

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

**Coastal Sustainable Landscapes Project**

**Fiscal Year 2017 Work Plan**

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**USFS Contacts:**

Steve Dennison, Project Director  
Coastal Sustainable Landscapes Project, Takoradi  
(+233) 26-398-2961; [director@cslp-gh.org](mailto:director@cslp-gh.org)

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

*Cover photo: Improved seeds training in Fawoman (Jomoro District) with East-West Seeds and CSLP farmers and Department of Food and Agriculture agents. Photo: CSLP, K. Obeng-Hinne*

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## 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
COCOBOD	Ghana Cocoa Board
CREMA	Community Resources Management Association
CRMC	Community Resources Management Committee
CSA	Climate Smart Agriculture
CSLP	Coastal Sustainable Landscapes Project
DA	District Assembly/ies
DfID	Department for International Development
EPA	Environmental Protection Agency
FC	Forestry Commission
FCMCBSP	Fisheries and Coastal Management Capacity Building Support Project
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
M&E	Monitoring and Evaluation
METSS	Monitoring, Evaluation and Technical Support Services
MOFA	Ministry of Food and Agriculture
NBSSI	National Board of Small Scale Industries
NGO	Non Governmental Organization
NRM	Natural Resources Management
NTFP	Non-Timber Forest Products
PAPA	Participating Agency Program Agreement
REDD+	Reduced Emissions from Deforestation and Forest Degradation
RMSC	Resources Management Service Center

PMP	Performance Management Plan
SFMP	Sustainable Fisheries Management Project
SL	Sustainable Landscapes
SLMP	Sustainable Landscapes Management Program
SME	Small and Medium Enterprises
STCR	Shade Tree Cover Restoration
TPCD	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

## Background and Introduction

Ghana's Western Region is one of the fastest growing areas of the country, even with the slow down in the national economy due primarily to declining oil prices. 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 incentivize 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 a Community Resource Management Area (CREMA) or similar entity. 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:

- Increased incomes from livelihood diversification; and,
- Improved environment and natural resource management.

## 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 FCMP.

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.

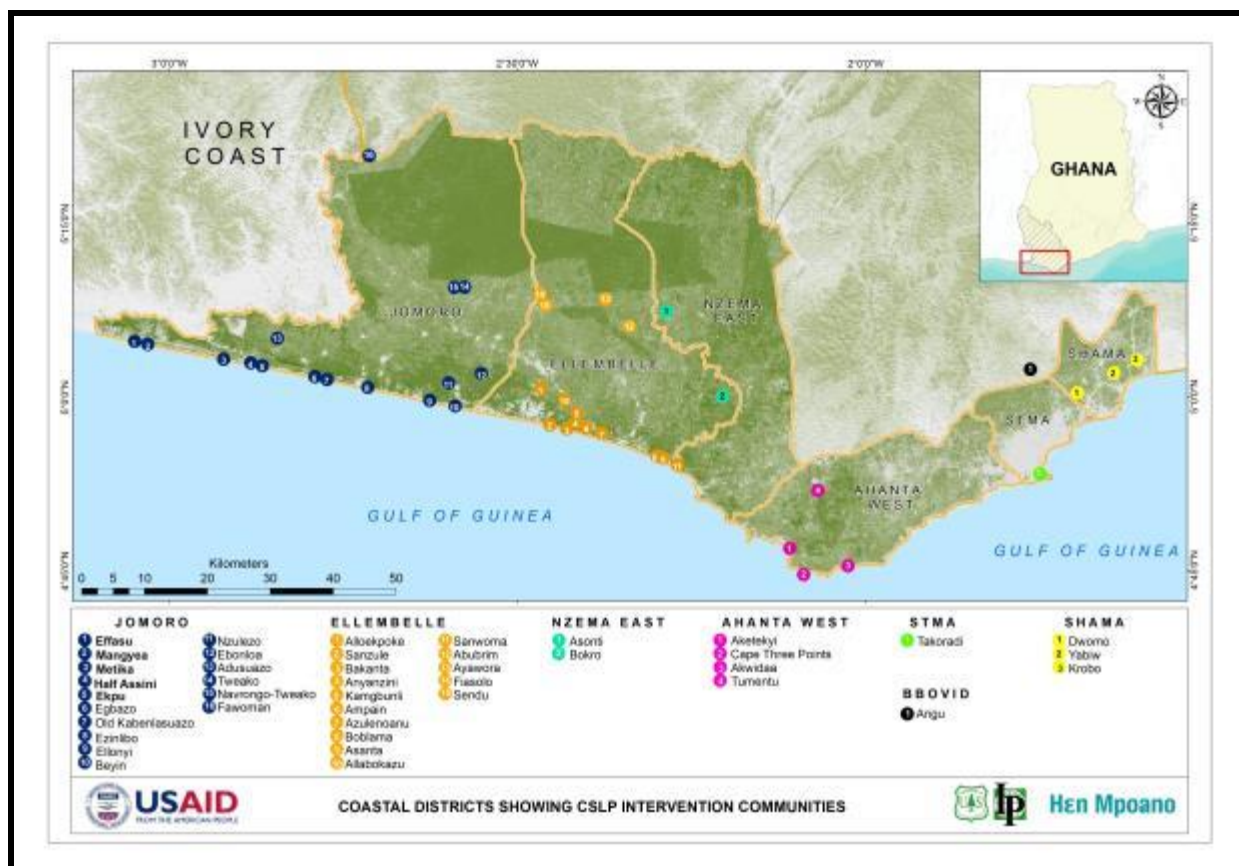
In the project's first year, the CSLP team completed an initial analysis of potential partnership communities across the six coastal districts<sup>1</sup>. That assessment provided a foundation for the activities started by June 2014 and solidified in years two (FY 2015) and three (FY 2016) of the project. 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, reinforcing the practices and also as a basis for engagement with a limited number of new communities. *A primary focus of the project's actions is that of changing behaviors linked to better natural*

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

resources management (NRM) in the communities where it operates. The communities where the CSLP offers its support (numbering 42 at the end of FY 2016) are shown in Figure 1.

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



Road infrastructure in the region is poor, and communication technology weak, and together present daily challenges of access to communities and field communication. The technical team has embraced the lessons learned from the first three years of the project’s actions and it will continue to learn and apply these in FY 2017, the fourth year of the project.

FY2016 enjoyed continued success with a number of activities, notably with positive stakeholder engagement, and plans for FY2017 include reinforcing these and building on the lessons and progress that the project obtained. Examples of these focal activities include:

- Ensuring functional VSLAs in target communities and establishing critical links with natural resources 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;
- Local and regional training tours with CSLP-registered farmers and district government extension agents to view and discuss other successful agroforestry and livelihood actions in nearby districts and communities;
- 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 continued 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;
- Continued efforts to work with the GAW communities (and districts) to inventory and map their wetland resources providing them with better information and tools to enhance and manage their unique resources;
- To add to the knowledge of youth via support to climate change clubs in the CSLP operational area about the importance of the conservation/management of natural resources and how they and their parents can adapt to climate change impacts that are becoming evident in their communities;
- 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, FCMCBSP).

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 traditional authorities and regional and local government services. Previous annual progress reports have cited that this strategy has paid off and brings important benefits to both the project's outcomes and to the communities where it works. Results and issues that continue to challenge the CSLP and other successes are discussed in each of the project's annual reports filed at the end of each fiscal year. This strategy will continue as the project enters its fourth year. These can be accessed through USAID/Ghana and at the CSLP office in Takoradi.

***A New Chapter for the CSLP, Phase 2.*** FY2017 will bring with it several notable changes that also will impact the scope and the emphasis of several activities. Most significant among these is the funding source for this Phase 2 of the CSLP's activities. With the beginning of the new fiscal year, the project will receive its funds (still operating with the PAPA between the US Forest Service and USAID) from the US Government's Feed the Future (FtF) Initiative. With these new funds, additional efforts will be focused on increased food self-sufficiency, a stronger focus on farms as small businesses, and a continued effort to diversify local livelihoods to improve food security for households and communities. And, all the while, the CSLP will continue to work to improve the resilience of communities to the impacts of climate change and encourage the adoption of climate smart agriculture technologies and to enhance community and government efforts for conservation and NRM, especially in the wetlands and forest reserve buffer areas of the Western Region.

For Phase 2, the CSLP has also realigned its activities and consolidated them under two main output areas: *Increased incomes from livelihood diversification* and *Improved environment and natural resources management*. These still reside under USAID Ghana's Development Objective 2: Sustainable and Broadly Shared Economic Growth. Annex A provides a graphical look at how the CSLP fits under this revised logical framework.

To better monitor project impacts and to provide reporting to the FtF, the CSLP will (beginning in FY2017), also track four new indicators linked to project outputs in addition to the six monitored in the first phase of the project. Annex B provides a list of these indicators, plus four custom indicators that will be monitored and reported annually.

## Planned Project Activities by Output

The next pages highlight the CSLP outputs and the associated activities planned for the fourth year of the project. The FY2017 Work Plan builds significantly on the experiences, results and lessons learned in the first phase of the project. It continues to integrate the participation of regional and district-level government stakeholders, traditional authorities, and the project’s primary grantee, Hen Mpoano. The Work Plan Summary is presented at the back of this document as Annex C. It outlines sub-activities and tasks within each of the main activity areas, the related CSLP indicators, a general timeline for each task, the support staff responsible for the task, main partners in the activity and the main deliverables linked to the task.

### Output 1: Increased Incomes from Livelihood Diversification

Activities linked to this output seek to improve food security at the community level, reduce farmer risk to economic hazards and natural shocks by diversifying livelihoods, and help farmers and communities to tap into existing and new economic opportunities. Much of this is to be done through demonstrations, study tours, and training activities for simple, relatively low-input technologies that farmers can employ and adapt to diversify their livelihoods.

The four main activity areas under Output 1 are listed in Table 1.

**Table 1. Activity areas within CSLP Output 1**

Activity	Description
1.1	Intensified and diversified climate smart technologies adopted by beneficiaries
1.2	Natural resources value chains improved
1.3	Economic opportunities increased
1.4	Capacities enhanced for diversified livelihoods

***Intensified and diversified climate smart technologies adopted by beneficiaries.*** Four main sub-activities are planned for FY2017 under Activity 1.1. One will work with district Business Activity Centers to assess the feasibility of improved mobile charcoal kiln technologies and their appropriateness for 30 charcoal producers in Shama District. A complementary action is planned with the producers in packaging and marketing strategies and developing marketing standards for charcoal.

A third area builds and expands on the climate smart agriculture trainings provided under CSLP’s Phase 1 and seeks to have 150 farmers applying the new technologies on their food crop farms by the end of the fiscal year. Linked to this will also be two training of trainers (ToT) sessions with district Department of Agriculture (DoFA) agents specifically aimed at land preparation and erosion control on organic food crop lands. Farmers will also be offered trainings on basic business skills associated with producing organic food crops for market.

The last sub-activity area also builds on the CSLP's previous experience in the establishment of demonstration farms with farmers specifically interested in engaging in organic and best CSA practices. Eight new farmers per quarter are expected to participate in these practical and hands-on training opportunities that will also help them link to markets and improved seed sources.

***Natural resources value chains improved.*** For the coming year the sub-activities under this activity category will consolidate and build on the beekeeping actions initiated in Phase 1 of the project. Up to 100 new community members will continue to be trained using the basic modules designed by the CSLP (introductory trainings and apiary management). This is also one of the livelihood areas that the project has agreed to mentor and advise with its sister project at the University of Cape Coast (see Section E below).

Previously trained beekeepers (about 100) will also be trained with the assistance of an outside consultant in the harvesting and processing of honey and beeswax from their beehives. Packaging and marketing training will also be offered to interested beekeepers. Business Advisory Center staff and DoFA extension agents in the districts are also expected to participate in these trainings. All apiaries and beekeepers will continue to be monitored and coached for best management practices.

***Economic opportunities increased.*** There are two broad focal areas under this activity and each will encompass several sub-activities for FY2017. The first includes plans to continue adding and training up to 10 new VSLAs before the end of the year. These newly formed associations will also receive trainings in basic record keeping following in the footsteps of similar trainings offered in prior years by the CSLP staff.

Up to 20 new Village Agents will also be trained to help monitor and support existing VSLA activities. This is seen as one mechanism that will help build the sustainability of the associations where they are already succeeding once the project ends. As FY2016 closes, the CSLP supports 23 VSLAs, with each having contributed to increased economic activity in their respective communities. Additionally for FY 2017, the CSLP's small grant to Hen Mpoano (see Section D below) will also be used to help establish an additional five VSLAs in the Greater Amanzule Wetlands area.

To further bolster the VSLAs and enhance their economic contribution potential, 15 numeracy and literacy trainings are planned along with financial education sessions that will help them for potential partnerships with rural banks and micro-finance institutions. The district office staff of the Business Advisory Centers and the regional National Board for Small Scale Industries (NBSSI), will assist with these trainings.

To learn more about the successes, challenges and unique activities of other VSLAs operating within USAID Ghana FtF framework, a fact-finding and information exchange with the RING project in northern Ghana is being scheduled in the first quarter of the new fiscal year. The CSLP's VSLA and M&E Specialists, along with the Hen Mpoano staff person responsible for helping to establish the new GAW VSLAs, will be the participants in this staff-training trip.

Increasing economic opportunities will also be the focus of a series of trainings and activities for farmers already active with the CSLP. The project will assist beekeepers, vegetable farmers, and charcoal producers in organizing themselves into specific producer

groups/enterprise associations. Trainings will be tailored to each group in the areas of group dynamics, entrepreneurship, and marketing. The end goal is to better tie these small business associations into their appropriate market chains both for securing needed inputs and for marketing their production. The CSLP will also assist these groups in being officially registered with their respective district assemblies. The NBSSI, MoFA, and the USAID-funded Ghana Supply Chain Development Project will all be requested to assist with these activities and to reinforce the government's role in supporting such endeavors.

***Capacities enhanced for diversified livelihoods.*** Eighteen communities in the GAW area have been targeted for a rapid assessment on NRM-preferred livelihood options (including market linkages). Following the assessments, farmers in these communities will self-select for participation in NRM-related supplementary livelihood options (these include the ones that have been successful for the CSLP during the project's first phase as well as possible other activities).

Trainings in mushroom production for self-selected farmers (up to 20) are being developed and will be implemented in FY2017. Basic production techniques, culture and eventual marketing and supply chain linkages are also planned for FY2017. This is a new area for the project and FY2017 is expected to be a learning year. Snail production is another area where the project may try to better gauge its involvement.

Small commercial tree nursery production is also being explored to help meet anticipated demands (a) by cocoa farmers wanting to meet COCOBOD standards for on-farm agroforestry and commercial trees as shade, (b) for other plantings being planned by commercial enterprises (Ghana Gas), and (c) local community farmers who are buying into planting tree species on their farm land for agroforestry or commercial purposes. The project will also organize a workshop early in the first quarter of the year for the self-selected farmers who have indicated an interest in producing trees seedlings as a business.

At the end of FY2016, the CSLP has signed a Memorandum of Understanding (MoU) with the Western Regional Coastal Foundation (see Section E below) that outlined general areas of cooperation and collaboration as both organizations have strong livelihood interests and also operate in the same six coastal districts of the Western Region. An immediate area identified for FY2017 cooperation is in livelihood diversification in pilot communities where the WRCF is testing aquaculture opportunities. Where these are the same communities where the CSLP has CSA, VSLA and agroforestry activities, it is logical to examine and implement complementary activities such as horticulture plantings and organic vegetable production adjacent to the fishponds. The CSLP will work with the WRCF in a minimum of three of these pilot communities in FY2017.

## **Output 2: Improved Environment and Natural Resource Management**

Activities falling under Output 2 seek to develop best practices with farmers, community members and district-level partners for forestry and agroforestry as well as developing more sustainable options for co-management and monitoring of wetland and mangrove landscapes in the project area. The implementation of these practices and the experiences gained from doing so can help stakeholders be more aware of community and district issues that thwart their application. With this perspective and these experiences, the CSLP can also contribute to regional and national dialogues that will strengthen NRM in the country.

Closely linked to these environmental concerns are activities that contribute to, and detract from, carbon and other climate-altering greenhouse gases being sequestered in the project’s geographical area. The CSLP has helped to build more awareness of these issues in its initial phase and will continue to do so in Phase 2. All of the project’s activities are designed with low greenhouse gas emissions strategies in mind. In FY2017, the project will also continue to focus on increased climate change adaptation by communities with the increased support of the district assemblies.

The four main activity areas under Output 2 are listed in Table 2.

**Table 2. Activity areas within CSLP Output 2**

Activity	Description
2.1	Forestry and agroforestry interventions developed and practiced
2.2	Carbon sequestration improved and effectively monitored
2.3	Stakeholder coordination strengthened
2.4	Capacities increased in climate change adaptation and natural resources management

***Forestry and agroforestry interventions developed and practiced.*** There are a number of areas where the CSLP will build on its prior experience in Phase 1 to further develop this activity. One sub-activity area is building on experiences gained with Ghana’s COCOBOD in FY2016 and work with an additional 150-200 cocoa farmers in FY2017 to plant, restore, and manage shade trees on cocoa farms. This will involve trainings for farmers and also ToT activities for COCOBOD and DoFA staff to enable them to train cocoa farmers in shade tree cover restoration (STCR) best practices.

Traditional authorities and district assemblies continue to see urban forestry plantings as important activities for their constituencies. The CSLP has assisted in the past with some of these urban plantings, especially along rights-of-way and in schoolyards. In another sub-activity, the project plans to engage up to six different urban sites in FY2017 for these types of plantings.

Fruit trees and a few selected commercial forest species (all indigenous) will also be procured by the project for plantings at three schools and public spaces in the next year. Training and monitoring skills will be provided to the teachers and school clubs to help ensure their survival and productivity.

Local, regional and national institutions came together in FY 2016 under the auspices of the Forestry Commission, the COCOBOD, the UN and others to bolster the idea of a secure tree tenure arrangement that would provide incentive for farmers to plant, restore the natural regeneration process, and tend tree species on their land. The CSLP participated in this effort, and in FY2017, is committed to helping the Forest Services Division (FSD) in the Western Region roll out the registration of planted trees on farms. As the FSD finalizes its implementation strategy, the CSLP intends to participate where practical, especially in communities where it is already engaged. The CSLP will also liaise with the USAID regional project, the West Africa Biodiversity and Climate Change (WABiCC) Project (see Section E below), to monitor similar policy-related instruments and to exchange information that benefit tree tenure progress in Ghana.

In FY2015 and FY 2016, the CSLP gained experience in nursing mangrove seedlings and outplanting them to help restore degraded mangrove areas as requested by local communities.



Next year, the CSLP will do the same in another community, Akwadai, working with the CREMA and the community conservation committee. In a similar action, the CSLP will support its grantee, Hen Mpoano (see Section D), with the production and management of mangrove seedlings to be used for other restoration activities in FY2017 in the Greater Amanzule Wetlands.

***Carbon sequestration improved and effectively monitored.*** In the middle of the last fiscal year, the CSLP arrived at a standardized method for estimating sequestered carbon in the landscape cover types/land uses. Based on a thorough methodology developed by Ghana's Agroforestry and Other Land Uses (AFOLU) team, the method uses multipliers developed from stratified destructive sampling across the country's major climatic zones. The project applies the multipliers to areas it measures and maps by land use/land cover type to determine the baseline estimate of sequestered CO<sub>2</sub> equivalent (CO<sub>2</sub>e) in metric tons for the measured area. Each time a project activity is adopted by a CSLP-registered farmer, his/her farm area with that practice is measured for its area and the CO<sub>2</sub> sequestered is determined. The farm continues to be monitored throughout the project to ensure that the conservation practice continues and the carbon remains effectively sequestered.

In FY2017, the carbon stocks of CSLP-enlisted farmers and farms will continue to be measured, reported by community and district, and monitored. District planners, as well as selected farmers, will continue to be trained in the methodology and monitoring.

As tree planting and conscious conservation of wetlands, fallow sites and secondary forests constitute the best practices for ensuring carbon emissions are avoided and more is sequestered over time, the CSLP will continue to build on its database of such areas through FY2017 (and beyond). These data, which can be used by district planners in delineating and describing important conservation areas and actions, will be shared regularly with planners as they implement their medium term development plans. CSLP staff will develop a specific monitoring strategy in FY2017 for ensuring continued data collation and monitoring of these stocks by district specialists.

***Stakeholder coordination strengthened.*** The CSLP has been most successful in the first phase in working and coordinating with partners and stakeholders and even gaining the praise of the Western Regional Minister for the work being undertaken and its communication efforts with the Regional Coordinating Council (RCC), traditional authorities and the district assemblies. The project recognizes that this is critical for the sustainability of the tasks being undertaken and it is also a major reason for the success of the project to date. Coordination and monitoring events with these partners will continue to figure prominently in FY2017.

For FY2017, the CSLP's quarterly updates and discussions with the RCC, districts and traditional authorities will continue. The December Farmer's Day activities and a community-specific action on World Environment Day are also two events that both promote project activities and focus a public eye on the local adoption of key interventions.

Early in the first quarter, the CSLP will play a catalytic role with the Ghana Education Service, the Environmental Protection Agency and the Wildlife Division to help build stronger environmental education in the area schools through a formal environmental awareness module on specific topics. A similar role will also be played throughout the year with the district assemblies to focus on building capacities linked to the use of medium term developments plans and spatial data being furnished by the CSLP.

The CSLP Annual Media Day has proved very successful to communicate the objectives, activities and successes of the project for dissemination across the region. There were two instances in the past year when short features about the project were broadcast on national television. This day is dedicated to showcase one or two communities and also provide in-the-field, interactive experience between the regional stakeholders, CSLP community beneficiaries and the media. A short documentary is also being planned for release early in the fiscal year that captures the successes and challenges of the project's first phase.

Each of these activities helps to strengthen stakeholder awareness and participation with the CSLP. These events are further complemented with targeted invitations to specific stakeholders and partners that encourage them to participate in training events germane to their specific areas of interest. MoFA, the Ghana Education Service (GES) and Town and Country Planning Departments have been the most active in the CSLP trainings to date. These invitations are an integral part of each year's training and staff collectively review in monthly planning sessions which departments will receive an event invitation for each month's events. Such strong collaboration will be integral to the project again in FY2017.

***Capacities increased in climate change adaptation and natural resources management.***

Awareness about climate change issues and impacts remains as part of this year's Annual Work Plan. A number of the livelihood activities are specifically oriented around adaptation to climate change (e.g., conservation agriculture, tree planting, mangrove restoration).

In FY2017, the CSLP will select three wetland areas adjacent to the Community Resources Management Association (CREMA) in Ahanta West District to help strengthen the conservation of these areas through a series of trainings on wetland values and management. This will also complement to the on-going co-management planning process all ready well underway in the GAW through the CSLP's assistance to its grantee Hen Mpoano (see further details in Section D) and the Wildlife Division.

The project will also continue its management plan development process started in FY2016 with the Yabiw community in Shama District. This will be bolstered with the roll out of the Wetland Monitoring program that the project is supporting for Yabiw community and Akwidai in Ahanta West. This is being led by another USAID-funded project at the UCC's Department of Fisheries and Aquatic Sciences. More details on this collaboration are described in Section E below.

In FY2016, the CSLP conducted a Training of Trainers session for Shama District teachers on waste management and natural resources management. The project will continue to support the teachers in tailored sessions on these topics in their individual schools where needed. The CSLP will also conduct another training on waste management and climate change in the same district, but this time specifically targeting about 60 female teachers.

The CSLP completed the first phase of the project with support to 12 climate change clubs in as many schools across the six districts. Ten more are being targeted for formation/support this year to enhance climate change awareness and help communities adapt to the challenges accompanying these changes. Regional stakeholders, especially the WD and the EPA, are keen to complement their programs with the CSLP's. A strategic planning session with these two institutions and the GES is planned for early in the first quarter to develop a program to benefit those schools where the climate change clubs are already functioning.

The CSLP will also bring climate change awareness and trainings to 12 community based organizations (GAW Community Conservation Committees, VSLA's etc.) in FY2017, organize 10 nighttime awareness video presentations and specifically address adaptation in wetland and mangrove communities. Climate change awareness and information will also be part of the package that the CSLP supports at the Farmers Day and World Environment Day celebrations.

At the district level, the project will work to integrate climate change adaptation and awareness, along with NRM, into spatial planning exercises as part of a GIS training module to be implemented in each of five districts and a spatial planning training for the Town and Country Planning Departments.

Finally, and linked to the climate smart agriculture activities supported by the CSLP, eight Department of Food and Agriculture agents (two per quarter in four districts), will receive a training of trainers session that will help the agents replicate the best practices from CSLP's CSA model that more than 60 farmers have adopted by the end of FY2016. Monitoring and follow-up/hands-on training and coaching of the trained agents will also be conducted in the quarters following the initial ToT.

## **Livelihood Strengthening and Improved NRM through Small Grants**

In FY 2016, the CSLP provided two small grants to local NGOs. The first has resulted in the development of a community-based model for the conservation and management of coastal wetlands and mangroves. The second grant successfully mentored two agriculturalists in the areas of conservation/climate smart agriculture, climate change adaptation for farmers and agroforestry and all the while forging stronger field relationships with government agriculture agents and enhancing the capacity of the NGO that received the grant. This work plan builds on that experience and outlines activities for FY 2017 that will continue to contribute to improved NRM and livelihood strengthening within the CSLP landscapes.

**Hen Mpoano.** The main focus of a third grant to the Takoradi-based NGO, Hen Mpoano, in FY2017 will be to strengthen and consolidate the community-driven implementation of management actions. These were initially detailed in the management plan framework developed with the second grant in FY2016 for 23 Greater Amanzule Wetland (GAW) communities within two districts. Specific areas of intervention under the grant for the coming year include:

- Strengthening the governance of communities engaged in wetland conservation actions;
- A completed inventory of each of the 23 communities' wetland resources including maps detailing area, condition and general use;
- Assistance with the restoration of degraded mangrove areas as prioritized by community conservation committees;
- Piloting of 5 VSLAs within the GAW area following the model developed by the CSLP that includes particular emphasis on conservation issues;
- The addition of two more wetland communities to the 23 already considered within the federated management plan framework, bringing the total to 25 communities;

- Striving for greater livelihood diversification and cooperation with government extension agents, the WRCF and private sector corporate social investment interests, especially with improved varieties of cassava and organic vegetables adapted to GAW soils and growing conditions; and,
- Continued close collaboration with the Wildlife Division, traditional authorities and district planners to monitor, improve and adapt the wetland management actions of the communities within the GAW. The long-term goal is national recognition of the GAW as an area of high conservation value and listing as an international Ramsar site.

**Other grant options.** The CSLP is also exploring options for additional small grants with other NGOs that operate in the Western Region. In FY 2016, the project issued a small grant to TRACTOR that successfully mentored two agriculturalists in the area of climate change awareness, agroforestry, and climate smart agriculture. As the next fiscal year begins, the CSLP is exploring additional tasks that can involve TRACTOR (and other NGOs) to build on the FY2016 experiences gained by both organizations.

As noted above, emphasis of the project's interactions with farmers will focus more toward helping them develop sound small business practices. This will also entail more accounting and record keeping, skills that the CSLP have found lacking in many of the communities where the project works. FY2017 will see an uptick in trainings that focus on helping farmers and VSLAs acquire and improve their skills in these areas. To help meet this need, the project is in the process of identifying local NGOs and consultants who can help to facilitate these trainings. If an NGO is identified, then a small grant is likely to be the avenue for engaging this expertise.

A third area where the CSLP is likely to engage another grantee is for numeracy and literacy training. The project's experiences with the VSLAs that it supports and the vegetable farmer groups that it is helping to register, has demonstrated that many of the community members engaged in these activities would benefit from training in basic numeracy and literacy skills. The CSLP will explore a small grant option in FY2017 with Dassgift Foundation and other NGOs yet to be identified, as possible grantees to conduct these trainings. Daasgift is an NGO that the CSLP's sister project, the SFMP, has worked with in the area of literacy and numeracy trainings. Lessons and experience from this relationship may be beneficial to the CSLP.

## **Cooperation and Coordination with Other Donor-Funded Programs**

USAID/Ghana supports the CSLP, the Sustainable Fisheries Management Project and the Fisheries and Coastal Management Capacity Building Support Project at the University of Cape Coast (UCC) under its Fisheries and Coastal Management Program (FCMP). These three sister projects complement one another in several ways and have the coastal zone of Ghana as the most significant geographic area in common. Over the course of the previous year, a number of specific collaborative activities have been discussed among the three projects (and with USAID/Ghana). This plan outlines areas where the CSLP will work with its two sister projects in FY 2017.

***Fisheries and Coastal Management Capacity Building Support Project (FCMCBSP).*** This project, based at the University of Cape Coast's Center for Coastal Management, has

developed a number of curricula over the past several years that have benefited practitioners coming from, and operating in, the six coastal districts of the Western Region where the CSLP is present. These include GIS training for district assemblies, climate change awareness, adaptation and mitigation programs for district assembly technicians, an aquaculture program for farmers, and a wetland monitoring program that can be applied at the community level. UCC students have also been engaged with carbon stock assessments in mangrove and wetland landscapes similar to where the CSLP works. The FCMCBSP is also working with UCC's Department of Fisheries and Aquatic Sciences faculty and students in activities that help improve and promote community livelihood diversification – an area where the CSLP has solid experience and may help to demonstrate lessons learned and provide counsel to that program in the future.

For FY 2017, the CSLP has discussed four areas for collaboration with the FCMCBSP. The most significant among these is the implementation of its Wetland Monitoring Program. The FCMCBSP has provided small grants to Hen Mpoano and Friends of the Nation (FoN) to engage two coastal communities each to help roll out the modules of the Wetland Monitoring Program. Junior and senior high school clubs in these communities will do the monitoring activities under the guidance of their teachers who will receive specific trainings on each of seven modules from the UCC program. The CSLP already supports climate change and science clubs in two coastal communities (Yabiw in Shama District and Akwadai in Ahanta West District) and will join forces with the FCMCBSP to help roll out the monitoring program in these communities. The CSLP will support the teachers in the ToT efforts and work with the two communities to help make the program a success. The FCMCBSP noted that it can provide two Ghana National Service Volunteers to reside in these communities and assist with the monitoring program. The CSLP will also be responsible for providing the standard level of support for these two volunteers over the course of the year.

In addition to the Wetland Monitoring Program, the CSLP will host field visits for the UCC project staff and students to observe and exchange information about its livelihood diversification activities such as climate smart agriculture, beekeeping, and agroforestry tree plantings. A specific program will be drawn up following an introductory field visit.

Also in FY 2017, the two projects will look to exchange information about their GIS and climate change trainings and curricula. The CSLP has been active in climate change awareness at the community level and recognizes that sponsoring district-level technicians in a UCC climate change course may be a valuable complementary activity for select districts. Similarly, the CSLP's activities at the community level can provide UCC students with opportunities to gain interactive knowledge of climate change at the community level.

Finally, the CSLP has offered a basic GIS and remote sensing training to technical staff in each of five districts and they are clamoring for more. The FCMCBSP's experience in providing short courses of this nature in an academic setting can also prove beneficial to select district technicians. The CSLP will explore this option with the UCC program as to content, timing, and availability during the course of the next year.

***Sustainable Fisheries Management Project (SFMP)***. The SFMP, as the CSLP's other sister project under USAID/Ghana's FCMP, also has acute interest and overlapping geographic areas of activity in the mangrove and wetland areas of the coastal landscape of the Western Region. Both projects share activities and interests with the local NGOs Hen Mpoano and Friends of the Nation. The CSLP is also working to develop a formal relationship with



Daasgift Foundation, an SFMP subcontractor. During the past year, several field exchanges have benefited the two projects and the CSLP provided introductory training and counsel to the SFMP on the village savings and loan association model that it has successfully employed. The CSLP also provided a trainer for the SFMP-supported ToT on mangrove management and restoration. It is anticipated that similar informal exchanges will occur in the next fiscal year.

An additional area that is likely to grow is the cooperation between the two projects in the use of the SFMP's drone technology in the coastal zone areas where the two projects have activities. This is most likely to occur in the Pra and Ankobra River estuaries. In the next year, the CSLP will lend fiscal and logistical support for the technology and help develop a sustainability plan for it. The CSLP's work in the restoration of degraded mangrove sites, in the management of coastal wetland areas of numerous communities in the six districts, and the support to the wetland monitoring program mentioned previously are areas where active cooperation with the drone technology will occur. The CSLP views this as an excellent opportunity for contributing to a periodic "state of the coast" reporting system.

Two additional donor-funded projects also present natural opportunities for cooperation and coordination and options for greater leveraging of resources and sharing knowledge and experiences in common. One of these is another USAID-funded project that is supported by the West Africa Mission with its operations based in Accra but with activities stretching across the coastal countries between Sierra Leone and Nigeria. The second project operates in the same six coastal districts of the Western Region as the CSLP and with an emphasis on improving livelihoods at the community level. This is a UK Department for International Development (DfID)-funded program that works closely with the corporate social investment interests of the oil, gas and power industries working in the area.

***West Africa Biodiversity and Climate Change Project (WABiCC).*** This region-wide project shares issue, interest and activities areas with the CSLP. WABiCC's emphasis on increasing the resiliency of coastal communities to climate change, reducing deforestation and reducing emissions of green house gases and maintaining wildlife and floral diversity match well with what the CSLP has been undertaking. The conservation and management of mangroves is the most obvious area of overlap. Discussions between the two projects indicate that this will be explored further. Knowledge sharing and exchange field visits are activities of most immediate interest and will be addressed again to formulate a near-term plan prior to the start of FY2017. WABiCC's learning landscapes program and its knowledge and learning approaches will also be explored. The CSLP has also noted that it will contribute to WABiCC's policy dialogue with lessons to share in relation to the CSLP's assistance in implementing Ghana's new tree tenure and registration program at the community level.

***Western Region Coastal Foundation (WRCF).*** The WRCF undertakes its activities in the same geographic area as the CSLP. Its focus is also the improvement and diversification of community livelihoods and it also undertakes some of its actions in the same communities as the CSLP. For these reasons alone, it is important to have careful coordination between the two projects to help avoid participant fatigue and to ensure that actions of the two projects complement and leverage one another and not work at cross purposes.

At the end of FY2016, the CSLP signed an Memorandum of Understanding (MoU) with the WRCF specifically to address these concerns formally, to outline areas where the two

projects work mutually on the landscape and have a timetable for coordination and planning. Early in the next fiscal year, the initial cooperation will look at horticultural opportunities linked to an aquaculture pilot program supported by the WRCF. In “shared” communities, the CSLP will work with farmers on conservation/climate smart agriculture of horticultural and vegetable crops adjacent to fish ponds that will be a primary source of water and nutrients for crop production.

Other opportunities will also be leveraged with organizations where the two projects have working relationships in common: Hen Mpoano, B-BOVID/TRACTOR and Friends of the Nation. The WRCF is also in contact with the UCC’s Department of Fisheries and Aquatic Sciences (mentioned above) as a venue for formal aquaculture training for farmers. The WRCF and the CSLP will coordinate monthly throughout FY 2017 on activity plans for the coming month.

***US Peace Corps.*** In the last year, the CSLP held discussions with a US Peace Corps Volunteer working in Shama District on a health assignment. She expressed interest in joining the CSLP in a special project if the opportunity arose. During the last quarter of FY2016, the community where she lives expressed interest in forming a Village Savings and Loan Association, and in fact the community had enough members interested to form two associations. The Peace Corps Volunteer has agreed to work with these two groups and to provide support to the CSLP and the group members into FY2017. The Volunteer is scheduled to leave her post in the 3<sup>rd</sup> quarter of next year, but as per Peace Corps Ghana policy, there is likely to be another volunteer to follow on in her community. The CSLP will also reach out to that Volunteer to determine if supporting the two VSLAs would also be something that person would be interested in as a special project as well.

The CSLP is continuing to maintain discussions with the US Peace Corps and will use the USFS IP West Africa Representative (based in Accra) to be the liaison for this effort. In the first quarter of FY2017, the project will explore the possibility of supporting a full time Volunteer in the geographic area where it works for specific assistance with women and youth in one of the target communities. This would complement and reinforce the efforts noted above for the project to be a stronger proponent for women and youth in the communities where the CSLP is engaged.

## **Other Activities**

Several other activities will also occupy staff time and resources in FY2017. While not specific technical interventions, each will have a bearing on monthly planning and priority setting.

***Gender assessment and action plan.*** All of the CSLP activities involve women, and in awareness education activities, youth. Participation in project activities by members of these two groups varies. In general, in regards to community group activities, women’s participation is usually much greater (upwards of 60-65% with VSLAs). Activities with government partners and traditional authorities usually reflect the lowest gender balance.

With the aim of increasing participation, especially among women, the project will engage an outside consultant to undertake a gender assessment in the first quarter of FY 2017 and develop an action plan aimed specifically at this challenge. The project will also name a Point

of Contact person for project-related gender actions and issues. To complement this task, the CSLP will draw on the experiences and counsel of USAID/Ghana and other USAID-funded projects in the country.

***Beneficiary identification.*** To improve and augment the project's current monitoring and evaluation system, a beneficiary identification (BID) plan will be implemented in FY 2017. Unique identification numbers will be assigned for each and every CSLP beneficiary. This will allow the project to better conform to the Feed the Future Initiative's reporting and monitoring standards as well as contribute to an improved overall M&E tracking system. The BID numbering process will begin in October with the goal of capturing all of the CSLP's beneficiaries in the system by the start of the second quarter.

***Election year mitigation strategy.*** Ghana's national election of its next president and parliament will take place on 5 December 2016. The first quarter of FY2017 is likely to be intense with political campaigning and discussions about issues and candidates. Group meeting and training schedules being planned in the first quarter of the project year need to be especially sensitive to this. Project business will continue but most likely at a more carefully planned and slightly slower pace so that more flexibility can be maintained and conflicts avoided. Project staff will work to minimize disruptions in planned events, but also be ready to postpone activities if quality and safety may be compromised.

***USAID/Ghana Country Development Cooperation Strategy (CDCS).*** USAID/Ghana's next five-year strategy, the CDCS, will be planned in the coming year. The CSLP's second phase will continue into the beginning of the timeframe for that strategy. This means that it is likely that consultants and planners will work with the project to examine successes and challenges that need to be factored into the next five-year plan. The CSLP staff need to be ready to respond to this demand and adjust scheduling to assist, where reasonable, with requests coming from CDCS planning teams on the ground for field visits and consultation meetings.

***Sustainability strategies with regional stakeholders for district-level action.*** Moving into the second phase of the CSLP, the project's regional stakeholders have noticed the positive impacts of the project's interventions. In the most recent quarterly meetings, they have directly asked for assistance that will help to ensure the sustainability of several of these activities, especially those involving the district assemblies. To begin responding to these requests, the CSLP will organize two workshops, one in the second quarter and another in the fourth quarter, to have focused discussions with selected regional and district assembly partners and stakeholders on the steps needed to ensure such sustainability and to help chart a strategy and action plan to do this.

***Strategies for maintaining connections with previous years' successes.*** Continuity and strengthening actions based on successes in prior years is important to ensuring future success and contributing to more sustainable actions. The activities and tasks laid out and summarized in the FY 2017 Annual Work Plan seeks to take this into account. The project's greater focus on farms and farmers as small business enterprises is part of that strategy as well as reinforcing record keeping and basic financial accounting with wider attention to literacy and numeracy training. Always keeping an eye on the sustainability aspects of project activities is another. The work with the regional and district GoG staff just mentioned above is part of that. Another example, and one being more aggressively explored in the coming year, is helping small entrepreneurs become strategic producers of tree nursery stock.

The current community tree nursery model employed by the project is not a sustainable one and improvements are needed and alternatives will be explored and tested on a small scale during the coming year.

## **CSLP Project Targets**

Under Phase 1, the CSLP monitored six standard indicators (see Table 3 below). As noted above, the CSLP will fall under the Feed the Future (FtF) umbrella for Phase 2 and four additional indicators will be monitored. Table 3 lists the new FtF indicators and six indicators that the CSLP has been monitoring for three years. The table provides FY2016 targets for the original six and the actual figures obtained through the 3<sup>rd</sup> quarter. It also provides the targets for FY 2017, Year 4 of the project, and the initial year of Phase 2 that includes the Feed the Future indicator targets. It is expected that the FtF targets will be modified in subsequent years based on experience gained by the project.

## **Program Management**

Experiences gained in the initial phase of implementation provide a solid foundation for moving into the 2<sup>nd</sup> Phase with solid administrative and financial systems in place. The Forest Service will continue to support with administrative visits and fiscal oversight. A new lease for the office space has been agreed between the project and the landlord for an additional two years and aligned with the fiscal years of the project.

Two of the project vehicles (out of four total) are aging significantly and require all too regular emergency visits to the garage for maintenance and repairs. Plans for FY2017 include a planned purchase of a new (diesel fueled) pickup for field use. The project will also impress upon USAID Ghana the need for another used vehicle if one becomes available from another USAID project.

The staffing force was consistent throughout the third year of the project and one position was doubled up to address the ever-growing needs of a sound monitoring and evaluation system. The Communications Specialist has now taken on the M&E role officially and plans for FY2017 include identifying and hiring a new communications person who can be mentored by the current M&E/Communications Specialist.

Another administrative position will also be created and filled in FY2017 to address the growing demand for data management and in-the-field training administration needs. The CSLP technical staff implement a substantial number of trainings each quarter and this also includes designing, upgrading and tailoring trainings to a variety of audiences. The new administrative person will help to reduce some of the administrative planning, logistics and in-the-field administration load that is currently carried by the technical staff. The person who assumes this new position will also assist in data entry quality control working closely with the M&E Specialist.

**Table 3. CSLP indicators and targets for FY 2016 and FY2017**

Indicator	Base-line	FY 2016		FY 2017
		Target	Actual <sup>1</sup>	
<b>E.G. 3.2-1</b> <u>Number of individuals</u> who have received USG-supported short-term agricultural sector productivity or food security training	0	--	--	861
<b>E.G. 3.2-17</b> <u>Number of farmers</u> and others who have applied improved technologies or management practices as a result of USG assistance (FtF)	0	--	--	344
<b>E.G. 3.2-18</b> <u>Number of hectares</u> under improved technologies or management practices with US assistance	0	--	--	80
<b>E.G. 3.2-20</b> <u>Number of for profit private enterprises, producers organizations, waters users associations, women's groups, trade and business associations and community-based organizations (CBOs)</u> that applied improved organization-level technologies or management practices as a result of USG assistance	0	--	--	50
<b>4.8-7</b> Quantity of greenhouse gas (GHG) emissions, measured in metric <u>tons of CO<sub>2e</sub></u> , reduced, sequestered and/or avoided as a result of United States Government (USG) assistance	0	5,000,000	4,313,412	7,000,000
<b>4.8.1-6</b> Number of <u>people</u> with increased economic benefits derived from sustainable natural resources management (NRM) and conservation as a result of USG assistance	0	900	861	1,200
<b>4.8.1-26</b> Number of <u>hectares</u> of biological significance and/or natural resources under improved NRM as a result of USG assistance	0	1,300	827	1,415
<b>4.8.1-29</b> Number of person <u>hours</u> of training in NRM and/or biodiversity conservation supported by USG assistance	0	8,000	5,496	8,500
<b>4.8.2-14</b> Number of <u>institutions</u> with improved capacity to address climate change issues as a result of USG assistance	0	70	57	75
<b>4.8.2-29</b> Number of person <u>hours</u> of training completed in climate change as a result of USG assistance	0	4,500	5,993	5,000
<b>Custom 1</b> Number of person <u>hours</u> of training completed in VSL modules as a result of USG assistance	0	--	--	5,000
<b>Custom 2</b> Number of <u>community sensitization sessions</u> on climate change issues and/or NRM/biodiversity conservation as a result of USG assistance	0	--	--	50
<b>Custom 3</b> Number of <u>persons</u> receiving start-up items for improved NRM/ biodiversity conservation as a result of USG assistance	0	--	--	600
<b>Custom 4</b> Number of project-planted <u>seedlings surviving</u> in towns/communities as a result of USG assistance	0	--	--	65,000

<sup>1</sup>Actual figures reported in this column are current through the end of Quarter 3 (31 July), FY2016



## 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 Phase 1 of the project. Project staff have been sensitive to the potential adverse impacts, implementing necessary mitigation measures where needed for each activity and monitoring the overall strategy. In the third year, more attention was given to embedding this process in its M&E system and this will be made more formal in Year 4. Staff also need to work with grantees, DoFA, and other district government technicians to make them more fully aware of the requirements and rationale associated with such monitoring. Only with these safeguards in place and well understood, will they be more apt to be continued when the project ends.

**Table 4. Environmental mitigation and monitoring summary for project activities**

Environmental impact	Mitigation	Monitoring	Timing and responsible party/ies
Nursery siting on slopes will cause erosion and silting	<ul style="list-style-type: none"> <li>Where avoidable, steep slopes will not be selected as nursery sites.</li> <li>Project staff will facilitate establishment of sites.</li> <li>Where unavoidable, necessary erosion control measures will be taken such as development along the contours, growing of grasses and/or extensive mulching.</li> </ul>	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"> <li>Nursery tree stocks will be local tree species.</li> <li>Project staff facilitates procurement of seedlings.</li> <li>Forestry/agroforestry designs incorporate native species as possible.</li> <li>In all instances, there will be a mixture of species in planting schemes. Species providing non-timber forest products such as cane, rattan, grasses for roofing encouraged.</li> <li>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.</li> </ul>	<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>	<p>The Assistant Director and the Community Benefits Specialists will complete monthly monitoring.</p>

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

### Estimated Budget by USAID PAPA Reporting Category, Year 4

<b>Salaries</b>	<b>\$ 830,347</b>
<b>Travel &amp; Per Diem</b>	<b>83,969</b>
<b>Workshops/Training</b>	<b>72,658</b>
<b>Equipment/Supplies</b>	<b>103,120</b>
<b>Cooperative Agreements/Grants</b>	<b>170,000</b>
<b>Indirect Costs</b>	<b><u>238,468</u></b>
<b>TOTAL</b>	<b>\$ 1,498,562</b>

## Annexes

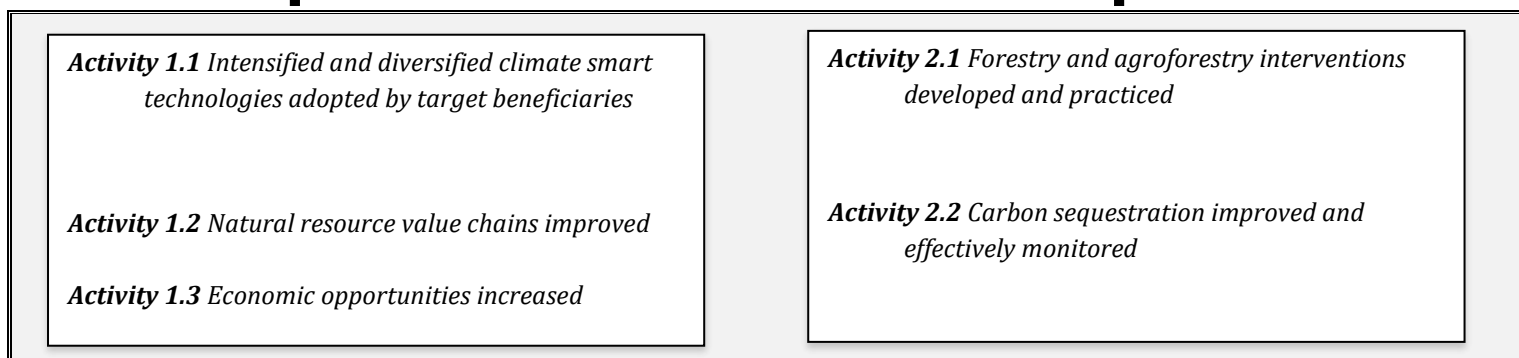
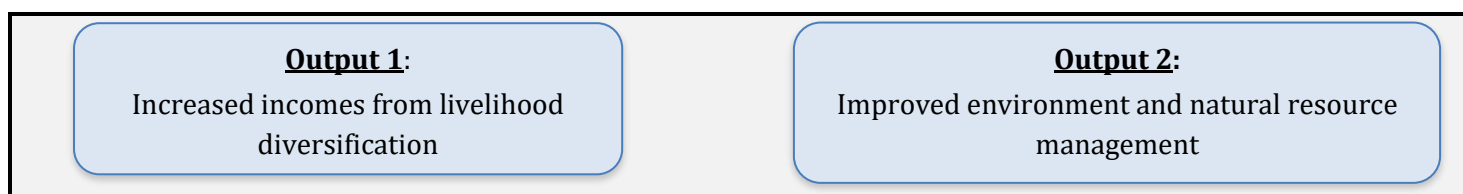
### Annex A. CSLP Revised Logical Framework

**USAID's DEVELOPMENT OBJECTIVE 2:**  
Sustainable and Broadly Shared Economic Growth



**Project Goal:** To promote low emissions development in Ghana's Western Region by strengthening community-based natural resource management and monitoring

**Purpose:** Poverty reduction and increased resiliency in communities in the six coastal districts in the Western Region through improved natural resource management, livelihood diversification, value chain development, and ecosystem restoration



Activities/Tasks	Inputs	Assumptions/Project Risks
	<p>Staff time and expertise</p> <p>Knowledge sharing from CSLP staff and partners</p> <p>Material inputs of bee-hives, trees, start up kits for village savings</p>	<ul style="list-style-type: none"> <li>•The existing national policy framework supports CSLP's climate change interventions in promoting sustainable NRM/biodiversity conservation</li> <li>•The prevailing property rights/land tenure system supports CSLP's climate change interventions in promoting sustainable NRM/biodiversity conservation</li> <li>•Government agencies and communities commit local resources into NRM/biodiversity conservation</li> </ul>

	groups, CSA groups	
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## Likely Activity, Tasks and Indicator Relationships

Output	Activities	Indicators
<b>1</b>	<b>Activity 1.1</b> Intensified and diversified climate smart technologies adopted	4.5.2 (5), 4.5.2 (7), 4.5.2 (42), C-3, C-4
	<b>Activity 1.2</b> Natural resource value chains developed	4.8.1-26, 4.8.1-29, 4.8.2-29, 4.5.2 (7)
	<b>Activity 1.3</b> Economic opportunities increased	4.8.1-6, C-1, 4.5.2 (37)
	<b>Activity 1.4</b> Capacities enhanced for diversified livelihoods	4.8.1-29, 4.8.2-29, 4.5.2 (7)
<b>2</b>	<b>Activity 2.1</b> Forestry and agroforestry interventions developed and practiced	4.8.1-26, 4.8.1-29, 4.8.2-29, 4.5.2 (7), C-3, C-4
	<b>Activity 2.2</b> Carbon sequestration improved and effectively monitored	4.8-7, 4.8.1-26
	<b>Activity 2.3</b> Stakeholder coordination strengthened	4.8.2-14, 4.8.1-29, 4.8.2-29, 4.5.2 (27), C-2
	<b>Activity 2.4</b> Capacities increased in climate change adaptation and natural resources management (NRM)	4.8.1-29, 4.8.2-29, 4.5.2 (7)



## Annex B CSLP Indicators

### Key Standard Indicators

Indicator	Descriptor
4.8-7	Quantity of greenhouse gas (GHG) emissions, measured in metric <u>tons of CO<sub>2</sub>e</u> , reduced, sequestered and/or avoided as a result of United States Government (USG) assistance
4.8.1-6	Number of <u>people</u> with increased economic benefits derived from sustainable natural resources management (NRM) and conservation as a result of USG assistance
4.8.1-26	Number of <u>hectares</u> of biological significance and/or natural resources under improved NRM as a result of USG assistance
4.8.1-29	Number of person <u>hours</u> of training in NRM and/or biodiversity conservation supported by USG assistance
4.8.2-14	Number of <u>institutions</u> with improved capacity to address climate change issues as a result of USG assistance
4.8.2-29	Number of person <u>hours</u> of training completed in climate change as a result of USG assistance

### Key Feed the Future (FtF) Indicators

Indicator	Descriptor
EG. 3.2-17	<u>Number of farmers</u> and others who have applied <b>improved</b> technologies or management practices as a result of USG assistance (FtF)
EG. 3.2-18	<u>Number of hectares</u> under <b>improved</b> technologies or management practices with US assistance
EG. 3.2-1	<u>Number of individuals</u> who have received USG-supported short-term agricultural sector productivity or food security <b>training</b> (FtF)
EG. 3.2-20	Number of for profit private enterprises, producers organizations, waters users associations, women's groups, trade and business associations and <u>community-based organizations</u> (CBOs) that applied <b>improved</b> organization-level technologies or management practices as a result of USG assistance (FtF)

### Custom Indicators

Indicator	Descriptor
C-1	Number of person <u>hours</u> of training completed in VSL modules as a result of USG assistance
C-2	Number of <u>community sensitization sessions</u> on climate change issues and/or NRM/biodiversity conservation as a result of USG assistance
C-3	Number of <u>persons</u> receiving start-up items for improved NRM/ biodiversity conservation as a result of USG assistance
C-4	Number of project-planted <u>seedlings surviving</u> in towns/communities as a result of USG assistance

## Annex C

# CSLP WORK PLAN SUMMARY, YEAR 4 - FY2017

Activity	Sub-Activities	Specific Tasks	Indicators	Timeline				Lead & Support Staff	Partners	Immediate Deliverables
				Q1	Q2	Q3	Q4			
<b>Output 1: Increased incomes from livelihood diversification</b>										
<b>Activity 1.1 Intensified and diversified climate smart technologies adopted by target beneficiaries</b>										
1.1.1	Capacity of 30 woodlot charcoal producers built in improved charcoal production technology	Assess feasibility of metal kiln, brick kiln and briquetting technologies for improved charcoal production	C-2	■				KAO/Consultant	BAC	Feasibility Report
		Construct/install appropriate/feasible technology at Yabiw and Krobo	C-3	■					BAC	Photos
		Conduct training on operation of feasible charcoal production technology	4.8.1-29, EG.3.2-1	■					NBSSI/BAC; Energy Commission	Training report package, 2 metal kilns installed
1.1.2	30 woodlot charcoal producers trained in packaging and marketing standards for charcoal	Conduct training on packaging and marketing standards for charcoal	EG.3.2-1	■	■			KAO	NBSSI/BAC; Energy Commission	Training report package
		Monitor application of metal kiln technology and practices	EG.3.2-17		■		■	KAO		Brief report on monitoring
1.1.3	150 farmers applying new technologies on their food crop farms. 1000 handbook on CSA best practices and business skills produced	Conduct 30 CSA Trainings (15 classroom discussions/15 Hands-on trainings) in 15 communities on: 1. Introduction to CSA, 2. Composting, 3. IPM in prospective communities	EG.3.2-17	■	■			KOH/KAO	DoFA, HM	Training package report
		Conduct two Training of Trainers (ToT) for lead farmers on land preparation and erosion control	EG.3.2-17	■	■			KOH/KAO	DoFA, HM	Training package report
		Produce 1000 handouts on CSA best practices/ business skills and make it available to trained farmers	EG.3.2-17	■				KOH/KAO	DoFA, HM	1000 handbook on CSA best practices
1.1.4	Supported 32 farmers (8 farmers per quarter) to establish demo plots for sustainable food crop farming	Establish CSA demonstration farms with selected interested farmers and support them (supply seeds / tools /organic fertilizers) to demonstrate CSA best practices	4.8.2-29	■	■	■	■	KOH/KAO	DoFA, HM	Number of plots/Reports

**Activity 1.2 Natural resource value chains improved**














1.2.1	Capacity of 100 farmers/individuals built in beekeeping	Coordinate with UCC on beekeeping	C-2	■				KAO, SD, EN		
		Conduct training in introduction to beekeeping	EG.3.2-1, 4.8.1-29	■				KAO	Consultant/BAC/DoFA	Training report package
		Conduct training in setting up and management of apiaries	EG.3.2-1, 4.8.1-29, C-3	■				KAO		Training report package
1.2.2	100 beekeepers trained in packaging and marketing of honey	Conduct training in harvesting and processing of honey and beeswax	4.8.1-29		■			KAO		Training report package
		Conduct training for beekeepers in packaging and marketing of honey	EG.3.2-1, 4.8.1-29		■			Consultant/KAO	Training report package	
		Monitor application of beekeeping best practices	EG.3.2-17	■			■	KAO	Brief report on monitoring	

**Activity 1.3 Economic opportunities increased**

1.3.1	10 new VSLAs formed, trained and functioning	Formation and training of 10 New VSLAs. (1-3 VSLAs per Quarter)	C-1 , 4.8.1-6					FA, All staff	HM (GAW communities)	Field Briefing, About 250 comm folks introduced to basic financial services- savings, loans
1.3.2	Newly recruited Village Agents as well as existing agents trained	Recruit 20 New Village Agents and train plus a refresher for 14 existing Village Agents	C-1 , 4.8.1-6					FA, RA, KOH	HM, CD,BAC	Training materials, report
1.3.3	Beneficiaries equipped with the skills to do basic book keeping and accounting money	Numeracy and literacy trainings for 15 VSLAs (To be able to keep basic book keeping & counting)	C-1, EG.3.2-20					FA, SD,EN	Likely partners- Daasgift, NBSSI, Non Formal education	Training report, Curriculum
1.3.4	Beneficiary VSLAs empowered to do business with banks	Financial Education trainings plus linking of VSLAs that have completed at least a cycle to selected and certified rural banks, MFI's etc by the BOG	C-1, EG.3.2-20					FA, KOH	BAC-NBSSI	Training report, Curriculum
1.3.5	Beneficiary VSLA/ members equipped to keep basic records on their activities	Record Keeping Trainings for 10 new VSLAs	C-1					FA, KOH	BAC-NBSSI	Training report, Curriculum
1.3.6	Participants embarked on study tour & experiences shared	Organize Study Tour to Model VSLAs; 3 personnel from CSLP & HM to embark on a tour to USAID projects up North	C-1 , 4.8.1-6					FA, RA, KOH	USAID projects running VSLAs, CSLP Model VSLAs	Training report, Curriculum
1.3.7	Three (3) service providers have partnership with enterprise groups. (e.g. Partnership between enterprise groups and seeds dealers for supply and purchasing of improved seeds)	Organize farmers (beekeepers/vegetable farmers) into enterprise groups /associations	EG.3.2-20					KOH/FA	GSCP/NBSSI	Training reports / 10 groups formed
		Build the capacity of enterprise groups in group dynamics, entrepreneurship and marketing/ supply chain skills and invite potential buyers of vegetable produce to the training sessions to interact with farmers (market queens, hoteliers/ caterers etc)	EG.3.2-20					KOH/FA	GSCP/NBSSI/ MoFA	Training reports/Training curriculum
		Facilitate linkages between the enterprise groups and service providers : Community Market Queens/ Improved seed dealers (e.g. East - West International / TIKOLA) input dealers, hotels/ restaurants etc.	EG.3.2-20					KOH/FA	GSCP/NBSSI/ TIKOLA/MARKET QUEENS/WRCF/ ESOKO etc	3 service providers providing services to enterprise groups
		Register existing enterprise groups with the respective district assemblies	EG.3.2-20					KOH/FA		Number of groups registered with the district

Activity 1.4 Capacities enhanced for diversified livelihoods								
1.4.1	Farmers selected for preferred and marketable NRM-related supplementary livelihood options	Conduct rapid assessment on NRM-related preferred livelihood options (including markets) in 18 communities	C-2, 4.8.1-6			RA, KAO,KOH	BAC	Assessment report
1.4.2	Farmers abreast with the relevance on food security and how to achieve it	Organize Food Security Trainings for farmers in 5 communities	EG.3.2-1			EAY, KOH	DoFA,	Training package report
1.4.3	Capacity of 50 farmers in mushroom production built (based on assessment results)	Conduct training in mushroom production	4.8.1-29,EG.3.2-1			KAO/Consultant	Consultant/BAC	Training report package
		Procure mushroom production start-ups and distribute to trainees	C3			KAO, MPK/EO		Acknowledged recipients list
1.4.4	20 farmers trained in packaging and marketing of mushrooms	Conduct training in packaging and marketing of mushroom	EG.3.2-1			KAO/Consultant	Consultant/BAC	Training report package
		Monitor application of mushroom production technology / practices	C2, EG.3.2-17			KAO,	Consultant/BAC	Short report on monitoring
1.4.5	Commercial tree species nursery established	Conduct assessment on demand/supply on tree species preference and support (inputs/technical know how) interested individuals to raise economic tree seedlings	C3			KOH/KAO	CA	Assessment Report
		Support identified individuals to establish commercial nurseries	EG.3.2-17, C4				Farmers	Tree nursery

Output 2: Improved environment and natural resource management								
Activity 2.1 Forestry and agroforestry interventions developed and practiced								
2.1.1	150 -200 cocoa farmers initiated restoration of shade trees in cocoa farms	Undertake ToT for CHED staff on Cocoa Shade Tree Cover Restoration (STCR)	4.8.1-29, EG.3.2-1			KAO,	CHED, DoFA, FC	Training report package
		Support CHED staff to train more cocoa farmers in cocoa STCR	4.8.1-29, EG.3.2-1			KAO,	CHED, DoFA, FC	Training report package
2.1.2	Institutions and individuals have capacity to initiate urban forestry activities	Conduct urban forestry training for 6 different groups	4.8.1-29, EG.3.2-1			KAO	TCPD, Parks & Gardens FC	Training report package
2.1.3	Selected fruit tree species planted in three schools and selected public spaces	Procure/raise seedlings of selected fruit trees (citrus, paw paw , avocado, adasema,prekese)	C3			KAO	CR/Private	Acknowledged recipients list
		Support planting and monitoring of fruit trees in school compounds and other public spaces	EG.3.2-17, C4			KAO	GES, CRI, Parks & Gardens/FSD/ NADMO	Photo album of planted sites and species
2.1.4	Trees planted/registered by farmers with the FSD	Support registration of planted trees on farms in line with Forestry Commission guidelines	C4			KAO,EAY	FSD/Traditional Authorites/HM	Copies/list of registered farm/farmers
2.1.5	CREMA/CCC planted portion(s) of degraded mangrove sites at Akw idai replanted	Build capacity of CREMA and CCC to raise mangrove seedlings and replant degraded sites in Akw idai	EG.3.2-1			KOH	CREMA/CCC	10,000 mangroves seedlings raised

Activity 2.2 Carbon sequestration improved and effectively monitored							
2.2.1	Carbon stocks of CSLP enlisted farmer/farms measured and monitored	Participatory mapping of CSLP intervention farms	4.8.1-26		EAY/all staff	Community Assistants	factors of farms mapped
		Collaboration with UCC, FORIG and KNUST on carbon stocks estimation	4.8.7		EAY	UCC, KNUST, FORIG	internal documentation
		Carbon stocks estimation and annual change increment determination	4.8.7		EAY/all staff	UCC, KNUST, FORIG	CO2 equivalent estimates
2.2.2	Database on tree planted to date/survival rates and economic benefits for enterprise groups	Monitor and collate data on CSA activities on the field	4.8.1-26, C-4, EG.3.2-17		KOH/KAO	CA	Collated data sheets
		Monitor and collate data on planted trees	4.8.1-26				Collated data sheets
Activity 2.3 Stakeholder coordination strengthened							
2.3.1	National Partners updated on project interventions	Maintain communication with national level stakeholders	4.8.2-14, C-2		SD, EN	National level	Minutes
2.3.2	Regional Institutions abreast with and support CSLP interventions.	Organize quarterly update meetings with Regional GoG officials			SD, EN, RA	RCC	Minutes
		Organize media day (field trip) with GoG Officials			SD, RA	RCC, DAs	Media reports
2.3.3	District GoG Agencies and others institutions updated on CSLP interventions and promote project activities.	Organize quarterly joint update meetings with District level GoG Officials			RA	DAs	Minutes
		Conduct field monitoring visits with District Assemblies			RA	DAs	Minutes
2.3.4	Traditional Authorities committed to project objectives	Organize biannual update meetings with Traditional authorities			RA	DAs	Minutes
2.3.5	CSLP lessons shared at dialogue platforms/conferences	Participate in National, Regional and District level dialogue platforms (as and when possible/invitations received)			SD, All	All levels	Minutes/Reports
2.3.6	CSLP stakeholders and other beneficiaries identified with unique ID	GIS/online registration of farmers and stakeholders		EAY/RA, All staff	Consultant	Generated IDs/ Database created	



**Activity 2.4 Capacities increased in climate change adaptation and natural resources management**

2.4.1	CREMAs strengthened to initiate conservation of wetlands	Selection of 3 wetland areas in Ahanta West District	4.8.1-26, EG.3.2-20		RA, EN, EAY	CREMA/CRMCs	Field notes
		Organize 9 trainings on wetland values and management (3 each for 3 CRMCs/other members) with estimated 60 total participants	4.8.1-29, 4.8.2-14; EG. 3.2-1		RA	WD, HM, Ahanta West DA	Training package report
	Draft management plans for mangroves restoration site at Yabiw and Akwidai	Facilitate discussions with CREMA executives and Climate Change Clubs to agree on roles and responsibilities for managing Akwidai mangroves site	C2		KOH/RA	HM	Draft Mgt Plans
		Build capacity of Volunteers for managing restored mangrove sites and facilitate discussions for development of draft a management plan	4.8.1-26 EG.3.2-1, 4.8-7		KOH/RA	Hen Mpoano/Wildlife	
2.4.2	60 public school Teachers empowered on waste management and conservation	Conduct ToT on Waste Management / Climate change for 60 female teachers in Shama District	4.8.1(2)-29, EG.3.2-1, 4.8.2-14		RA	GES	Training package report
		Follow up on trainings for students by Teachers			RA	GES	Training package report
2.4.3	10 Climate Change Clubs strengthened to enhance CC education	Form 2 new Climate Change Clubs (CCCs; to make 10 in total)	C-2		RA	GES	Field notes
		Conduct 2 awareness trainings on climate change (including educational tours) for each of the 10 CCCs and organize other awareness enhancing events (e.g. clean ups)	4.8.2-29, EG.3.2-1, 4.8.2-14		RA	GES, WD, EPA	Training package report
		Set up demonstration site on CSA practices (e.g. compost) with Komfueku CCC	4.8.1-26, EG.3.2-17		RA, KOH	DoFA, GES	Field notes
		Follow up on Waste Management ToT for Teachers in Shama District: 22 schools	4.8.1-29		RA	GES	
		Collaborate with UCC on Wetland Monitoring with Yabiw and Akwidai public schools and communities	4.8.1-26		SD, RA, EN	GES	
2.4.4	12 Community Based Organizations (CBOs) promote appropriate conservation practices	Organize awareness trainings on climate change and/or NRM for 12 local groups; e.g. VSLAs, Conservation Committees (3 groups per quarter)	4.8.2-29, EG.3.2-1		RA	WD, DoFA, EPA	Training package report
		Follow up on local groups trained to document practices	EG.3.2-17, 4.8.2-14		RA		Field notes
2.4.5	Awareness enhanced on climate change issues	Organize video presentations (at night) on wetlands values/importance in 10 GAW communities	C-2		RA	HM	Field notes
		Produce and distribute IEC Materials (e.g. brochures, factsheet, calendar, signages, new sletter; development of website)	C-2		RA, SD, EN		IEC Materials
		Support 2016 Farmers' Day Celebration at district level and organize local event on 2017 World Environment Day (WED)	C-2		RA	DoFA, DAs, GES	Field notes, Media Reports
2.4.6	Capacity built on integrating climate change and NRM into spatial planning	Organized 5 GIS training II at the district level (one training per district)	4.8.1-29, 4.8.2-14		EAY, RA	TCPD, HM, UCC	Training report
		Organize 2 Spatial planning training I for TCPDs at district level (two joint trainings)				TCPD, HM, UCC	Training report
2.4.7	Eight DoFA extension officers (2 per quarter) have capacity to replicate CSA trainings in non-CSLP intervention communities	Conduct training of Trainers (ToT) for Agric Extension staff (4 per quarter) and lead farmers from four districts of Western Region on CSA best practices	4.8.1-26, 4.8.1-29, 4.8.2-14		KOH/RA	CSLP, DoFA extension agents	Training report/Training curriculum
		Follow up on trained Agric Extension Staff (trainees)					

## Partner collaboration and coordination

PC&C 1	Hen Mpoano small grant	Monthly oversight, activity review and planning		◆	◆	◆	◆	SD, EN	Hen Mpoano	Monthly technical reports, quarterly
PC&C 2	Quarterly M&E meetings with METSS	Quarterly discussions and M&E updates among Feed the Future funded projects		+	+	+	+	RA	METSS	Meeting minutes
PC&C 3	Miscellaneous ad hoc events & meetings with USAID, USG, & GoG officials	Semi-annual USAID sponsored update meetings for Feed the Future funded projects; informational and consultative visits with Economic Growth staff, and other USG and GoG officials		❖	❖	❖	❖	SD, EN, Tech staff	Various	Trip reports and meeting minutes
PC&C 4	Sustainable Fisheries Management Project and UCC Fisheries & Coastal Management Capacity Building Project quarterly coordination meetings	Quarterly discussion of past and planned activities led by USAID/Ghana		+	+	+	+	SD, EN	SFMP, FCMCBP, USAID/Ghana	Meeting minutes
PC&C 5	Western Region Coastal Foundation monthly coordination meetings	Monthly coordination discussion on areas of collaboration and tasks undertaken in specific communities of joint interest		◆	◆	◆	◆	SD, EN, Tech. staff	WRCF	Trip reports and meeting minutes
PC&C 6	Western Region Implementors' Council meetings	Thematic monthly meeting of CoPs		◆	◆	◆	◆	SD, EN, Tech staff	Various	Meeting minutes
PC&C 7	US Peace Corps collaboration meetings	Coordination with PCV in Shama District on special projects and		◆	◆	◆	◆	FA, SD, EN	US Peace Corps	CSLP monthly review
		Exploring options for a PCV being placed with the CSLP						SD, EN, Tech staff		Meeting minutes

## Administrative

A 1	FY 2016 Annual Progress Report	Draft, review and submit report to USAID/Ghana AOR		⊕					EN, SD		FY 2016 Annual Progress
A2	Monthly Project Activity Review	Summarize activities conducted during the previous month with technical staff and grantees		◆	◆	◆	◆		RA, SD, All staff		Monthly review
A3	Monthly Project Activity Plan	Provide a projection by date of upcoming month's activities with technical staff and grantees		◆	◆	◆	◆		RA, All staff	Hen Mpoano, SFMP, FCMCBP	Monthly plan
A4	FY 2017 Bi-weekly updates	Bullet list summarizing project activities and events and projecting the following fortnight's events & submitted to USAID/Ghana AOR		⌘	⌘	⌘	⌘		SD, EN		Bi-weekly report submitted to USAID/Ghana
A5	FY 2017 Quarterly Report	Draft, review and submit quarterly report to USAID/Ghana AOR		+	+	+			EN, SD		Quarterly Reports
A6	FY 2017 Procurement Plan	Draft, review and submit procurement plan to USFS-IP		⊕							
A7	FY 2018 Work Plan	Draft, review and submit report to USAID/Ghana AOR						⊕	SD, All staff	Grantees	Work Plan
A8	Gender assessment and action plan	Develop the scope of work for the assessment and action plan							SD, EN		SoW
		Identify and engage consultant to conduct the assessment and draft the report							SD		Consultant contract; draft report
		Implement the Gender Action Plan							SD, All Staff		Part of CSLP monthly report
A9	CSLP Beneficiary Identification	Design and implement the Beneficiary Identification Number system and populate the database							RA, EA Y, SD	METSS	Database SOP and monthly updates
A10	Employ new CSLP staff	Develop the SoW, identify candidates and contract new Communications Specialist							SD, RA		Communication specialist contracted/working
		Develop the SoW, identify candidates and contract new Administrative Specialist							SD, RA, MPK		Administrative specialist contracted/working