	Child Labour Literature Review and Scoping Study Report	FON	Jly
1.7	POL026	Child Labour Curriculum Design	SNV	May
1.7	POL027	Child Labour Workshop Report	FoN	Jly

1.7	POL028	Child Labour Household Research Report	CRC Accra	Sep
1.7	POL029	Project partners capacity assessment report	SNV	Apr
1.7	POL030	Child labor and child trafficking implementation plan	FON	Resch
2.1	SCI001	STWG Desktop Stock Assessment Report	CRC Accra	Sep
2.2	SCI002	ICT Strategy Report	SSG	Sep
2.3	SCI003	Pra/Ankobra Demersal Baseline Studies Report	CRC Accra /UCC	Sep
2.3	SCI004	Leadership in Fisheries Management Training Curriculum	URI/CRC, UCC	Jun
2.3	SCI005	Leadership in Fisheries Management Course Report	URI/CRC, UCC	Sep
2.4	SCI006	Training Manual on fisheries data Systems	CRC/FC	Sep
2.5	SCI007	Sardinella Value Chain Literature Survey Report	SNV	May
2.5	SCI008	Sardinella Value Chain Scoping Report	SNV	Jly
2.5	SCI009	Sardinella Value Chain Study Validation Workshop Report	SNV	Aug
2.5	SCI010	Fuelwood value chain literature review report	SNV	Aug
2.5	SCI011	Fuel Wood Value Chain Report	SNV	Sep
2.5	SCI012	Fuel Wood Value Chain Study Validation Workshop report	SNV	Sep
2.6	SCI013	Central Region Data Hub assessment	HM	Jly
3	COM001	Communications Strategy	CRC Accra, SNV, FON	May
3	COM003	Issue Brief 1 on Status of small pelagic Fishery/Importance of Food Security in Ghana/ regionally	CRC Accra	May
3	COM004	Issue Brief 2 on Fuel Subsidies and Overcapacity in Ghana	CRC Accra	
3	COM005	Issue Brief on IUU Fishing in West Africa	CRC Accra	
3	COM006	Livelihoods Factsheet	CRC Accra	
3	COM007	National Dialogue Factsheet	CRC Accra	
3	COM008	Child Labour Factsheet	SNV	
3	COM009	Factsheet To be determined	SNV	
3	COM010	Quarter 2 Newsletter	SNV	May
3	COM011	Quarter 4 Newsletter	SNV	
3	COM012	World Environment Day event report	CRC Accra	
3	COM013	One Day Media Orientation Training Report	CRC Accra	
3	COM014	Briefing Packet for USG Officials / MOFAD	CRC Accra	
3	COM015	Social network baseline report	URI/CRC	Sep
3	COM016	Branding and marking plan	URI/CRC	Jan
3	COM002	SFMP Launch Report	CRC Accra	May

4	ACT002	STWG Fishing Capacity Assessment Training Report	CRC Accra	Sep
4.1	ACT001	Small Pelagics Fisheries Profile	CRC Accra	Sep
4.5	ACT003	Social/Ecological Profiling Report in Ankobra River Estuarine communities	HM	Resch
4.8	ACT004	Post Harvesting Processing Scoping Study Report	SNV	May
4.8	ACT005	Post-harvest fish processing smoking workshop report	SNV	Jly
4.8	ACT006	Needs Assessment / Categorization Report of Community Livelihood Development Value Chain and Post-harvest Improvements	SNV	Sep
4.8	ACT007	Improved Fish Smoking Technologies Ankobra Forum Report	Daasgift	Sep
4.8	ACT008	MSMEs identification and screening Ankobra report	Daasgift	Jly
4.8	ACT009	Business Development Training Ankobra Report	Daasgift	Sep
4.8	ACT010	Improved Fish Smoking Technologies Central Region Forum Report	CEWEFIA	Sep
4.8	ACT011	MSMEs identification and screening Central Region report	CEWEFIA	Aug
4.8	ACT012	Business Development Training Central Region Report	CEWEFIA	Sep
4.8	ACT013	Apam and Winneba characterization/baseline survey report.	SNV	Jly
4.8	ACT014	Apam and Winneba project sensitization workshop report.	SNV	Aug
4.8	ACT015	Demonstration stove evaluation report.	SNV	Sep
4.8	ACT016	Post harvesting loss reduction study report	SNV	Sep
4.8	ACT017	Fisheries Training Center Needs Assessment	SNV	Jly
4.8	ACT018	Fisheries Training Center Business Plan	SNV	Aug
4.8	ACT019	Fisheries Training Center Concensus Building Workshop Report	SNV	Sep
5	GEN001	Gender Mainstreaming Manual	URI/ CRC, CRC Accra	Sep
6	PPP001	Draft rapid partnership appraisal report	SSG	Sep
6	PPP002	Partnership prioritization workshop report	SSG	Sep
6	PPP003	Strategic partnership concept paper	SSG	Sep
6	PPP004	Partnership due diligence report	SSG	Sep
6	PPP005	Draft MOU for a partnership	SSG	Sep
6	PPP006	Partnership Training Event report	SSG	Sep

7	CAP001	organizational capacity assessment report for CSOs	SNV, URI/CRC	Sep
7	CAP002	Draft organizational development manual	SNV	Sep
C	PGM001	Award Document	USAID	Oct
C	PGM002	Performance Monitoring and Evaluation Plan	URI/ CRC	Jan
C	PGM003	Environmental Monitoring and Mitigation Plan	URI/ CRC	Jan
C	PGM004	Year One Work plan	URI/ CRC	Jan
C	PGM005	Year Two Work plan	CRC Accra	Sep
C	PGM006	Semi Annual Report	CRC Accra	Mar
C	PGM007	SFMP Quarter 3 Report	CRC Accra	Jun
C	PGM008	Annual Report	CRC Accra	Aug
C	PGM009	Year 1 Orientation Retreat Report	CRC Accra	Jun
C	PGM010	Administrative and Financial management Training Manual	URI/CRC	Jun