

**US Forest Service and
US Agency for International Development/Ghana**

Coastal Sustainable Landscapes Project

Fiscal Year 2016 Work Plan

Implementation Period:
October 2015 – September 2016

USFS Contacts:

Steve Dennison, Project Director
Coastal Sustainable Landscapes Project, Takoradi
(+233) 26-398-2961; cslp.director@gmail.com

Adam Welti, Africa Program Specialist
International Programs, US Forest Service, Washington, D.C.
(+1) 202-644-4568; adamjwelti@fs.fed.us



Table of Contents

A. Background and Introduction.....	1
B. Strategy for the Coastal Sustainable Landscapes Project.....	2
C. Planned Project Activities by Intermediate Result	4
D. Other Activities	12
E. CSLP Life of Project Targets	14
F. Program Management.....	18
G. Environmental Monitoring and Compliance	20
H. Estimated Budgets for FY 2016	22
I. CSLP Year Three Work Plan Summary Table	23

Acronyms and Abbreviations

AFOLU	Agroforestry and Other Land Uses
B-BOVID	Building Business on Values Integrity and Dignity
BMP	Best Management Practice(s)
CA	Conservation Agriculture
CBO	Community Based Organization
CDCS	Country Development Cooperation Strategy
CRC	Coastal Resource Center, University of Rhode Island
CREMA	Community Resources Management Association
CRMC	Community Resources Management Committee
CSA	Climate Smart Agriculture
CSLP	Coastal Sustainable Landscapes Project
CSO	Civil Society Organization
DA	District Assembly/ies
EPA	Environmental Protection Agency
FC	Forestry Commission
FCMP	Fisheries and Coastal Management Program
FMNR	Farmer-Managed Natural Regeneration
FORIG	Forestry Research Institute of Ghana
FSD	Forest Services Division (of the Forestry Commission)
FTF/FtF	Feed the Future (a USAID global program)
FY	Fiscal (or Financial) Year
GAW	Greater Amanzule Wetland
GES	Ghana Education Service
GHG	Green House Gases
GIS	Geographic Information System
GOG/GoG	Government of Ghana
GREL	Ghana Rubber Estates, Limited (private company)
GSCD	Ghana Supply Chain Development Project
ICFG	Integrated Coastal Fisheries and Management Project
IEC	Informational, Educational and Communication (materials)
IP	International Programs (of the USFS)
IPM	Integrated Pest Management
IR	Intermediate Result
ISP	Internet Service Provider
LULC	Land Use/Land Cover
M&E	Monitoring and Evaluation
METSS	Monitoring, Evaluation and Technical Support Services
MOFA	Ministry of Food and Agriculture
MRV	Monitoring, Reporting and Verification
MTDP	Medium Term Development Plan
NBSSI	National Board of Small Scale Industries
NGO	Non Government Organization
NRM	Natural Resources Management
NTFP	Non-Timber Forest Products
PAPA	Participating Agency Program Agreement
PCV	Peace Corps Volunteer
PMP	Performance Management Plan
REDD+	Reduce Emissions from Deforestation and Forest Degradation
RMSC	Resources Management Service Center

SFMP	Sustainable Fisheries Management Project
SL	Sustainable Landscapes
SLMP	Sustainable Landscapes Management Program
SME	Small and Medium Enterprises
STMA	Sekondi-Takoradi Metropolitan Area
TCP D	Town and Country Planning Department
TRACTOR	Transforming Rural Agricultural Communities Through Organic Re-engineering
UCC	University of Cape Coast
USAID	United States Agency for International Development
USFS	United States Forest Service
USG	United States Government
USGS	United States Geological Survey
VSLA	Village Savings and Loan Association
WD	Wildlife Division (of the Forestry Commission)
WR	Western Region
WRCF	Western Region Coastal Foundation
4G	Fourth Generation

A. Background and Introduction

Ghana's Western Region is one of the fastest growing areas of the country and in all of West Africa. Land use pressures are enormous, especially in the high population centers of the region's six coastal districts. Demand for conversion of forests to agriculture, cash crop development, harvesting of mangroves and other forest species for charcoal and timber production, artisanal mining and urban development all pose significant threats to forests in this region. High unemployment rates compound these pressures, exacerbating unsustainable natural resource management practices and reducing ecosystem services provided by the region's forests.

Most land in the Western Region, outside forest reserves and other protected areas, has been deforested and converted to agriculture. The current situation is one of urgency—to find ways of taking pressure off the remaining reserves and to improve livelihoods and land management outside the reserves. Coupled with the human pressures on the landscape, a warming climate caused by increased atmospheric carbon dioxide also poses significant risk to the landscape. In addition to increased temperatures, climate change is associated with jet stream fluctuations causing irregular, more extreme, and unusual weather patterns and events. Changing rainfall patterns and amounts can mean droughts in some areas and floods in others. Changing phenology, distributions of plant species, and rising sea levels are some of the potential adverse impacts on the region from climate change.

The US Forest Service, under an inter-agency partnership agreement with USAID/Ghana, manages the Coastal Sustainable Landscapes Project (CSLP). Operating in the six coastal districts of Ghana's resource-rich Western Region, CSLP activities target landscape level engagement with communities, non-governmental organizations, Government of Ghana agencies, the private sector, and international partners. The project's geographic area includes districts from the Cote d'Ivoire border eastward through the Greater Amanzule wetlands complex, Cape Three Points, the Sekondi-Takoradi Metropolitan Area (STMA) and east to the Central Region border.

The CSLP responds to the USAID Sustainable Landscapes (SL) Results Framework by focusing on Strategic Objective 1: *Accelerate the transition to low emission development through investments in clean energy and sustainable landscapes*. The SL interventions will support the second development objective of ensuring sustainable and broadly shared economic growth in Ghana under the USAID/Ghana Country Development Cooperation Strategy (CDCS). The overall objective of the strategy is to support the Government of Ghana in realizing its goal of becoming an established middle-income country by 2022.

Ghana has seen numerous interventions related to forest conservation in the past, many with only limited success. CSLP's primary activities are focused on community-level interactions that work to achieve low emissions development goals. One key component to the CSLP strategy is the application of a Village Savings and Loan Association (VSLA) model--a social entrepreneurial concept that has already enjoyed much success in Ghana. It is employed by the CSLP as a novel vehicle to help incentives activities that maintain and increase forest cover with native and existing tree species. The project's activities have been established within communities where there is an existing and functioning community governance body such as Community Resource Management Areas (CREMAs) or similar entities. This history of community collaboration provides an entry point to develop a community's capacity to launch their own VSLA and oversee loans to community members. The CSLP is applying the VSLA concept to provide incentives for farmers and landowners to incorporate more indigenous species of trees on their land while helping provide seed funding for a revolving funding mechanism to work towards improved livelihoods.

The CSLP is helping to demonstrate and transfer effective agroforestry and reforestation methods (technology and practices) to restore native ecosystems. Taken together within these farming communities,

these efforts will diversify and improve livelihoods, promote better land management of existing resources, help to improve soil fertility, and increase carbon stocks. Moreover, improved land management and livelihoods will reduce pressure on intact areas of forest reserve, protecting their biodiversity, allowing for ecotourism opportunities and enhancing the value of other ecosystem services within the value chains of the local communities.

The expected outcomes of the project include:

- Improved livelihoods through enhanced natural resource management practices;
- Strengthened stakeholder engagement and coordination on sustainable landscape management; and,
- Enhanced capacity for ecosystem services monitoring.

B. Strategy for the Coastal Sustainable Landscapes Project

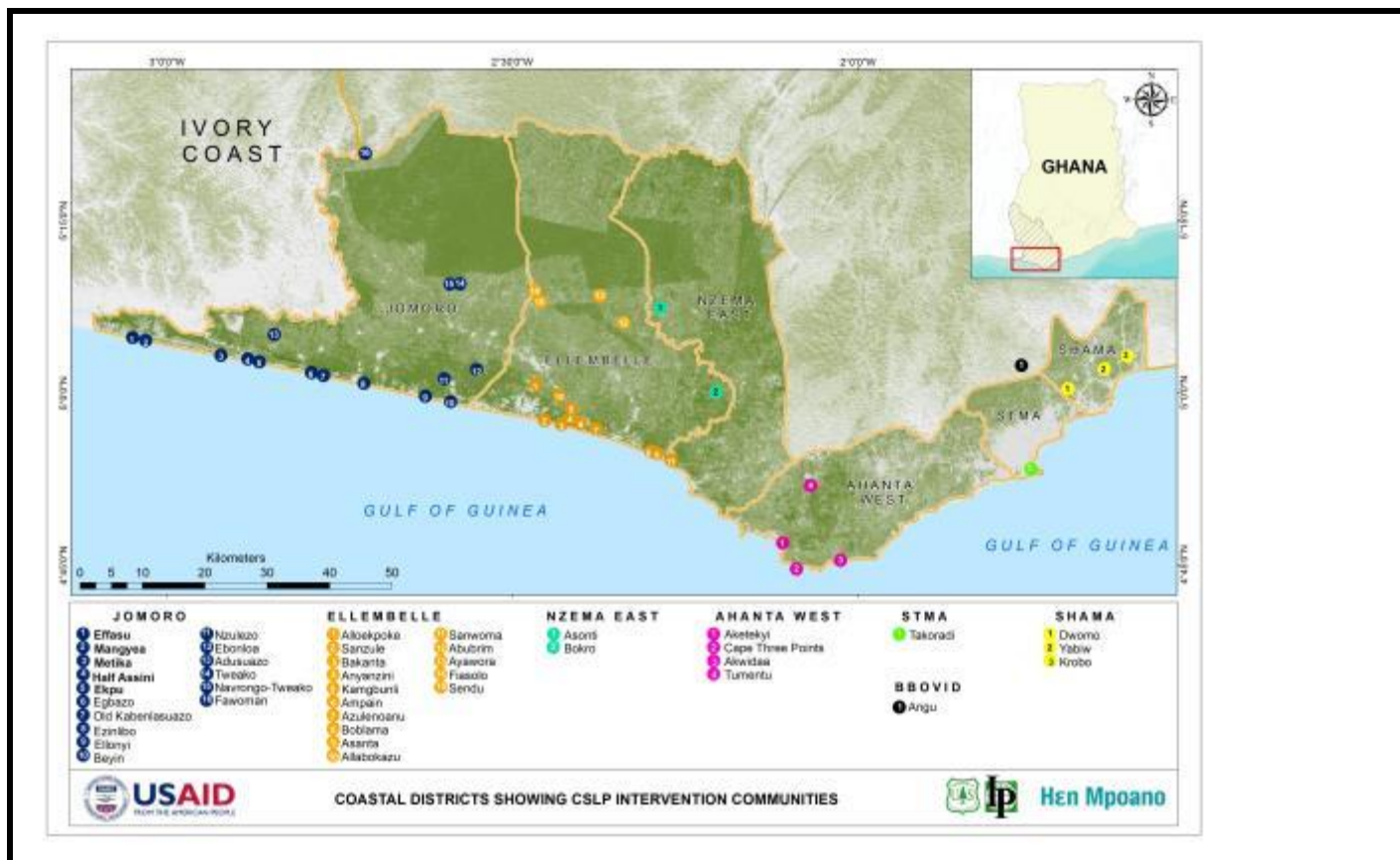
Designed with inputs, expertise, guidance and consultation of USAID, US Forest Service, Government of Ghana counterparts, partner USAID-funded projects, communities and local and international NGOs, the CSLP drew heavily upon the successes of the Integrated Coastal Fisheries and Governance Project (ICFG) managed by the University of Rhode Island's Coastal Resources Center (CRC). USAID/Ghana has developed its current Fisheries and Coastal Management Program (FCMP) into three distinct components including a terrestrial and marine component as well as a research and policy arm. The CSLP project has leveraged the coastal work started by ICFG and expanded into wider coastal forest and wetland landscape areas of the six districts as part of the new FCM project.

To confront these growing threats mentioned above, the CSLP is working to improve carbon sequestration, forest management, and livelihoods in the six coastal districts. The overall goal of the project is to *promote low emissions development in Ghana's Western Region by strengthening community-based natural resource management and monitoring*. The project focuses on the coastal landscape, including mangroves, other wetlands, and forests and agricultural areas (within and outside protected areas), all of which are managed under a diversity of land tenure regimes.

As explained thoroughly in the year one (FY 2014) Work Plan¹, the CSLP team completed an initial analysis of potential partnership communities across the six coastal districts. This assessment provided the foundation for the activities started in the first year and then solidified in year two (FY 2015) of the project. The CSLP's technical strategy works to provide benefits quickly in the selected communities in order for them to serve as demonstration and experience bases for engaging additional members of the communities and for carefully scaling up in new communities. A primary focus of the project's actions is that of changing behaviors linked to better NRM in the communities where it operates. The communities where the CSLP operates (numbering 42 at the end of FY 2015) are shown in Figure 1.

¹ USFS-IP and USAID/Ghana. 2014. Coastal Sustainable Landscapes Project Fiscal Year 2014 Work Plan. Takoradi, CSLP. 31p.

Figure 1. The six coastal districts of the CSLP area and intervention communities



Road infrastructure in the region is poor and presents many challenges in terms of access and communication. The technical team continues to embrace the lessons learned from FY 2014 and 2015 that it will apply in FY 2016, the third year of the project.

To help ensure the sustainability of the activities being promoted, to help build the capacity of local authorities (both traditional and government) in supporting and planning actions in local communities, and to promote climate change adaptation, the CSLP spends considerable effort engaging regional and local government services. As reported in the FY 2015 Annual Progress Report, this strategy has paid off and is now bringing important benefits to both the project's outcomes and to the communities where it works. Other progress, results and issues that continue to challenge the CSLP are discussed in the annual report. This can be accessed through USAID/Ghana and at the CSLP office in Takoradi.

In year two (FY 2015), the emphasis was on consolidating and complementing opportunities both at the community and district levels (especially as it relates to training activities); and emphasizing specific activities that contribute to the low emissions development process. Focal areas for year two included:

- Ensuring functional VSLAs in target communities and establishing a critical link with natural resource management activities within communities;
- A wider facilitation with livelihood activities, especially with those seen as key growth opportunities in the six coastal districts: beekeeping, enhanced charcoal production from planted species, and climate-smart vegetable production for community and regional consumption;
- Establishment of functional tree nurseries at strategic locations in the six coastal districts that can be economically viable and can serve community needs on an annual basis;

- The implementation of key agroforestry/NRM options in the communities and with direct cooperation of government services and the private sector;
- A more thorough understanding and a researched estimate of the existing carbon stocks that exist in forest reserves, wetland areas, and in tree stands on farmland across the six districts;
- The establishment of recognized and functioning local governance units that can be responsible for managing the natural wetland resources of the Greater Amanzule Wetland Area according to internationally accepted standards and norms;
- The systematic monitoring and collection of data related to each of the CSLP activities into a database that can also serve as a resource for other regions in Ghana; and,
- The strategic cooperation and planning with other components of USAID/Ghana's Fisheries and Coastal Management Program (the Sustainable Fisheries Management Project, SFMP, and the Fisheries and Coastal Management Capacity Building Support Project at the University of Cape Coast).

For a more complete review of these activities, please examine the FY 2015 Annual Progress Report on file with USAID/Ghana and at the CSLP office in Takoradi.

C. Planned Project Activities by Intermediate Result

As originally designed, the third year was to be the final year for activities implemented by the project, but a recent mid-term stocktaking exercise commissioned by USAID/Ghana has indicated that the project warrants more time and additional funding. Therefore, as the annual work plan was being crafted, assurances from USAID were sufficient to indicate that FY 2016 would not be a close-out year for the project and the CSLP staff should plan for the year to be one of full, normal activities.

The next several pages highlight the CSLP's intermediate results and associated activities that are planned for the third year of the project. This plan builds significantly on the lessons learned and results of year two of the project. It continues to integrate the participation of regional and district-level government stakeholders, as well as that of the CSLP's two grantees, Hen Mpoano and TRACTOR. The Work Plan Summary is presented at the back of this document. It outlines specific activities, lead and support staff person(s) responsible, a timeline for the various actions' associated budget line items, technical and partner resources needed to complete the activities, as well as deliverables and results expected from these interventions.

Intermediate Result 1: Improved livelihoods through enhanced natural resource management practices

This component seeks to engage the GoG, community institutions, traditional leaders, private sector actors, NGOs, and research community groups for the sustainable management of coastal forest and wetland resources in priority areas. The project is working through these collaborations to demonstrate and scale up proven agroforestry and reforestation techniques, to ensure access of indigenous tree species of value to the farmer and the site for expanded plantings of these species on-farm and on degraded landscapes. This is being achieved through a combination of techniques including:

- Local community surveys
- Establishing demonstration sites/activities
- Focused trainings for farmers and GoG staff
- Providing policy analysis and support as needed
- Applying best practices aligned with local community preferences
- Building capacity of existing CREMA structures

Activities for this IR fall within the four main sub-IR groups shown in Table 1. Indicative activities planned for each of the sub-IR are discussed below the table.

Table 1. Sub-Intermediate Results for IR 1

Sub-Intermediate Result (Sub-IR)	Description
1.1	Provide capacity building for targeted community groups to effectively manage and conserve natural resources in priority areas
1.2	Identify, develop, and demonstrate appropriate agroforestry and reforestation methods (technology and practices) that restore native ecosystems and improve livelihoods
1.3	Promote incentives to implement improved natural resource management to improve livelihoods, foster biodiversity, land potential, and sequester carbon
1.4	Increase capacity on interagency coordination and extension services for GOG partners

Activities planned within each of these sub IRs will help reduce threats and impacts on existing forest cover by diversifying and promoting livelihood opportunities outside of the borders of protected areas and areas of biological significance. The CSLP works with practical demonstrations and hands-on assistance with basic technologies by project staff. These are complemented and reinforced by partnerships with key GOG institutions such as the Forestry Commission, Ministry of Food and Agriculture, and Town and Country Planning Departments (TCPD). Primary beneficiaries are expected to include participating land holders/owners as well as the Forestry Commission, Ministry of Food and Agriculture extension agents, and the TCPD, especially at the district level. Through its local NGO grantee, TRACTOR, the project is mentoring two agriculturalists in NRM and agroforestry best practices. Together with TRACTOR’s parent organization, B-BOVID, the CSLP is helping MoFA, FSD and private sector groups to educate farmers through examples of practical technologies at the B-BOVID demonstration farm. The CSLP has also helped to establish a forest tree nursery at the demonstration farm to further expand its impact on increasing tree cover through awareness raising and practical application.

With its assistance to a second local NGO grantee, Hen Mpoano, the CSLP is working to establish, promote and implement a co-management (governance and livelihoods) process for the region’s biologically diverse and fragile wetland and mangrove ecosystems. Thousands of community members are almost totally dependent upon this resource for their livelihoods. The protection and conservation of this significant resource and its ability to sustain their fishing and farming activities is crucial.

The collaboration with Hen Mpoano has targeted 23 communities in the two districts that encompass the Greater Amanzule Wetlands (GAW). Based on the experiences gained in the first year of the project, technical staff will conduct livelihood assessments more efficiently. Then, given the main interventions promoted by the project, the community members will self-select their participation. Not all community members will want to participate, nor will all 23 communities have interventions and their associated training activities. During the first quarter, 11 communities and their livelihood options will be assessed with data collected with the assistance of Hen Mpoano. Selected activities, based on the CSLP implementation options and community member interest, will begin in the second quarter. The remaining 12 communities will be assessed in the third quarter and livelihood diversification activities started at that time. (The CSLP’s assessment process will be considerably reduced for any newcomer communities based

on the experiences gained with the initial 17 farmer communities. In the GAW, Hen Mpoano will also be able to provide assistance that will help reduce the project staffs' overall time on site in each community.)

Tree planting activities will continue in FY 2016 but with a different approach and strategy than what was undertaken in the second year of the project. Experience and lessons learned point to an approach that will be smaller in scale. Only one of the three large community nurseries will be maintained and instead, smaller and more strategically located nurseries will be managed under the purview of selected (champion) farmers. In the first quarter, project staff will undertake a careful assessment of the demand for tree seedlings, both spatially across the landscape and also by species based on last year's experience and the monitoring of success rates of the planted trees during the first quarter of FY 2016. The orientation for seedlings provided to farmers will be one that is more demand-driven and species-specific. The farmer demand will be fully determined by early in the second quarter of the fiscal year so that seed acquisition, planting and distribution will happen on a smaller scale and in a more timely fashion than in 2015. The project will also continue to identify and work with farmers who have the most aptitude, ability and capacity to operate a small scale nursery as a small private business so as to further sustainability of the tree seedling source.

The CSLP's tree planting activities have been favorably noticed by district officials. As 2015 came to a close, there was a significant and growing demand for trees from the CSLP that could be planted in urban areas. In FY 2016, the project will address some of this demand. These potential new planting sites include those identified with officials in the Sekondi-Takoradi Metropolitan Assembly (STMA) and in the larger towns in the other five districts. The latter include public areas, parks, and schools. Seedlings for these areas will be grown at the remaining large community nursery site, at the Angu Demonstration Farm nursery and with at least one of the private nurseries used in the second year of the project. At this juncture, this is not yet a sustainable activity and cost-sharing options for these seedlings will be explored, at a minimum. Based on preliminary discussions with traditional authorities, district and STMA officials, it is expected that the CSLP will work in at least one urban site per district, including the STMA. The CSLP, working with a committee of 6-7 STMA institutions, has identified at least four sites where plantings can occur. Overcoming the bureaucratic inertia of such a group is a challenging task and the project will be fortunate if work in just one of the sites can be initiated in FY 2016.

In the first quarter of 2016, the CSLP will conclude the mangrove restoration activity it started in year two which is the outplanting of 10,000 seedlings in an area of about 110 hectares. This experience has underscored the fact that, at least in the Shama District, communities still do not value the mangrove resource enough to make their management a sustainable activity. The CSLP strongly suspects that this is due to the fact that mangroves and wetlands are not highly valued areas. Instead, they are much preferred as areas to convert to other uses (especially when located near urban centers) and they are communally/stool owned with no strong incentives for their protection by communities. Thus, continued awareness raising activities of the importance and value of these mangrove areas will be continued in this year.

The number of CSLP-registered farmers will likely exceed 800 in FY 2016, even without the addition of individuals participating from the GAW communities. Climate smart agriculture (CSA) and conservation agriculture (CA) strategies are being adopted by an increasing number of these registered farmers. In FY 2016 the CSLP will, with collaboration from MoFA extension agents, try to work with at least one farmer in each community to have a CSA demonstration site on his/her farm. Coaching, monitoring and working closely with these champion farmers can help other community members understand and observe the benefits from demonstration. Real measures of success will be in the number of farmers adopting the CSA practices. The project's Community Assistants (CAs) will help to monitor this project-specific indicator.

A training tour for these champion farmers is planned for the second quarter of FY 2016, whereby the CSLP farmers will not only share experiences from their own work with the project but also travel to other

nearby areas to meet and discuss successful best practices with others who have successfully adopted CSA techniques, incorporated tree planting on their farms, and practice farmer managed natural regeneration (FMNR) of key tree species. A Cocoa Board representative is also expected to view the champion farmer demonstration farms (and perhaps accompany the educational tour) for discussions on the Board's new policy of supporting over-story trees on farms, an agroforestry practice that it subsidizes.

The CSLP's Village Savings and Loan Association activities are easily the most popular and successful of all the project's interventions. Communities were rightfully skeptical in the first year of the project given the woeful experiences of previous local financial, micro-lending and savings schemes. The member-managed and operated VSLAs have increased from five associations at the start of FY 2015 to twelve at the end of the year with more being formed each quarter. Village agents will be trained in FY 2016 to help monitor those groups that have matured past the first annual cycle. This frees up the CSLP's VSLA specialist's time to help establish new groups, conduct new trainings aimed at financial literacy, honing a group's bookkeeping skills, and reinforcing lessons being learned within VSLAs across Ghana. Up to 10 new groups are anticipated for FY 2016.

Also in the second and third quarters of FY 2016, the CSLP-supported VSLAs will capitalize on experiences gained with a number of the groups that have benefitted from a complete formation to the share out cycle. In one instance, the project will organize a training tour to selected mature VSLA groups in the second quarter for GAW communities with members who have expressed interest in establishing their own group. Such a training tour will be a platform for interested persons to appreciate a tried, tested and proven "member managed" savings model. In the recent past, many communities in the two Amanzule districts have been victims of microfinance institutions absconding with their savings or investments. This tour will boost trust and confidence in the savings model being promoted by the project. From the interactive nature of the training, it will be an additional self-selection tool for those GAW communities thinking about forming a VSLA and for understanding the types of commitments that they will need to make.

A second training tour is planned for the second quarter that will take representatives from four to five of the mature VSLAs that the CSLP has assisted to other areas further north in Ghana where VSLAs have operated successfully for several years. The USAID-funded RING project also has successfully employed the VSLA model in its project activities and this is one entity that the CSLP tour might draw upon. The main focus would be on experiences and lessons that mature groups have after operating for two to three years and how savings are managed when a group's funds are transferred to a formal financial institution. The training tour would also investigate how other mature groups channel specific portions of their funds, or designate percentages for wider community purposes. This is of particular interest to the CSLP where there are efforts to include a savings clause in a group's constitution that would designate a fixed percentage of its funds for conservation or natural resource management related activities. The trainees on such a tour would then return to their groups and help incorporate the best practices they learned about in their own VSLA when and where appropriate.

Key CSLP staff responsible for leading and implementing IR 1 activities, includes the two Natural Resource Management (NRM) Benefits Specialists and a Village Savings and Loan Association (VSLA) Specialist.

Summary of Expected Key Outputs of IR 1

- List of identified livelihood options and key reasons for their competitive advantage for any additional communities selected for interventions with the CSLP
- List of individuals interested in identified livelihood options
- Training modules and trainings implemented for selected livelihood options (beekeeping, CSA, charcoal production)

- Training modules and trainings conducted for agroforestry/forestry options
- Established, well-managed and functioning forest tree nurseries
- Increased awareness of the VSLA concept in CSLP communities
- Additional VSLA groups identified for training
- VSLA training modules implemented and functioning VSLAs monitored
- Farmers practicing CSA and providing demonstration areas in their communities
- Areas for mangrove restoration planted and upland tree species planted for agroforestry, future commercial use and site enrichment
- Farmer-managed natural regeneration encouraged and secondary forest areas maintained for non-timber-forest products, as apiaries, and for ecosystem services (pollination, carbon sequestration, watershed protection, etc.)

Intermediate Result 2: Strengthened stakeholder engagement and coordination on sustainable landscape management

Activities under this IR are aimed at engaging GOG agencies, communities, traditional authorities, other landowners and landholders, and the private sector at multiple levels. A major outcome, is strengthened strategic natural resource-related platforms/fora on improved natural resource management. The primary goal of these activities is to sustain existing intact forest areas and reduce deforestation and degradation in areas of biological significance. By increasing collaboration and communication between the various stakeholders involved in natural resources management, existing resources can be better managed for the long term.

The CSLP aims to achieve this by building capacity in 40 targeted communities and at the district level, facilitating communication through platforms and tools, and broadening awareness of the realities of climate change and the role of ecosystem services, especially carbon sequestration, linked to community livelihoods. As with the activities under IR 1, these efforts are being implemented by project staff and complemented by partnerships with local NGOs/CSOs and key GoG institutions such as the Regional Coordinating Council, the Wildlife Division, MoFA, the Ghana Education Service, the district assemblies, and traditional authorities in the six coastal districts. The main beneficiaries will be the district assemblies, especially the Town and Country Planning Departments, area junior and senior high school students and the government technical services at the district and regional levels.

There are three Sub-IRs under Intermediate Result 2 for the CSLP. These are listed in Table 2.

Table 2. Sub-Intermediate Results for IR 2

Sub-Intermediate Result (Sub-IR)	Description
2.1	Improve public awareness on the relationship between ecosystem services and livelihoods
2.2	Promote coordination and communication between stakeholders about policy reform and project implementation related to coastal natural resources
2.3	Promote platforms that will support sustainable landscape management

As in the previous year, the CSLP will continue in FY 2016 to develop and distribute informational, educational and communication (IEC) materials for its regional and district stakeholders and the general

public, where appropriate. The materials complement the awareness and capacity building efforts of the project, especially along the lines of climate change and conservation of natural resources and their important linkages to each community's livelihood activities.

Although not tied directly to a specific standard indicator for the project, one of the most successful activities under IR 2 in FY 2016 was the airing of videos related to climate change. These were shown in all 17 of the upland farming communities with upwards of 150 to 200 persons attending each showing. One video depicted the results of a local extreme rainfall event and others illustrated impacts of climate change to communities similar to their own. The discussions after the viewing, with largely illiterate audiences, helped these communities to better understand consequences of changes in climate they have already been experiencing. The videos also provided an excellent introduction for the activities that the CSLP is promoting in its community-focused interventions. For FY 2016, the project will continue to air these videos in new communities where it becomes engaged.

Similar to the climate change videos, the CSLP will also work under the grant with Hen Mpoano in the 23 Greater Amanzule Wetland communities to show videos on the function and importance of wetlands and mangroves and their direct and indirect linkages to community livelihoods. These videos will help increase and reinforce the importance of those resources that these 23 communities have in their backyards. They will also provide a basis for discussions with each community's conservation committee as the CSLP's and Hen Mpoano's work to assist these communities in developing co-management strategies and plans for these important resources. These community management plans will form the main platform for developing a recognized district and regional plan for achieving a permanent conservation status for the GAW.

Efforts under IR 2 to build awareness and capacity within the traditional authorities and for the district assemblies, have been an important function that will continue in FY 2016. Quarterly updates for these audiences, as well as regional stakeholders, have provided important footholds in the first year and a half of the CSLP. The project is now a component in each district's Medium Term Development Plan (MTDP) against which progress is monitored and measured.

A critical challenge under this work plan is helping district planners perceive the broader value of the district's above-ground natural resources and their importance for rural livelihoods and the local economy under their jurisdiction. During the course of FY 2016, the CSLP technical staff will work with each district's TCPD and others to be a part of training sessions, to be in the field and on farms to see the impacts and importance of sustaining forest and wetland resources in the district's communities.

A successful complement from 2015 in building district-level capacities, has been the formation of climate change clubs in local junior and senior high schools. This will continue in 2016 and expanded to other schools. In each of the districts, the Ghana Education Service has been inviting and supportive of the efforts to form these clubs. The CSLP has worked most closely with the FC's Wildlife Division. In FY 2016, the project will also try to collaborate more closely with the Environmental Protection Agency's regional office in developing an effective program to bring home a strong message to the climate change ambassadors that these school programs foster.

The CSLP's Communication Specialist is the primary person engaged in implementing IR 2 activities.

Summary of Expected Key Outputs of IR 2

- Increased awareness on the environment and relationships with livelihoods
- Awareness of CSLP within the communities, district/local government officials and stakeholders and areas where it can contribute to the districts' medium term development plans
- List of identified platforms on NRM and minutes from such meetings

- Greater awareness at the district level and in area junior high and senior high schools about livelihood and climate change interactions and the development of adaptive strategies to mitigate these influences
- Common understanding of the management options among stakeholders leading to a permanent recognized conservation status for the Greater Amanzule Wetland

Intermediate Result 3: Enhanced capacity for ecosystem services monitoring

Under this IR, partnerships with GoG institutions at the district, regional and national levels, are being forged and supported. These efforts are being implemented by project staff and complemented by partnerships with universities, NGOs/CSOs, and key GOG institutions such as the Forestry Commission’s Climate Change Unit, the Western Region Coordinating Council, and district assemblies. Primary beneficiaries will be the district assemblies, especially the Town and Country Planning Department, and the Forestry Commission’s Forest Services Division.

Under the CSLP’s Intermediate Result 3, activities being implemented by the project fall within the three Sub-IRs listed in Table 3. A brief discussion of some of the activities planned for FY 2016 follows.

Table 3. Sub-Intermediate Results for IR 3

Sub-Intermediate Result (Sub-IR)	Description
3.1	Provide capacity building on forest and wetland carbon and other ecosystem services measurement
3.2	Collect and utilize biophysical and socio-economic data to inform land-use planning and policy decision-making
3.3	Apply lessons learned on the national level monitoring, reporting and verification system into a regional REDD + compatible system framework

The CSLP will continue to collect land use/land cover (LULC) information in 2016 on individual farms across the coastal forest landscape. These data will be used in discussions and trainings with TCPDs to provide a broader understanding about each district’s resources, on-farm natural resources and productivity both in terms of commodities produced and for their ecosystem services provided. In the six coastal districts, the CSLP is working to both collect and analyze important NRM knowledge such as forest cover and other biophysical and socio-economic data that can support REDD+ activities. These will also contribute to subnational MRV actions in collaboration with the Forestry Commission’s Regional Monitoring Support Center (RMSC) and the Forestry Research Institute of Ghana (FORIG), and land use/strategic spatial planning, especially at the district level.

Understanding where the district planning teams are strong, where they could gain from support and where gaps exist in their ability to analyze spatial landscape data and use it effectively in implementing their MTDPs is important. The CSLP will conduct a survey in 2016 to help determine where the project can help improve a district’s capacity to utilize the on farm map data and the GAW community information being generated with project interventions. A training strategy will be developed to (a) use project staff to help address the gaps, (b) assist the district to tap specific resources to help address their needs, or (c) determine a mix of project resources and other outside assistance that would be of benefit.

One example is the local/district capacity to collect and maintain baseline information that can contribute to better NRM in the near term, and promote readiness for payment for ecosystem service type incentive schemes over the long term, whether or not this is a component within the district's MTDP. This is linked to the discussion noted under IR 2 regarding a district spatial planner's perspective of the importance of the natural environment for sustaining livelihoods and maintaining and improving the district's local economy. Where appropriate, CSLP staff will assist DA staff in building its capacity to understand the green economy and incorporating it in the MTDPs.

As noted earlier, the CSLP is working with local NGO and grantee, Hen Mpoano, to document current land uses and vegetative cover types important to local livelihoods in the critically threatened Greater Amanzule Wetland landscape. Hen Mpoano is also assisting in the data management and analyses of LULC information collected from the project's 500+ farmers registered as of the end of 2015. This included data cleaning, attribute checking and ensuring that the on-farm data is included in the district and regional databases accessible to wider audiences, including the district spatial planners. This latter point is important in facilitating discussions and planning related to a district's MTDP.

In addition to the FORIG and RMSC supportive collaboration noted above, the CSLP will engage a part-time data entry and analysis specialist this year. This will be done via cooperation with the FC's Forest Services Division to assist with backlogs of data entry and to maintain a more error-free data repository. Finally, the project is exploring a cooperative and capacity-building activity with the University of Cape Coast's efforts in the area of climate change. By the beginning of the third quarter the project hopes to engage a graduate student to undertake sampling for carbon stock assessments on CSLP-registered farms per design work established via a short-term consultancy facilitated by FORIG and the RMSC. These measurements will contribute to regional information being collected by the Ghana AFOLU team linked to specific LULC designations.

The CSLP's Spatial Planner/Ecosystems Services Specialist is the primary person engaged in implementing IR 3 activities.

Summary of Expected Key Outputs of IR 3

- Updated reports on capacity needs of partners in terms of spatial data management and planning, especially those that are critical to understanding natural resource attributes at the district level
- GPS data sets to be used in generating maps, calculating carbon stocks, and documenting community/farm areas, land use and important attributes on areas with CSLP interventions related to agroforestry, forest tree plantings and avoided deforestation
- Training modules for selected community members to map farms and boundaries; trainings conducted and maps developed with key attributes for farmers participating in each community
- Standardized methodology, with inclusive MRV components for calculating/monitoring carbon stocks at the community level, established and documented
- District maps showing land cover and land use/land cover change using a GIS database consistent with those being used within the districts
- AFOLU (National GHG accounting team) meeting reports contributed to and leveraged climate change data sets

Specific activities within each Intermediate Result can be viewed in the Work Plan Summary at the end of this document. For each activity within an intermediate result the summary lists:

- The activity;
- The CSLP indicator to which the activity is linked;
- The person(s) responsible for the activity's implementation;

- The schedule for its planned implementation;
- The main partners for the activity; and,
- Any key deliverables or outputs anticipated from the activity.

D. Other Activities

The CSLP is successfully establishing IR activities in the communities and the districts with activities that are endorsed by local populations and from which they benefit. These became evident in year two and will continue throughout year three. At this stage of the project, many of the actions involve careful monitoring, reinforcement with hands-on advice and staff-supported demonstrations. Others continue to involve formal training workshops, meetings and strategy sessions that contribute to greater awareness and capacity building linked to the CSLP's development activities that feature low emissions technologies and approaches.

During year three, the CSLP plans to continue to provide and monitor two grants to local NGOs. The first recipient is Hen Mpoano, a local NGO with significant experience in the six coastal districts. Their personnel were heavily involved in the prior environmental project funded by USAID, the Integrated Coastal Fisheries and Governance Project (ICFG). The grants provided by the CSLP build on these experiences in order to move forward with establishing a co-management process that will result in formal management plans to help conserve the fragile Greater Amanzule Wetland landscape. Each of the CSLP's technical staff will work closely with Hen Mpoano to support the establishment of this process within the 23 coastal communities selected.

The work with Hen Mpoano in the Greater Amanzule will link with activities and objectives of each of the CSLP's intermediate objectives. There will be close collaboration with the project's Spatial Planner regarding land cover type mapping and carbon stock estimation within the GAW area that will contribute towards the overall aim of reducing or sequestering carbon throughout the Western Region. In addition, the CSLP's NRM Benefits specialists will work periodically throughout the year with Hen Mpoano as they engage the GAW's local communities in developing conservation management scenarios. There will be opportunities to work with farmers in the communities on livelihood options that the project is already gaining experience with in other parts of the six coastal districts and introducing the alternatives to finance local NRM activities through the introduction of VSLAs in the GAW.

Similarly, the CSLP's Communication Specialist will work closely with Hen Mpoano on awareness-raising activities. He will also use the project's experience and networks with district specialists to bring, through targeted trainings, wider recognition about climate change adaptation activities to the people of the GAW. The ultimate goal of the activities in these wetland communities is to gain global recognition as a critical and unique habitat in order to secure greater biodiversity conservation status that not only ensures wider protection but also fosters improved livelihoods for communities in the Amanzule. Through this combination of activities, CSLP believes a greater number of livelihoods will be improved, NRM practices improved across a larger area of land and, therefore, a greater quantity of greenhouse gas emissions reduced or sequestered as a result of CSLP and partner activities through Hen Mpoano.

Late in year two, the CSLP provided a grant to another local NGO, Transforming Rural Agricultural Communities Through Organic Re-engineering (TRACTOR). This grant, which will continue through year three, provides support and capacity building in two areas. The first is to establish a farm demonstration site, along with the Ministry of Food and Agriculture, that embodies climate smart agriculture, utilizes agroforestry techniques and principles, and illustrates best practices in the areas of soil conservation, protection and enhancement of secondary forest areas and improved vegetable farming techniques for local markets. In FY 2016, TRACTOR, in collaboration with its parent institution, B-BOVID and with

assistance from the CSLP, will provide a series of training opportunities for a range of institutions. MoFA and FSD agents from the six coastal districts, and beyond, will benefit from visits to the site. School groups visited and learned about agroforestry, CSA, and the critical ecosystem service provide by pollination in FY 2015. These activities will continue in FY 2016 and will grow to include training and awareness visits by the climate change clubs organized by the CSLP and the Wildlife Division.

The grant to TRACTOR provides hands-on training and experiences for two agriculturalists in the area of on-farm agroforestry for the Western Region's six coastal districts. These two specialists work very closely with the CSLP technical staff in its field activities as well as collaborating on activities at the Angu Demonstration Farm.

The CSLP is continuing to explore opportunities to work with the USAID/Ghana supported Ghana Supply Chain Development Project that works with small and medium-size enterprises that cater logistics and other services to the international oil and gas companies operating in the region. The two projects are looking at development opportunities among fisher folk in the Amanzule region, among charcoal producers, and for ways to add value to production chains associated with vegetable farmers serving these expanding industries in the coastal region. There may also be additional leveraging opportunities with USAID's Feed the Future program that focuses on geographic areas outside the Western Region, particularly in the areas of food security and the involvement of a local social enterprise company.

There are also overlaps and collaborative opportunities with two other recently initiated USAID/Ghana-funded projects: the Sustainable Fisheries Management Project (SFMP) and the Fisheries and Coastal Management Capacity Building Support Project at the University of Cape Coast. There are geographic areas of overlap in the coastal landscapes with both projects, especially in mangrove and estuary zones, and in technical focal areas linked to diversifying livelihoods within communities of the coastal zone landscapes. In year three, the CSLP will be working more closely to coordinate efforts and also to leverage opportunities in activities such as mapping, carbon stock estimation, climate change awareness with district authorities and promotion of VSLAs. The CSLP also works with another local NGO, Friends of the Nation, a group active in environmental issues that also has ties to the SFMP. This network will continue to be strengthened in year three through formal and informal means.

During year two, the CSLP began collaborating with another donor-funded (DfID) program, the Western Region Coastal Foundation (WRCF), which operates in the same geographic area. This program will begin offering small grants to communities to encourage livelihood diversity and improvement through specific and targeted coordination with oil, gas and energy sector companies. The aim is to make the corporate social investment actions of these companies more effective through longer-term actions based on local community demand. In year three, the CSLP will continue to coordinate with the WRCF and to leverage livelihood opportunities beneficial to the communities in the region and to the two institutions. One example is improving the liaison between the Wildlife Division and the Cape Three Points Reserve CREMAs that has previously been identified by ENI, an oil company, for CSI activities. Both the CSLP and WRCF can help coordinate effective activities for the CREMA.

E. CSLP Life of Project Targets

Indicator	Baseline	FY2014		FY2015		FY2016	
		Target	Actual	Target	Actual	Target ¹	Actual
Development Objective (DO): To promote low emissions development in Ghana's Western Region by strengthening community-based natural resource management and monitoring.							
4.8-7 Quantity of greenhouse gas (GHG) emissions, measured in metric tons of CO₂e, reduced, sequestered or avoided as a result of USG assistance	0	3,660	--	20,496	8,565	8,000	
4.8.1-6 Number of people with increased economic benefits derived from sustainable NRM and conservation as a result of USG assistance	0	300	300	600	574	900	
4.8.1-26 Number of hectares of biological significance and/or natural resources under improved NRM as a result of USG assistance	0 ²	300	--	1,200	527	800	
4.8.1-29 Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance	0	3,000	435	9,600	5,711	8,000	
4.8.2-14 Number of institutions with improved capacity to address climate change issues as a result of USG assistance	0	20	6	50	66	70	
4.8.2-29 Number of person hours of training completed in climate change as a result of USG assistance	0	1,000	165	4,800	3,197	4,500	

¹Targets for FY2016 are revised in this Work Plan based on the experience of the previous full year's activities. Text below summarizes the rationale.

²The baseline figure will be revised in FY 2016 and be calculated using the area by land cover type on each of the farms where the CSLP has registered farmers in its programs. This entails mapping the land use types of over 500 farmers (registered with the CSLP in years one and two), each with as many as eight land use types on their farms. New farms added during and after FY 2016 will be mapped and added to the baseline figure each year. These mapped farms will also form the basis for the GHG calculations.

In the previous one and a half years, the CSLP has had difficulty achieving the annual targets originally established for the project. Only with the indicators linked to economic benefits from sustainable NRM and the number of institutions with improved capacity to address climate change, has the project had respectable success. The other four indicators have achieved only two-thirds, or less, of the set targets.² This experience has mandated that the project set more realistic targets for FY 2016. The target numbers discussed and debated among project technical staff, and listed in the table above, are more realistic and hopefully within the practical reach for the CSLP in 2016. Brief summaries of the targets set for each indicator are discussed below.

The (target) numbers established are also made within the context of several other observations, facts and assumptions:

² Ghana CSLP. 2015. Annual Progress Report, FY 2015. USAID/Ghana

- The primary focus continues to be on one of behavior change within the communities and districts where the CSLP is operational. This requires regular visits and communication to build/maintain trust, knowledge and capacity.
- The number of communities where the CSLP is involved is now at 40; there are 17 inland communities with livelihoods focused on tree crops and 23 coastal communities with fishing as the main livelihood activity. The CSLP's grant to Hen Mpoano focuses exclusively on the 23 coastal communities.
- The total number of community members continues to grow. Members from inland communities are approaching 800 in FY 2016 (compared with 500 at the beginning of FY 2015). Up to an additional 250 individuals could be added to this number from the coastal community populations in FY 2016.
- The project works with GoG and non-governmental institutions in each of the six districts and metropolitan assemblies. Across its operational area, the CSLP has interacted with about 115 institutions to date.
- The number of person hours of training is dependent on the number of participants, the number of hours per training, and the number of training sessions provided. As a simple yardstick, the five technical CSLP staff could work to collectively provide 7,200 person hours of training in a year if they each did two 3-hour training modules per month with 20 participants per training session.

Indicator 4.8-7 *Quantity of greenhouse gas (GHG) emissions, measured in metric tons of CO₂e, reduced, sequestered or avoided as a result of USG assistance.* **Revised FY 2016 target: 8,000 metric tons CO₂e**

The majority of the numbers that contribute to this indicator for FY 2016 are most apt to come from mangrove areas that come under improved management in the GAW as a result of the CSLP activities through the grant to Hen Mpoano and areas in Shama district adjacent to sites where mangrove re-planting will occur in the first quarter. Other secondary forests on farms to be mapped in FY2016 in the upland areas, cassia woodlots and selective fallow areas on CSLP-registered farms are estimated to contribute up to a quarter of the estimated CO₂e emissions avoided.

Indicator 4.8.1-6 *Number of people with increased economic benefits derived from sustainable NRM and conservation as a result of USG assistance.* **Revised FY 2016 target: 900 people**

Registered farmers and their households will be the direct beneficiaries in FY 2016 with gains being recognized from honey production, vegetables from CSA plots, NTFPs, and charcoal production. Non-cash benefits from soil improvement, stabilization and conservation activities with farmers will also result in increased benefits to farmers and their communities.

Indicator 4.8.1-26 *Number of hectares of biological significance and/or natural resources under improved NRM as a result of USG assistance.* **Revised FY 2016 target: 800 ha**

Gains in this indicator will come from the complete mapping of LULC of farms currently registered with the CSLP and the activities they have undertaken with project assistance. A substantial portion of these gains should be noted in the first quarter of 2016. Over the rest of the year, additional hectares will be added through the inclusion of more registered farmers implementing CSLP activities, including the GAW area and the project's efforts to help restore mangroves in the Pra estuary in Shama District.

Indicator 4.8.1-29 *Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance.* **Revised FY 2016 target: 8,000 person hours**

Person hours of training for this indicator will be captured in the grant effort with Hen Mpoano in the Greater Amanzule Wetland co-management efforts and with the grant to TRACTOR, especially at

the Angu demonstration site that receives direct CSLP support. Additional hours to help reach the FY 2016 target, will come from the application of previously developed trainings to new groups (VSLAs, community conservation communities, climate change clubs, etc.), and new trainings being developed by project staff in the areas of CSAs, FMNR and charcoal production.

Indicator 4.8.2-14 *Number of institutions with improved capacity to address climate change issues as a result of USG assistance.* **Revised FY 2016 target: 70 institutions**

Numerous institutions in the six coastal districts that received assistance last year will have additional training in other climate change areas in FY 2016. More institutions in the GAW (working through the grant to Hen Mpoano), new climate change clubs and the additional regional and district entities (e.g., the Ghana Education Service, the National Board of Small Scale Industries and others) will receive CSLP assistance and contribute to the annual target for this indicator.

Indicator 4.8.2-29 *Number of person hours of training completed in climate change as a result of USG assistance.* **Revised FY 2016 target: 4,500 person hours**

At least two new training topics addressing climate change issues will be rolled out in FY 2016 and will be provided to many of the same, as well as new, groups that have received CSLP climate change training in the past. New groups, such as the CRMCs in Ahanta West and those being assisted by grants to Hen Mpoano and TRACTOR, will also benefit in FY 2016 from climate change trainings that were initially provided to others in FY 2015.

During the final quarter of FY 2015, the CSLP benefitted from the short-term services of a monitoring and evaluation specialist assigned to review the project's M&E strategy and to provide recommendations for improvement³. In addition to making useful suggestions to improve the project's PMP and tracking tool, custom indicators useful in capturing and illustrating the CSLP's activities were also recommended. These custom indicators often complement the standard indicators, but also highlight other important activities that augment the livelihoods and capacities of the project's beneficiaries. Custom indicator reference sheets will be developed for each custom indicator during the first quarter of FY 2016. The custom indicators for the CSLP that will be monitored beginning in FY 2016 are listed below.

Indicator	<u>Descriptor</u>
C-1	Number of <u>people</u> benefiting from Village Savings and Loans Associations (VSLA) as a result of USG assistance
C-2	Number of person <u>hours</u> of training completed in VSL modules as a result of USG assistance
C-3	<u>Percentage</u> of beneficiaries <u>adopting</u> sustainable practices in natural resource management and biodiversity conservation as a result of USG assistance
C-4	Number of <u>community sensitization sessions</u> on climate change issues and/or NRM/biodiversity conservation as a result of USG assistance
C-5	Number of <u>persons</u> receiving start-up items for improved NRM/ biodiversity conservation as a result of USG assistance

³ Owusu, N.K. 2015. Report on the short-term assessment of the CSLP monitoring and evaluation system. (Internal document) Takoradi, Coastal Sustainable Landscapes Project. 27p +annexes

C-6	Number of trees planted and surviving in towns/communities as a result of USG assistance
------------	--

F. Program Management

The successful and timely implementation of project activities, their management and monitoring, depend on a number of critical factors. Implementing planned activities easily goes awry, is postponed, and sometimes even cancelled in CSLP's rural communities when they abruptly become inaccessible, or communication fails. If there is a funeral or farmers are completely occupied with drying their cocoa harvest, activities are likewise necessarily postponed and rescheduled. These are the conditions under which the project often operates. Even with the lessons learned and experiences from the first two years, the challenges remain. The Community Assistants that the CSLP has engaged provide a more constant daily presence but this also means that there is a substantial management challenge to ensure they are productive without CSLP staff presence. The CSLP's more collegial working relationships with the District Assemblies and the Regional Coordinating Council developed through year two will also bring more benefits (and hopefully more effective outputs) in year three.

The CSLP is working in other ways, too, to build local capacity and awareness in natural resources management, biodiversity and climate change. The grant to Hen Mpoano, mentioned elsewhere, focuses specifically on building community capacities in these areas enroute to establishing recognized conservation status for the Great Amanzule Wetlands. And, under IR 1.3 Village Agents have been identified and are being trained/monitored to assist with Village Savings and Loan Associations. In the project's third year, these volunteers will reinforce the CSLP's conservation and climate change awareness agenda while helping to ensure that the VSLAs continue to be viable and to grow stronger/healthier.

The project continues to be watchful of opportunities where the presence and skills of US Peace Corps Volunteers (PCV) could help further its objectives and also strengthen activities in participating communities. During the first quarter of FY 2016, a PCV in Anlo Beach (Shama District) has shown a strong interest in wanting to assist that community with its conservation activities. The CSLP is beginning to explore ways to assist and strengthen the Volunteer's efforts in mangrove restoration/conservation, VSLA establishment and possibly charcoal production.

As noted elsewhere, the CSLP is engaged through grant mechanisms with two local NGOs, Hen Mpoano and TRACTOR, whereby professional capacities are strengthened in natural resources management, spatial planning, climate smart agriculture, agroforestry, livelihood diversification and community conservation development. The project also works on an *ad hoc* basis with the Ghana Wildlife Society and Friends of the Nation on biodiversity conservation and natural resource management issues in the region. Finally, the CSLP coordinates with the FC's Wildlife Division to assist with activities of, and build the capacities of four CREMAs in the region, collectively reaching 38 communities.

The two aging project vehicles received second hand from other donor projects in year one continue to function and be the workhorses they need to be. A third second-hand vehicle was added in year two, received from another donor project and a fourth new vehicle was purchased with project funds. These assets have allowed the CSLP to be more effective in the field on a weekly basis.

Similarly, a used diesel-fueled generator, also donated by another USAID-funded project, was installed half-way through year two and provides back-up power (and much needed relief with air conditioning units) to the office in Takoradi. Unfortunately, the same has not been true for the office Internet Service Provider (ISP), Vodafone. Electricity blackouts continue to disrupt office operations even with a generator because the ISP also relies on a battery back-up system that can only function for 3-4 hours without recharging. With electricity disruptions of longer than that, the CSLP loses its internet connectivity until the electric grid power is resumed.

As this Work Plan was being crafted, the CSLP was exploring options with another ISP, Surfline, a new Ghanaian-owned company touting 4G Internet connections and a more reliable backup for when the national power grid conducts load shedding. Reliable connectivity and signal strength issues will be key factors in establishing a relationship with this or any ISP operating in Takoradi.

Aside from the logistics side of program management, the CSLP has learned significantly from experiences in year two. A thorough operations and financial review/assessment was completed at the end of year two and the recommendations from that exercise are already proving useful as the third project year starts. Slightly modified and improved procedures are in place and recognized international accounting principles are now more solidly embedded in the CSLP's daily operations, a fact that should facilitate all project activities in the third year.

Project M&E systems also went through a similar assessment exercise and recommendations from that activity are also being implemented and bearing fruit. In year three, the CSLP's M&E system will provide more and better opportunities to track progress with the use of project-specific indicators to complement the standard indicators and also to share successes with donor and other development practitioners.

G. Environmental Monitoring and Compliance

The CSLP has gained valuable experience and lessons from the implementation of the activities that it promotes (forestry/agroforestry, tree nurseries, etc.). Throughout this process, it has been sensitive to the potential adverse impacts, mitigation measures to be implemented for each activity and monitoring strategy required. In year three, greater attention will be given to embedding this process in its M&E system.

ENVIRONMENTAL IMPACT	MITIGATION	MONITORING	TIMING AND RESPONSIBLE PARTY/IES
Nursery siting on slopes will cause erosion and silting	<ul style="list-style-type: none"> • Where avoidable, steep slopes will not be selected as nursery sites. • Project staff will facilitate establishment of nurseries. • Where unavoidable, necessary erosion control measures will be taken such as development along the contours, growing of grasses and/or extensive mulching. 	Nursery sites will be inspected before preparation begins.	<p>The initial inspection will be done before site preparation begins.</p> <p>There will be subsequent inspections every quarter by the Community Benefits Specialists and the Assistant Director.</p>
Elimination of local/natural biodiversity	<ul style="list-style-type: none"> • Nursery tree stocks will be local tree species. • Project staff facilitates procurement of seedlings. • Forestry/agroforestry designs incorporate native species as much as possible. • In all instances, there will be a mixture of species in any planting schemes. Species providing non-timber forest products such as cane, rattan, grasses for roofing, etc. encouraged. • Except for exceptional reason(s), secondary forest will not be cleared to plant trees. Instead, the project will use line cuts at determined intervals or cleared spots within the forest to determine where the seedlings will be planted. This will allow natural regeneration and maintain native biodiversity. 	<p>Seedling stocks in all nurseries will be carefully recorded and monitored.</p> <p>There will be monthly monitoring of all agroforestry/forestry sites to determine the type of practices, species types, numbers planted and survival rates.</p>	The Assistant Director and the Community Benefits Specialists will complete monthly monitoring.
Extensive burning of land to prepare for tree planting will increase GHG emissions	Avoid burning, and where necessary, adopt controlled burning as much as possible as part of land preparation.	There will be quarterly monitoring of sites.	Community Benefits Specialists and the Assistant Director

	Include firebreak practices in fire risk forestry/agroforestry sites.		will conduct the monitoring.
Land use/land cover changes associated with climate smart agriculture (CSA)	<p>CSA by its nature employs mitigating actions. E.g.,</p> <ul style="list-style-type: none"> • Discourages burning of fallow detritus • Encourages agroforestry best practices • Establishes do-not-plant/harrow zones next to water bodies, • Avoids the use of chemicals, • Practices soil conservation and companion planting. <p>The CSLP establishes CSA demo sites with champion farmers to help illustrate and promote CSA best practices.</p>	Monthly and quarterly monitoring of farmers registered for CSA activities	Community Benefits Specialists and the Assistant Director are responsible for the monitoring

H. Estimated Budgets for FY 2016

Estimated IR Budget Expenditures, Year 3

Intermediate Result 1: Improved livelihoods through enhanced natural resource management practices

IR 1.1	\$ 96,526
IR 1.2	\$ 42,598
IR 1.3	\$109,452
IR 1.4	\$ 7,121
Subtotal	\$265,697

Intermediate Result 2: Strengthened Engagements and Coordination on Sustainable Landscape Management

IR 2.1	\$ 28,370
IR 2.2	\$ 10,852
IR 2.3	\$ 7,741
Subtotal	\$ 46,963

Intermediate Result 3: Enhanced Capacity for Ecosystem Services Monitoring

IR 3.1	\$ 23,005
IR 3.2	\$ 6,197
IR 3.3	\$ 3,553
Subtotal	\$ 32,755

TOTAL, All IR ACTIVITIES \$ 335,415

Estimated Overall Budget by USAID PAPA Reporting Category, Year 3

Salaries	\$ 714,540
Travel & Per Diem	116,949
Workshops/Training	155,320
Equipment/Supplies	124,371
Cooperative Agreements/Grants	50,000
Indirect Costs	220,624
TOTAL	\$ 1,381,804

1.2 Identify, develop and demonstrate appropriate agroforestry and forest landscape restoration methods (technology and practices) for native ecosystems and improved livelihoods															
1.2.1	Support farmers to restore shade trees in cocoa plantations	4.8.1-26 4.8.1-29	KAO/EAY, KOH											FC,CRI, COCOBOD, MOFA	Action plan
1.2.2	Support farmers to restore some key commercial tree NTFPs tree cover and diversity in coconut plantations, fallows and secondary forests	4.8.1-26 4.8.1-29	KAO/EAY											FC, MOFA	Report highlighting species, potential economic value, number of farmers & area of land involved
1.2.3	Build capacity of selected institutions to initiate urban forestry - fruit trees and amenity	4.8.1-26 4.8.1-29 4.8.2-14	KAO/RA, EN											TA, GES (Schools), DA/MA, DPG	Inventory of trees planted, land area
1.2.4	Monitor and evaluate performance of planted trees	C-4	KAO/EAY, KOH											FC	Survey report
1.2.5	Develop an arboretum at B-BOVID/TRACTOR site, Angu	4.8.1-26	KAO/HY											FC,FORIG, Consultant	Species list, arboretum photobook
1.2.6	Monitor BMPs in charcoal woodlots in CSLP communities in Shama district	C-3 and C-4	KAO/EAY											FC,EnC, NBSSI,EPA	Brief report
1.2.7	Replant the degraded mangrove site in Yabiw	4.8.1-26	KOH/EAY, KAO											HP/FoN	Ha of degraded sites replanted/photo record
1.2.8	Faciliate discussions and development of management plan for restored mangrove site at Yabiw	C-4	KOH/KAO, RA,EAY											Trad. authorities, HM, DAs	Action strategy, draft management plan

1.3 Promote incentives to implement improved natural resources management for improving livelihoods, biodiversity and carbon sequestration														
1.3.1	Conduct assessment on tree species needs/demand from intervention communities	C-4	KOH/KAO										Community Assistants	Species list/quantity by community by district
1.3.2	Support selected groups/individuals to raise specific trees seedlings	C-4	KAO/KOH										Farmers, FORIG, FC	Inventory of species, number planted & distributed to farmers
1.3.3	Organize educational tours for intervention "champions"	4.8.1-29	KAO/RA, PK										SAMARTEX, PANOSA, FC, MOFA	Itinerary, report with photos
1.3.4	Pilot improved kiln technology for charcoal woodlot enterprises in Shama District	4.8.1-16 4.8.1-29	KAO/FA										EPA, EnC, NBSSI, FC, Kiln fabricator, consultants (manual or video)	Specs, kiln fabricator list, report and manual of operations
1.3.5	Determine options for secured tenure of planted trees in farm landscapes		KAO/SD, EN										RMSC, FSD, FORIG, MLNR, FC, TA, PSC	Short report on proceedings
1.3.6	Formation of new Village Savings & Loan Associations (VSLAs)	C-1	FA/RA, KOH, CK										BAC, CD	Field briefings, community lists
1.3.7	Training and Monitoring of VSLAs	C-2	FA/RA, CK, KOH										BAC, CD	Training report w/ graduation photos, database updates
1.3.8	Procure VSLA Kits	C-1	FA/EO, PK										Fabricator, BAC, CD	VSLA kit
1.3.9	Record keeping training for VSLAs	C-1	FA/RA, KOH, EO										BAC, CD	Training module and training report
1.3.10	Financial Education for VSLAs	4.8.1-6 C-1	FA/RA, KOH										None	Training module, training report
1.3.11	Study tour to Model VSLAs	C-1	FA/SD, EN, KOH, CK										NGOs, VSLAs Communities	Itinerary, participant list, report with photos
1.3.12	Explore linkage possibilities for additional financing opportunities for VSLAs to engage in other livelihoods	4.8.1-6 C-1	FA/RA										MFIs, banks, BAC, CD, VSLAs	Survey lists, linkage options, meeting minutes
1.3.13	Train Village Agents (VAs) to assume VSLA formation and training	4.8.1-6 C-2	FA/RA										BAC, CD	Criteria list, training module, training report

1.4 Increase capacity on interagency coordination and extension services (related to ecosystem services and landscape restoration) for GOG partners															
1.4.1	Support NRM-related workshops/forums/trainings as needed	Custom tbd												Various	Event proceedings
1.4.1.1	Participate in relevant NRM-related policy roundtables and workshops	Custom tbd	SED/All											MLNR,MOFA,C RIG,COCOBO D,FC, RMSC,FORIG,o thers	Proceedings
1.4.1.2	Organize/implement study-extension tour for GoG and other stakeholders - beekeeping, conservation of remant forest patches, etc	4.8.1-29 C-4	KAO/KOH, RA											MLNR,MOFA,C RI,COCOBOD, FC,FSD, Chiefs,Stools, others	Itineraries, reports with photos

IR 2: Strengthened Stakeholder Engagements and Coordination on Sustainable Landscape Management

2.1 Improve public awareness on the relationship between ecosystem services and livelihoods

2.1.1	Support 2 existing school environmental clubs, Conduct 2 trainings for each of them & organize awareness events (e.g.artwork, clean-up, games, quiz, radio programs, study tour). Engage other schools on environmental issues	4.8.1-29, 4.8.2-29, C-4	RA/All		GES, WD, EPA, MoFA	Training Package report, events photos, field notes			
2.1.2	Form 5 new Environmental Clubs in schools & offer 10 awareness trainings on NRM/Climate Change; involve them in other events (e.g. quiz, drama, clean-up)	4.8.1-29, 4.8.2-29, C-4	RA/All		WD, EPA, MoFA. GES	List of clubs formed, trainings conducted & Reports, event notes			
2.1.3	Organize 24 NRM/ Biodiversity conservation awareness trainings for different local groups/institutions (e.g. CREMAs / CRMCs, Faith based, local FBOs, VSLAs) 6 per quarter	4.8.1-29	RA,KAO/FA		WD, MoFA	Training package reports, photos			
2.1.4	Organize International Day Celebration at local level (2016 World Environment Day) / Support celebration of 2015 Farmers Day at district level	C-4	RA/All		DA, MoFA	Field notes, Event photos, T-shirts, Banners			
2.1.5	Organize Media Day with GoG Officials	C-4	RA/All		Media, RCC	Media reports, field notes			
2.1.6	Organize video presentations (e.g. on wetlands & mangroves, climate change) in 12 communities around Greater Amanzule Wetlands	C-4	RA/All		Hen Mpoano, WD, EPA	Field notes			
2.1.7	Produce & distribute IEC Materials (2016 CSLP branded Calendars, Newsletter, factsheet,posters)		RA/All		None	Calendars, Newsletter, factsheet			
2.1.8	Produce a 20 minute Video Documentary on project interventions (End of CSLP Phase 1)	C-4	RA,SD/All		Media, GoG Officials	Documentary DVD			
2.1.9	Update CSLP Community of Practice website		RA/All	As often as possible				Global	Updated website

2.2 Promote stakeholder engagement and coordination at all levels															
2.2.1	Organize quarterly meeting with Regional GoG Technical Officials	4.8.2-14, C-4	SD,RA/All											RCC, EPA, MoFA, TCDP	Minutes of meetings
2.2.2	Organize quarterly District level Stakeholders meetings and 5 Field Monitoring visits. Maintain regular discussions with Development Planning Unit of the Assemblies	4.8.2-14, C-4	RA/All											DA stakeholders	Minutes of meetings / Notes on Monitoring visits/photos
2.2.3	Organize update meetings with Traditional authorities in CSLP intervention communities	4.8.2-14, C-4	RA/All											TAs	Minutes of meetings
2.2.4	Engaging /visits from USAID and others	C-4	SD,RA/All	As and when USAID & other officials visit CSLP											Field notes, photos
2.3 Promote platforms that will support sustainable landscapes management															
2.3.1	Organize 12 Climate Change Awareness trainings (e.g. for Youth groups, VSLA members, Unit Committee members)--3 per quarter	4.8.2-29	RA/EAY, FA											UCC,EPA,Mo FA	Training package reports, photo reports
2.3.2	Organize 1 two-day workshop on Coastal Zone Management (involving National level stakeholders)	4.8.1-29	SD,RA/All											UCC,EPA, Hen Mpoano	Report
2.3.3	Participate in National/ Regional and District level dialogue platforms	C-4	SD/All	As and when CSLP receives Invitation / hears about such dialogue meetings										Various	Event proceedings

IR 3: Enhanced Capacity for Ecosystem Services Monitoring

3.1 Provide capacity building on forest and wetland carbon and other ecosystems services measurement

3.1.1	Identify selected institutions involved in spatial planning activities, and develop questionnaire to solicit for data type each institution is involved in in the six coastal districts	4.8.2-14	EAY/RA													HM, TCP	Questionnaire
3.1.2	Analyze and document institutions involved in spatial planning activities; develop an action plan to emphasize natural resources in at least 2 districts	4.8.2-14	EAY/RA													HM, TCP	District spatial data analysis; 2 draft action plans
3.1.3	Collaborate with FORIG and RMSC to estimate carbon stocks using AFOLU estimates for CSLP intervention communities. Develop a protocol for sample measurement of C stocks	4.8.7	EAY/KOA													FORIG, RMSC,	Agreed set of standards for C-stocks measurement
3.1.4	Stratify CSLP land-use types and collect estimate C-stocks data for each cover type for CSLP intervention sites using AFOLU estimates.	4.8.7	EAY/All													AFOLU team, FORIG	Baseline carbon stocks
3.1.5	Train selected community assistants to conduct carbon measurements in the field	4.8.7	EAY/All													FSD	Training report
3.1.6	Collect sample carbon stocks from all landcover types under CSLP intervention sites	4.8.7	EAY/All													AFOLU team, FORIG	Carbon stocks data
3.1.7	Analyse C stocks from data collected from sampled plots and verify with AFOLU estimates	4.8.7	EAY/KOA													AFOLU team, FORIG	Carbon stocks analysis report

3.2 Collect and utilize biophysical and socio economic data to inform land-use planning and decision-making process															
3.2.1	Participatory mapping of area within CSLP intervention sites	4.8.1-26	EAY/All											TCP	Number of ha of intervention areas
3.2.2	Work with District/Community leaders to map identified open area (sacred groves, urban areas, school compounds)	4.8.1-26	EAY/All											TCP, FSD	Number of ha for restoration, mapped open areas
3.2.3	Work with Hen Mpoano under subgrant II to develop community farm maps by district; and to share data	4.8.1-26/4.8.7	EAY/SD											Hen Mpoano	Community maps by district
3.3 Integrating lessons learned on national level jurisdictional monitoring, reporting and verification systems to integrate into a regional REDD+ system framework															
3.3.1	Develop contacts and linkages with national Institutions and their stakeholder/ partners leading climate change issues	4.8.7	EAY/All											CCU, FORIG, EPA, UG	List of Institutions and contact persons
3.3.2	Communicate with the AFOLU working group to share CSLP lessons learned and experiences and incorporate best practices identified by the working group into CSLP activities	4.8.7	EAY/All											CCU, FORIG, EPA, UG	Internal documentation
3.3.3	Contribute CSLP experiences at workshops and conferences focused on climate change, REDD+ and MRV systems within the year. Develop powerpoint slides for presentation and materials on Climate change related conferences and workshops where necessary	4.8.7	EAY/All											CCU, FORIG, EPA, UG	Share key lessons learnt, (internal documentation)

Other Activities														
Hen Mpoano grant for the GAW, Monthly monitoring	None	EN/SED	◆	◆	◆	◆	◆	◆	◆	Hen Mpoano	Monthly updates			
Hen Mpoano grant for the GAW, Quarterly financial & technical report	None	MPK/SED, EN,AJW			◆		◆		◆	◆	Hen Mpoano	Quarterly financial & technical reports		
TRACTOR grant for NRM & agroforestry capacity building, Monthly monitoring	None	SED	◆		◆	◆	◆	◆	◆	◆	TRACTOR	Monthly technical report		
TRACTOR grant for NRM & agroforestry capacity building, Quarterly review	None	MPK/SED, EN,AJW		◆		◆		◆		◆	Hen Mpoano	Quarterly financial & technical reports		
Quarterly M&E meetings with METSS	None	RA/SED, EN		◆		◆		◆		◆	METSS	Quarterly meeting minutes		
Miscellaneous ad hoc events and meetings with USAID, USG and GOG officials	None	SD/Team		-----	When and as necessary	-----					USAID,GOG, various	Notifications in CSLP quarterly reports		
Western Region Implementors' Council meeting	None	SED/EN	◆	◆	◆	◆	◆	◆	◆	◆	◆	Various	Meeting minutes	
Sustainable Fisheries Management Project & UCC Capacity Building quarterly coordination meeting	None	SED/EN		◆		◆		◆		◆	SFMP, UCC/FCMCBSP	Meeting minutes		
Administrative														
FY 2015 Annual Progress Report	None	EN/SED, AJW	◆								None	FY 2015 Annual Progress Report		
FY 2016 Work Plan	None	SED/Team	◆								None	FY2016 Work Plan document		
Project Planning & Monitoring Meetings (incl grantees)	None	SED/Team	★	★	★	★	★	★	★	★	★	Hen Mpoano, TRACTOR	Monthly M&E updates, Monthly Plan	
FY 2016 Weekly Updates	None	SED/RA	◆										None	Staff meeting minutes
FY 2016 Quarterly Reports	None	EN/SED, AJW			◆		◆		◆			None	Quarterly Reports (3)	
FY 2016 Procurement Plan	None	MPK		◆								None	Procurement Plan document	

ACRONYMS AND INITIALS USED IN THE SUMMARY TABLE

AJW	Adam Welti		BAC	Business Advisory Center		GES	Ghana Education Service
EN	Emmanuel Ntiri		CD	Cooperative Development		HM	Hen Mpoano
FA	Fred Antwi		CRI	Crop Research Institute		MFI	Micro Finance Institution
KAO	Kwame Owusu, "C.K."		CRIG	Cocoa Research Institute of Ghana		MLNR	Min of Lands & Natural Resources
KOH	Kwame Hinneh		DA	District Assembly		NBSSI	Nat'l Board of Small Scale Industry
MPK	M. Perpetua Kwakuyi		EPA	Environmental Protection Agency		RMSC	Resources Management Support Center, FC
EAY	Evelyn Asante-Yeboah		FC	Forestry Commission		TCP	Town and Country Planning Department
RA	Richard Adupong		FORIG	Forest Research Institute of Ghana		TRAC	TRACTOR/B-BOVID
SED	Steve Dennison		FSD	Forest Services Division		WD	Wildlife Division